

ORIGINAL

UNITED STATES OF AMERICA
NUCLEAR REGULATORY COMMISSION

Title: BRIEFING ON EEO
PUBLIC MEETING

Location: Rockville, Maryland

Date: Thursday, June 25, 1998

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TITLE OF MEETING: BRIEFING ON EEO PUBLIC MEETING

PLACE OF MEETING: Rockville, Maryland

DATE OF MEETING: Thursday, June 25, 1998

was held as herein appears, is a true and accurate record of the meeting, and that this is the original transcript thereof taken stenographically by me, thereafter reduced to typewriting by me or under the direction of the court reporting company

Transcriber:

Rose Gustin

Reporter:

Jan Hardy

1 UNITED STATES OF AMERICA
2 NUCLEAR REGULATORY COMMISSION

3 ***

4 BRIEFING ON EEO

5 ***

6 PUBLIC MEETING
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9 Nuclear Regulatory Commission
10 Commission Hearing Room
11 11555 Rockville Pike
12 Rockville, Maryland
13

14 Thursday, June 25, 1998
15

16 The Commission met in open session, pursuant to
17 notice, at 2:02 p.m., the Honorable GRETA J. DICUS
18 presiding.
19

20 COMMISSIONERS PRESENT:

21 GRETA J. DICUS, Member of the Commission
22 EDWARD McGAFFIGAN, JR., Member of the Commission
23 NILS J. DIAZ, Member of the Commission
24
25

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1 STAFF AND PRESENTERS SEATED AT THE COMMISSION TABLE:

2 JOHN MINNS, Selection Subcommittee

3 PETER BLOCH, Management Diversity Subcommittee

4 IRENE LITTLE, OSBCR

5 JOE CALLAN, Operations

6 PATRICIA NORRY, Management Services

7 JIM McDERMOTT, OHR

8 JEANETTE COPELAND, Paraprofessional Subcommittee

9 DAVID DIEC, PMS, APAAC

10 SAM COLLINS, NRR

11 HUB MILLER, Region I

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P R O C E E D I N G S

[2:02 p.m.]

COMMISSIONER DICUS: Good afternoon, ladies and gentlemen. The Chairman has asked me to deliver the opening and closing remarks to the briefing today and to express her very sincere regret at being unable to attend unfortunately due to a recent death in her family. She felt, however, that it was important not to cancel or postpone this briefing, even though she is away from the office today, and she is attending a funeral.

The purpose of our meeting today is to discuss the status of the NRC's equal employment opportunity -- the EEO -- program for the period from July 1, 1997, through March 31 of 1998.

As you probably know already, the EDO is to report to the Commission at semiannual public meetings on the status of the EEO efforts, the progress of the program, and any associated problems. The Commission held its last EEO briefing on October 14, 1997. As a result of that briefing, the Commission requested that this briefing include a presentation by the Director of NRR and a regional administrator on the implementation of EEO program policies, including statistical information on the number and types of advanced degrees that are held by the professional staff in NRR. Therefore, the briefing today will include

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1 presentations by Mr. Sam Collins, the Director of NRR, and
2 Mr. Hub Miller, the Region I Regional Administrator.

3 The SECY paper 98-137, copies of which are
4 available at the entrances to this room, contains additional
5 information and data on the status of the NRC's EEO program,
6 the response to the Commission's SRM on the last briefing,
7 and activities of the EEO advisory committees,
8 subcommittees, and the Joint Labor-Management EEO Committee.

9 The paper represents the continuing cooperative
10 work of the Office of Small Business and Civil Rights, Human
11 Resources, the EDO's office, the advisory committees,
12 subcommittees, and the Joint Labor-Management EEO Committee.

13 I encourage you to continue your efforts to work
14 together to make improvements and accomplish clear results
15 in meeting our EEO goals.

16 Now on that note and on behalf of my fellow
17 Commissioners, I welcome the presenters and all employees in
18 the audience who have demonstrated by your presence an
19 interest in and commitment to the NRC EEO program. I look
20 forward to hearing about the progress we are making and the
21 results that we have achieved in the EEO area, and I would
22 like particularly to welcome a newly formed subcommittee,
23 the Paraprofessional Subcommittee, and I look forward to the
24 contribution they will make in the EEO process.

25 Clearly our goal is an equitable environment for

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1 all our employees, and we will continue to respond to the
2 changing environment within government, and within the
3 industries we license and regulate. These industry changes
4 include deregulation, restructuring, and utility mergers.
5 We must continue our efforts to be more efficient, to
6 streamline agency programs, and to reduce unnecessary budget
7 expenditures. Always remember, however, that challenge is a
8 pathway to opportunity.

9 Would any of my fellow Commissioners like to make
10 a comment at this time?

11 [No response.]

12 Then given that, Mr. Callan, executive director of
13 operations, if you will please proceed and introduce the
14 people at the table.

15 Thank you.

16 MR. CALLAN: Thank you, Commissioner Dicus, and
17 good afternoon everyone.

18 We are indeed pleased to be here today to provide
19 the Commission with information on the current status of the
20 Agency's EEO program. As you pointed out, Commissioner
21 Dicus, this briefing will cover the period since the last
22 EEO briefing on October 14, 1997. Joining me on my right is
23 Patricia Norry, the Deputy Executive Director for Management
24 Services, and Jim McDermott, the Deputy Director, Office of
25 Human Resources. Joining me on my left is Irene Little,

1 Director, Office of Small Business and Civil Rights. Irene
2 will now introduce the EEO Advisory Committee
3 representatives.

4 Irene?

5 MS. LITTLE: Thank you, Joe.

6 To my left is Peter Bloch, the chairperson of the
7 Management Diversity Subcommittee; John Minns, the
8 chairperson of the Selection Subcommittee; to Mr.
9 McDermott's right is Jeanette Copeland, who is the
10 chairperson of the Paraprofessional Subcommittee, and David
11 Diec, chairperson of the Performance Monitoring
12 Subcommittee, who is also chair of the Asian Pacific
13 American Advisory Committee. These are the presenters who
14 will be speaking today.

15 Also participating in the briefing are several
16 people in the well. I would ask that they would stand as I
17 call their names.

18 We have Sue Smith, EEO counselor; Elliott Greher,
19 chairperson of the Affirmative Action Advisory Committee;
20 Raymond Holt, acting chairperson of African American
21 Advisory Committee; Paul Narbut, chairperson of the
22 Committee on Age Discrimination; Charleen Raddatz,
23 chairperson of the Federal Women's Program Advisory
24 Committee; Jose Ibarra, chairperson of the Hispanic
25 Employment Program Advisory Committee; Mike Weber,

1 chairperson of the Joint Labor-Management EEO Advisory
2 Committee. Also joining us today is Peter Hearn, who's
3 president of the National Treasury Employees Union.

4 Thank you.

5 MR. CALLAN: Thank you, Irene.

6 In addition to the committee members, we have two
7 NRC managers participating in the briefing to discuss their
8 implementation of EEO program policies. They are Sam
9 Collins, the director of NRR, and I believe next to him Hub
10 Miller, the regional administrator of Region I.

11 And before I turn the discussion over to Pat
12 Norry, let me just say that although the Agency continues to
13 operate in an environment of limited resources, the
14 objectives of the EEO program are and will remain relevant
15 as we carry out our management responsibilities. I firmly
16 believe that the accomplishment of our EEO goals will
17 enhance individual and organizational performance,
18 contribute to the regulatory effectiveness of the NRC, and
19 help ensure that NRC remains a strong and viable
20 organization. I believe the Agency is doing a credible job
21 of maintaining and in some cases enhancing work force
22 diversity, and we are taking specific actions to manage our
23 diverse work force more effectively.

24 And with that, I will now ask Pat Norry to provide
25 details about our progress and a summary of our response to

1 the staff requirements memorandum.

2 Pat?

3 MS. NORRY: Thank you, Joe, Commissioners.

4 May I have the first slide, please.

5 I would like to briefly highlight our responses to
6 the information requested by the Commission in the SRM from
7 the last EEO briefing. There is more detailed information
8 on each one of these items in the paper itself.

9 First we gathered data and compared NRC strategy
10 for hiring entry-level women and minorities for technical
11 positions with the hiring strategies of DOE, EPA, and NASA.
12 We found that our success in these categories is similar to
13 that of the other agencies. With NRC's accepted status and
14 flexible hiring authority, and the fact that we use a
15 variety of recruitment sources, our efforts to attract women
16 and minorities for entry-level technical positions have been
17 relatively successful. There's more information in the
18 paper on the specifics that are characteristic of the other
19 agencies, but the comparison looks pretty good.

20 Secondly, we're in the process of enhancing our
21 merit selection tracking matrix to capture demographics of
22 applicants on best-qualified lists, and we believe this
23 enhanced system will let us assess the selection trends and
24 patterns and develop better strategies for hiring.

25 We were asked to look at the extent to which our

1 contract with the Southwest Research Center requires
2 compliance with EEO regulations, and indeed it does, as do
3 our contracts, Federal Government contracts with all
4 entities doing business with the Government. In the case of
5 the Southwest Research Center, they have really gone beyond
6 what is strictly required and have an active minority
7 recruiting plan.

8 In order to enhance our recruitment efforts we've
9 used a variety of marketing strategies, including brochures
10 and display materials and ads. What we're looking for there
11 is to show specifically the challenging technical jobs that
12 the Agency has, and we have a brochure which we'll be
13 sending up for the Commissioners to look at when we get
14 developed, which should be fairly soon.

15 In addition what we do with the people who are
16 going out on recruitment trips, we give them very specific
17 details about the technical positions that are available so
18 that they're able to characterize them correctly.

19 We develop recruitment plans that show all of the
20 career fairs and the onsite campus interviews, and we
21 coordinate these with all the offices and with the regions,
22 and we try to get people to participate in these recruitment
23 efforts who can discuss the specific technical positions
24 available.

25 We reestablished the technical intern program, and

1 that of course includes positions in both headquarters and
2 the regions. We recently made employment offers to one
3 Asian male, one Asian female, one African-American male, one
4 African-American female, three white men, and four white
5 women.

6 One of the major challenges in our entire
7 recruitment effort is attracting and hiring and retaining
8 Hispanics. That has been a major focus and will continue to
9 be. We have advertised in newspapers and journals that
10 target Hispanics. We maintain liaison with universities and
11 colleges, at institutions that have a high representation of
12 Hispanic students, and they have been helpful in identifying
13 candidates for us. This year we have made four selections
14 of Hispanic employees, but more needs to be done.

15 With respect to the priorities of our efforts in
16 the EEO program, there are four major areas. They include
17 enhancing opportunities for women and minorities in
18 professional positions; expanding the pool of minorities and
19 women in supervisory management and senior positions;
20 enhancing efforts to attract and retain employees with
21 disabilities; and improving communication about the Agency's
22 EEO objectives.

23 While the NRC continues to be challenged by budget
24 and FTE reductions and mandates to reduce supervisory
25 ratios, these four goals remain the focal point of our

1 activities.

2 May I have the next slide, please.

3 The first area of emphasis shows that we made 59
4 hires, and of those, 69 percent were white males, 7 percent
5 were white females, and 24 percent were minorities. A total
6 of 11 positions were authorized for the technical intern
7 program. Of the offers that I mentioned before, five so far
8 have been accepted. And in addition, the Office of
9 Administration has established and filled three
10 administrative intern positions -- two black women and one
11 white woman.

12 Also, in order to enhance opportunities, qualified
13 graduates who participated in our historically black college
14 and university research program are being considered for
15 technical positions at NRC.

16 May I have the next slide, please.

17 COMMISSIONER McGAFFIGAN: The intern program has
18 been up and down, and our budgets unfortunately seem to be
19 headed down. There's about a \$16 million cut in the core
20 budget aside from DOE in both Houses, \$16-\$17 million. Will
21 we have to reassess very shortly again the viability of the
22 intern program given a 4-percent reduction in our budget?

23 MS. NORRY: I believe the prevailing view is that
24 we ought to continue it; that even though we are going down
25 in overall staffing, that the intern program provides the

1 kind of skills and talents we're going to need for the
2 future, and that ought to be one of the things that gets
3 maintained. That's the general thinking at this point.

4 COMMISSIONER McGAFFIGAN: Okay.

5 MS. NORRY: May I next slide, please.

6 Even with the impact of downsizing and working
7 toward a supervisory ratio of 8 to 1, we have made some
8 progress in our goals. The total on-board number of
9 permanent employees during this period decreased and the
10 total number of supervisory positions has declined, but the
11 number of minorities in the feeder group, which is Grades 13
12 to 15, has increased from 347 to 356 and the number of women
13 in SES and SLS positions has also increased.

14 May I have the next slide, please.

15 We have continued our recruitment and retention
16 efforts in this area. We in addition to the recruitment and
17 retention efforts, we ensure that reasonable accommodations
18 are provided to employees as required by law.

19 For example, we recently installed additional
20 automatic door devices and special telephone services for
21 three hearing-impaired employees.

22 May I have the next slide, please. This is the
23 one that focuses on improving communications about EEO and
24 Affirmative Action objectives. In addition to incorporating
25 the EEO goals within each office's operating plan, we are

1 also close to completing an updated Affirmative Action Plan
2 which will be distributed to the entire agency. We believe
3 that these will go a long way toward communicating to all
4 employees what we are trying to achieve in the EEO program.

5 We have of course implemented a Managing Diversity
6 process in the agency and that has been completed in the
7 first stage. We conducted sessions for supervisors and
8 managers in Headquarters and two of the regions and we will
9 complete the other two regions shortly, then we will provide
10 a session for other supervisors in management in
11 Headquarters.

12 The next steps will be on some more practical
13 information for all employees on how Managing Diversity can
14 work for them.

15 Now I would like to ask Irene Little to provide
16 highlights of the issues addressed by the EEO advisory
17 committees.

18 MS. LITTLE: Thank you, Pat. The EEO advisory
19 committees and the joint Labor-Management EEO advisory
20 committee have continued their team effort with the Office
21 of Small Business and Civil Rights and with Human Resources
22 to support the agency's overall EEO program.

23 The committee's overall focus has been in four
24 areas: improvement of the merit selection process; review
25 of career development initiatives; support for a Managing

1 Diversity Process within the agency; and assessment of
2 policies and practices that impact employees in clerical
3 support and paraprofessional positions.

4 The Managing Diversity subcommittee provided the
5 impetus and some input for the agency's Managing Diversity
6 process which was mentioned by Pat earlier. By the end of
7 this fiscal year, we should have completed our orientation
8 of managers and supervisors and in FY '99 we will initiate
9 our orientation sessions for employees.

10 The Performance Monitoring subcommittee has
11 completed its review of the agency's career development
12 initiatives and has made several recommendations.

13 One of the subcommittee's major recommendations
14 was restoration of the intern program. Here again that
15 program has been restored.

16 We will continue our review and response to the
17 remaining recommendations made by the subcommittee.

18 The Merit Selection subcommittee developed several
19 recommendations that were included and discussed in the last
20 EEO briefing. In response to one of their recommendations,
21 the Office of Human Resources is developing a question and
22 answer brochure to assist employees in gaining a better
23 understanding of the merit selection process. A draft copy
24 of that brochure has been provided to the Selection
25 subcommittee Chairperson.

1 We have also provided the committee a draft
2 response to the remaining recommendations that were
3 submitted several months ago.

4 We will continue to work with the Selection
5 subcommittee to finalize both documents, the brochure and
6 the response to their recommendations and report on the
7 outcome of this at the next EEO briefing.

8 A newly-formed Paraprofessional subcommittee has
9 been established --

10 COMMISSIONER DICUS: A question, please.

11 COMMISSIONER MCGAFFIGAN: I don't want to make
12 this specific -- but have there been any allegations made in
13 recent months as I think there was at one of the previous
14 meetings about precooking the qualification statements so
15 that it is tailored to a single individual or -- I mean that
16 is the heart of this issue, isn't it, this merit selection,
17 whether things get precooked to a particular individual?

18 Then this brochure presumably is meant to help,
19 but what other steps are you taking to make sure that
20 doesn't happen?

21 MR. McDERMOTT: I think -- this is Jim
22 McDermott -- I think the -- and John, correct me if I am
23 wrong -- it wasn't so much precooking the announcements and
24 things like that ahead of time as a view that in selecting
25 officials' minds there is a small subset of truly viable

1 candidates and people they don't know of haven't had the
2 exposure, things like that, has somehow sealed off the
3 process.

4 I don't want to mischaracterize what the views
5 were last time, so jump in if you feel that that is not
6 correct.

7 MR. MINNS: I will cover this when I give my
8 presentation.

9 COMMISSIONER MCGAFFIGAN: Okay, I'll wait.

10 MS. LITTLE: If I can add, one of the things we
11 did last time is we accepted based on the recommendation of
12 the Selection subcommittee a check-sheet that the HR
13 specialist utilized with the management official to make
14 sure that they are looking at broad rating factors to
15 prevent just this kind of narrowly-focused rating criteria.

16 We have had a couple of instances where that has
17 been brought to my attention. I discussed it with HR and we
18 have resolved that issue, so yes, we have that in place and
19 I believe it is in use throughout the HR community for all
20 of the postings.

21 MR. McDERMOTT: We get a curious phenomenon in
22 some postings, where the results revealed only two kinds of
23 candidates, those not qualified and those graded A. It's
24 not what you would think would be an expected distribution.
25 That gets to the issue that Irene is mentioning, where what

1 kind of a set of factors did we set up? Where did we set
2 the bar and at what stage of the process is the bar set at
3 this or that level -- so we are looking at that.

4 COMMISSIONER DICUS: Let me follow up on that, to
5 Commissioner McGaffigan's question. Perhaps you want to
6 address this when you do your presentation but in light of
7 that, when we have an unsuccessful candidate, a qualified
8 but unsuccessful candidate for a position because the other
9 candidate was better qualified, do we ever give to these
10 unsuccessful candidates on where they might be lacking in
11 their skills, knowledge, experience and what they might need
12 to do to fix that so that they may be successful in the
13 future?

14 MS. NORRY: We tried to do that in cases where we
15 can see obvious problems with an application for instance
16 where with just some additional help that application could
17 have been made a lot better, so we work with individuals.

18 We also encourage managers to talk with people who
19 were not selected and pass on any information that might be
20 helpful to them in trying to apply for future positions. If
21 people contact HR and ask for information, HR will find that
22 information and try to share it with them, so -- we need
23 more of that though.

24 We definitely need more feedback. It is very
25 frustrating when people are told no, there's nothing wrong

1 with you particularly -- you just haven't been selected for
2 the last 10 positions you applied for. That is not helpful
3 and we work very hard with managers to try to steer away
4 from that.

5 COMMISSIONER DICUS: Maybe it would be helpful if
6 we are able to transmit the message to the employees that we
7 encourage this with the managers and maybe start tracking in
8 some way this becomes a program that we look at.

9 MR. McDERMOTT: We developed fairly recently a
10 course for managers and quite honestly the impetus of that
11 was we've got to do a better job of talking to non-selected
12 employees and that course has been delivered around a number
13 of locations.

14 Some of the managers are -- Bill Kane and I have
15 talked and they are doing something very good in NMSS to
16 improve communication about the outcome of the selection
17 processes.

18 I hope to see this spread.

19 COMMISSIONER DIAZ: Maybe encouragement is not the
20 right word -- there might be a better word to use that will
21 be more specific and will express our desires to actually
22 have feedback available to those people who do not make it
23 in a more -- just call it accountable manner.

24 MR. McDERMOTT: Okay.

25 MS. LITTLE: The fourth subcommittee that has been

1 established, recently established, has been the
2 Paraprofessional subcommittee and they have started to
3 review some of the practices that impact career advancement
4 of administrative staff, but they have not submitted to us
5 any recommendations at this time.

6 We certainly appreciate the time and effort that
7 the subcommittees and the advisory committees have expended,
8 identifying the issues and concerns, and making
9 recommendations that they think will improve the program and
10 have a positive impact on employees in general and we are
11 going to ask David Diec to give some additional comments
12 about committee activities. He will be speaking on behalf
13 of the advisory committees. David?

14 MR. DIEC: Thank you. Good afternoon, members of
15 the Commission, Executive Director for Operations, the
16 Office of Small Business and Civil Rights. I am David Diec.

17 It is an honor for me to represent a diverse
18 background of NRC employees including African-Americans,
19 Asian-Pacific Americans, people who are concerned with age
20 discrimination, women, and Hispanic-Americans -- here today
21 to express our views and concerns regarding the Nuclear
22 Regulatory Commission's Equal Employment Opportunity, EEO,
23 program.

24 The EEO advisory committee's report as indicated
25 in SECY 98-137 is structured in two parts. First is the EEO

1 joint briefing statements including reports from the four
2 subcommittees, and second is the individual statement from
3 each of the advisory committees.

4 Representatives from the joint subcommittees who
5 are at the table today, including myself, will answer any
6 questions you may have regarding the EEO joint briefing
7 statements and the subcommittees' reports.

8 The advisory committee chairs also are available
9 to answer questions relating to individual advisory
10 statements. By way of background, we have formed three
11 joint subcommittees with members from each of the advisory
12 committees as well as from SBCR and HR in 1996, as Ms. Pat
13 Norry alluded earlier, that to help the agency identify and
14 enhance opportunity for advancement for minorities and
15 women, expand the pool of minority and women for higher
16 positions as well as to attract, develop and retain
17 employees with disabilities as well as improve the
18 communication about the EEO and affirmative action
19 objectives.

20 The joint subcommittees are Performance
21 Monitoring, which I chair; Managing Diversity, which is
22 chaired by Judge Bloch; the Selection subcommittee, which is
23 chaired by Mr. John Minns.

24 Additionally, we have recently formed the
25 Paraprofessional subcommittee to address issues that may

1 impact the administrative assistant staff, which is chaired
2 by Ms. Jeanette Copeland, and Ms. Copeland will make a brief
3 statement pertaining to her work immediately after my
4 statements.

5 Commissioners, this is the fifth time that the
6 committee has consolidated those issues that have common
7 interests into a joint statement. The committees in
8 consultation with SBCR and HR have continued a team approach
9 and have worked together to address and resolve the open
10 joint statement issues and questions raised by the committee
11 in the last EEO briefing, SECY 97-197.

12 We are pleased to report that steady progress has
13 been made in several areas. We applaud the agency decision
14 to restore the NRC Intern Program. We strongly believe that
15 this program will continue to be an effective means of
16 providing opportunities for minorities and women.

17 We also believe that the agency's decision to
18 implement a Managing Diversity process will have a positive
19 payoff.

20 A number of recommendation made by the Selection
21 subcommittee either have been adopted by the management or
22 are under cooperative discussion. Mr. John Minns will make
23 a statement regarding the Selection subcommittee work
24 following Ms. Copeland's statement and finally Judge Bloch
25 will report to you his statement regarding accomplishments

1 about the Managing Diversity.

2 Members of the Commission, the mutual cooperation
3 and the open communication among the advisory committees
4 SBCR and HR are crucial and are generally effective in
5 resolving longstanding issues. However, two issues continue
6 to be of concern to our EEO advisory committees
7 collectively.

8 The first is an issue that has been raised several
9 times but little progress has been made. It was first
10 raised with regard to Asian-Pacific Americans but appears to
11 affect all minorities and women. That is, limited
12 representation in the SES and a longer than average time in
13 grade, particularly at the Grade GG-14 level.

14 The second issue is the potential adverse impact
15 on EEO-related activities, especially in the training area
16 during the downsizing and budgetary constraints.

17 In gather data for the analyses, and in talking to
18 our constituents, we continue to sense that NRC employees
19 are skeptical as to the fairness of the system intended to
20 provide equal opportunity for all, especially with the
21 current downsizing and budgetary constraints.

22 We are however confident that the recommendation
23 we proposed to resolve the issues, if fully implemented,
24 will continue to contribute to the development of the
25 effective policy alternatives and will lead to a more

1 equitable system.

2 In conclusion, the EEO advisory committees
3 appreciate the attention that the Commission has given to
4 our concerns and with that I would like to --

5 COMMISSIONER DICUS: Some questions.

6 MR. DIEC: Yes.

7 COMMISSIONER McGAFFIGAN: You say if fully
8 implemented your concerns on these two issues could be dealt
9 with. With the \$16 million budget reduction facing us and
10 perhaps more in future years -- we were facing a \$100
11 million budget reduction over two years a few weeks ago --
12 can they possibly be fully implemented, and with some of the
13 report language about management? It sounds -- from the
14 House language they are even more concerned about too many
15 managers, which means presumably too many 15s and SESers, so
16 the whole system given the direction we seem to be getting
17 from the Congress is going to make it very difficult on both
18 of these issues, the training cutbacks.

19 It comes down to if you are not bringing very many
20 people in, and we may not be in order to avoid RIFs and that
21 terrible word, there isn't much -- you have ongoing training
22 for the people you have and you need to keep that up, but we
23 are in this terrible box and I don't know how soon we are
24 going to get out of it.

25 So are there -- it isn't really your task, but at

1 some point you all in order to get your initiatives
2 implemented are going to have to suggest other mechanisms
3 for observing cuts or something.

4 MR. DIEC: Employees are aware -- are keenly aware
5 of the situation that the agency is going through. We are
6 expecting to do more with less, and I think that we are all
7 prepared to do more with less.

8 However, having that as a constant reminder to our
9 later day activities, without opportunities for employees to
10 provide the best, or to do the best with the appreciation
11 from the management, so that employees are -- feel
12 appreciated and needed.

13 The issue of having the opportunities for
14 employees to enhance their career or to move up in a career
15 ladder is important to everyone of us. Having a system in
16 line that allows everyone to fairly compete, regardless of
17 the number of opportunities. If we have a lot of
18 opportunities, by all means, it is going to be great. But
19 if the opportunities are far and few in between, however,
20 there are certain opportunities available regardless of his
21 situation. If employees are having the ability to compete
22 squarely and selected for, and they are fully aware of their
23 limitation and capability, I think that is what we are
24 looking for, rather than having the system that we don't
25 really know whether or not or effort is going to be

1 appreciated or opportunities are.

2 COMMISSIONER MCGAFFIGAN: Do we -- I'll direct
3 this to management, do we have an idea as to how many 15 or
4 SES level slots are likely to come available in the coming
5 fiscal year, given a \$16 million reduction in our budget?
6 Is that something you -- and how soon do you know such
7 things?

8 I mean if you didn't know this October 1st, I'll
9 give you an out, how would you publicize it then, that this
10 is realistically -- I mean because part of this is
11 communication. That sort of came out at this morning's
12 thing that I watched on television as well. Part of it is
13 just -- is communication, so that people understand what the
14 score is. Because I think it was the 14 group which is
15 being talked about, which was one of the areas, I think they
16 came up red for job satisfaction this or whatever this
17 morning.

18 So, and that's -- so, go back to my original
19 question. When can you convey what the likelihood of
20 opportunities are, knowing that there is going to be some
21 variation as the year goes on?

22 MS. NORRY: I think, as you know, Commissioner, we
23 are looking now at how we can meet our goal of 8 to 1 in
24 supervisory ratio. That is clearly going to require some
25 additional reductions at the top. You can't get there

1 entirely by reducing levels of supervision at the lower
2 levels. We are looking at that now. We are going to be
3 getting some information out to the offices. And once all
4 that is sorted out, we will have a better feel.

5 We are communicating and we need to ask the office
6 directors to continue to communicate with their staffs about
7 these necessary reductions. And when we know how all this
8 is sorted out, we have to be sure that the word gets out.

9 But it is clear that we are going to have to
10 reduce in the upper level positions. I think that this puts
11 greater pressure on us, as David said, to make sure that
12 what opportunities are available are done fairly and are
13 provided to all in a way that meets merit selection
14 principles.

15 MR. CALLAN: Just one point I would make,
16 Commissioner, and that is that only a fraction of the GG-15
17 positions are impacted by this 8 to 1 effort, because fewer
18 than half of our GG-15s are supervisors. And we do not have
19 any overall effort to get the number or the percentage of
20 15s down. We limit -- we try to limit the number of GG-14
21 positions and above to about 44 percent. Is that right?

22 MR. McDERMOTT: Fifty-five.

23 MR. CALLAN: Fifty-five percent or -- yeah, 55.
24 So that's -- we are a very highly graded agency, that's a
25 very generous allocation of positions to GG-14 and GG-15

1 positions. So that -- we don't see any reduction in that
2 percentage.

3 COMMISSIONER MCGAFFIGAN: Can I follow up on that?

4 COMMISSIONER DICUS: Yeah.

5 COMMISSIONER MCGAFFIGAN: Do you get into trouble
6 with OPM or because we are an accepted agency, we have the
7 flexibility to have that high a grade structure?

8 MR. CALLAN: It's always a point of contention,
9 isn't it?

10 MS. NORRY: It is something we -- it is a point of
11 contention, but we don't get in trouble with OPM. We are
12 required to let them know certain things about SES, of
13 course, because we do come under their jurisdiction for SES.
14 But the rest of it, they know we are highly graded and so
15 far they haven't made a fuss about it.

16 COMMISSIONER MCGAFFIGAN: And we don't have -- I
17 mean one of my experiences in government as a fairly junior
18 foreign service officer was having -- I was in the White
19 House Science Office, I was trying to get my secretary a
20 higher grade, and I had this young 23-or-so year old OPM
21 person come in and sort of audit her job to make sure that
22 she was worthy of this promotion. That doesn't happen to
23 us?

24 MS. NORRY: No.

25 MR. CALLAN: We do it to ourselves.

1 [Laughter.]

2 COMMISSIONER DICUS: Okay. I think we can move
3 on.

4 MS. COPELAND: Hi, I am Jeanette. I am Jeanette
5 Copeland. I the Chairperson of the Para-Professional
6 Subcommittee.

7 COMMISSIONER DICUS: Okay. Could you speak a
8 little more into the mike, please?

9 MS. COPELAND: Okay. I am not used to this.

10 COMMISSIONER DICUS: That's okay.

11 MS. COPELAND: The subcommittee was formed in
12 November of 1997, so we really haven't voiced a lot of our
13 issues, except what our goals are that we are planning. And
14 one of the goals is that we are trying to review the
15 agency's awards, comparing the technical staff to the
16 para-professional staff, that's the administrative,
17 secretary, licensing assistants to see that the kinds of
18 awards that they have received, the trends that have
19 followed in the kinds that they have received.

20 We are also reviewing the administrative position
21 descriptions because we are trying to determine if the
22 administrative staff is compensated across the board
23 uniformly. So we are trying to look at other agencies as
24 well as within our own agency.

25 Finally, we are looking at the administrative

1 opportunities and career paths, and would hope that the
2 Upward Mobility Program could be reinstituted. We know that
3 has significantly decreased, and because of the office
4 technology coming in, more so into the agency, that the
5 administrative staff is feeling like they are being cut out
6 and that we feel like they need more advancement and
7 training.

8 MS. LITTLE: Okay. Thank you. Any questions?

9 [No response.]

10 MS. LITTLE: All right.

11 MR. MINNS: Thank you.

12 MS. LITTLE: Thank you.

13 MR. MINNS: I am pleased to be invited to address
14 the Commissioners today. My subcommittee was formed to
15 address areas of concern jointly identified by the seven EEO
16 Advisory Committees. The Selection Subcommittee comprises
17 NRC employees and knowledgeable managers from Human
18 Resources and Small Business and Civil Rights, who choose,
19 in addition to their jobs, to take on additional
20 responsibilities in the EEO area.

21 Last year we made 23 recommendations concerning
22 the merit selection process. Most of the recommendations
23 will help to improve employee communication -- will help to
24 improve the communication process between the employees and
25 managers. In cases in which pre-selection is perceived, the

1 merit selection process will serve employees as an informal
2 mechanism for bringing such perceptions to the attention of
3 management.

4 Although we submitted these recommendations for
5 comments in May 1997, we have only recently received
6 responses. One of the responses is the merit staffing at
7 the NRC, which represents HRS replies to one of our
8 recommendations. The Selection Subcommittee plans to review
9 the responses in great detail in the coming weeks and will
10 work with HR and SBRCCR cooperatively to agree on changes
11 that will be made.

12 Our interest is to ensure that the tone and
13 content of these documents are in line with our
14 recommendation and they demonstrate full management support.
15 We want to continue our cooperative process because we
16 believe that communications and management skills will be
17 increasingly important as the agency downsizes. That's all
18 I have.

19 COMMISSIONER DICUS: Okay. Thank you.

20 Commissioner, do you have questions?

21 [No response.]

22 COMMISSIONER DICUS: Okay. Thank you.

23 Mr. Bloch.

24 MR. BLOCH: Thank you. My committee is Managing
25 Diversity Committee, and I want to begin by saying that it

1 has been a joy working with the managers and employees who
2 are diverse and working together to make this agency more
3 effective in EEO.

4 I would like to emphasize something that John just
5 said. He is talking about the pre-cooked positions in part,
6 and it is still a work in progress. I think we are working
7 on it effectively, but the recommendations that came from
8 the committees have not yet been formally acted on by the
9 staff. That's what we are hoping to work together with them
10 on in the future.

11 We have been very pleased in the area of Managing
12 Diversity that the agency is starting a new initiative. We
13 consider it a very important initiative, and the training of
14 the managers and the planned training of the employees is
15 extremely important.

16 This initiative will be good for that agency
17 because we are in a terrible box, because this doesn't
18 require hiring new people, it requires treating the people
19 we have better and making them more effective.

20 In this regard, I want to mention Dennis Rodman.
21 Dennis Rodman is mentioned because he is an example of a
22 rather odd character who would make most of us uncomfortable
23 if we were on the same basketball team, but without him the
24 Bulls wouldn't have won two world championships. And the
25 idea is that in our work place there are many people who

1 would make us uncomfortable because they are not of our
2 background, they didn't grow up with us. Maybe they don't
3 even have the same intellectual style that we have, but they
4 could add to the process if they were fully incorporated.

5 And the problem is that to do that, managers have
6 to be able to, very frankly, look at their own weaknesses in
7 dealing with people who are not like them. That is not an
8 easy program to implement.

9 And I would like to mention that Commissioner
10 McGaffigan and I were looking at the same TV program this
11 morning. I noticed that there were a number of the findings
12 that seemed to be relevant to how well we are don't in using
13 people effectively right now.

14 The most striking finding was question No. 33,
15 which is the management style that the NRC encourages
16 employees to give their best, and only 33 percent of our
17 employees said yes. And that compares with a national norm
18 of 52 percent. So there is room for improvement. And if we
19 can improve in that area, my belief is that we are going to
20 improve job satisfaction in this agency and people are going
21 to know that if there are more openings in the future, that
22 they will be treated fairly, because on a day to day basis
23 they are being used more effectively.

24 I would just like to conclude that it is very
25 important that this program be implemented seriously, that

1 it not become window dressing, as can easily happen in a
2 management program, and that there be a lot of management
3 attention paid to it so that it will be as effective as all
4 of us dream it should be. We all want a better agency.
5 Managing Diversity is a way of approaching that.

6 COMMISSIONER DICUS: Thank you very much.

7 Commissioner Diaz. Questions?

8 COMMISSIONER DIAZ: No.

9 COMMISSIONER MCGAFFIGAN: I think it is three
10 championships that Dennis has been --

11 [Laughter.]

12 MR. BLOCH: A better basketball fan than I.

13 MS. LITTLE: We need to have a brief change of
14 scenery right here. Okay.

15 MS. NORRY: Sue Smith is one of the EEO
16 counselors. And I believe last time we came before you we
17 pointed out the tremendously vital role that the EEO
18 counselors play, and we thought it would be good to have one
19 of them come on behalf of all the counselors and talk about
20 their activities.

21 Sue.

22 MS. SMITH: Thank you. Commissioners Dicus, Diaz,
23 McGaffigan, the primary role of the EEO counselor is to
24 facilitate informal resolution of allegations of
25 discrimination between the involved parties whenever

1 possible. The goal of the counseling process is to resolve
2 the complaint at the lowest possible level. After meeting
3 with the complainant and conducting fact-finding, the
4 counselor will generally make contact with the first line
5 supervisor and move up the management chain, as necessary to
6 attempt resolution.

7 Individuals who feel they have been subjected to
8 discrimination must contact an EEO counselor within 45 days
9 of the event giving rise to their allegation. The EEO
10 counselor has 30 days to complete fact-finding and attempt
11 resolution. And additional 60 days resolution -- excuse me,
12 an additional 60 days extension may be granted if the
13 employee and counselor feel resolution is imminent.

14 If the issue is not resolved, the counselor
15 notifies the employee in writing, advising him or her of
16 their right to file a formal complaint. If a formal
17 complaint is not filed, the counselor has no further role.
18 However, if a formal complaint is filed, the counselor
19 prepares a detailed report of counseling activities.

20 A significant amount of the EEO counselor's time
21 is spent in discussions with individuals regarding issues
22 that never materialize into formal complaints, and that is
23 my primary focus today. I gathered information from several
24 EEO counselors regarding themes and issues that employees
25 bring to them at the informal stage but often do not raise

1 as formal complaints.

2 These include, No. 1, performance appraisals.
3 Employees' perceptions that ratings across the board are
4 being lowered to fully satisfactory without good reason.

5 Two, pre-selections. Employees still feel that
6 this is a real problem within the agency. They feel that it
7 wastes the time of employees in filling out application
8 packages, of HR staff in reviewing the applications and
9 arranging for panels and of management in interviewing those
10 applicants. Employees would like to see greater use of
11 accretion of duties when management already has someone in
12 mind for a vacant position.

13 Three, unfair distribution of awards, lack of
14 recognition for excellent and outstanding work, and
15 favoritism by managers.

16 Four, lack of communication from managers,
17 especially during periods of change. Change is anything
18 that departs from that which the employee has become
19 accustomed. For example, the impact of, quote, "new
20 standards for performance appraisals," or going through a
21 reorganization. These changes bring about insecurities
22 among employees. Employees would like to see management
23 involve staff during the planning process, not just inform
24 them after plans have already been made to enact the
25 changes.

1 Some of these issues are not issues of
2 discrimination. My experience has been that EEO counselors
3 serve as a sounding board for many, many issues. I have
4 been an EEO counselor for over eight years, and I find the
5 role of an EEO counselor to be a critical, challenging and
6 rewarding one. Thank you for the opportunity to speak.

7 COMMISSIONER DICUS: Thank you. Let me ask you a
8 question on this performance appraisal situation where
9 employees' perceptions that ratings across the board are
10 being lowered to fully satisfactory without good reason. Is
11 that perception or is that a fact? Do we know?

12 MR. McDERMOTT: In some offices it is fact. Why
13 is that happening? Joe and I talk about it, too. We said,
14 you know, we have -- we have been cruising along for many
15 years with 95 percent or more of our employees rated
16 outstanding or excellent. You know, it was turning into a
17 pass-fail system. Outstanding was pass, excellent was fail.
18 It was really not healthy in our view. You didn't spread a
19 rating, and it was not good for employees because we are
20 lumping them too much.

21 And we talked about changing the systems. We
22 talked -- we see a lot of people. But one thing that fresh
23 eyes did was looked at -- and I am looking at Joe, looked at
24 the manual chapter, and he said, what if we would do what it
25 says in this manual chapter? As in apply the definitions of

1 outstanding, excellent and fully successful, which is a
2 dirty word in the NRC performance appraisal -- the words
3 themselves aren't all that bad -- if we applied them more
4 exactly.

5 And if you did that, you know, sort of a code word
6 in outstanding is rare and exceptional contribution during
7 the rating period. And nobody was getting anything well
8 done, everything was rare or medium rare in the prior
9 system.

10 So the answer is, yeah, it was a fact. We looked
11 at those and some people whose performance level really
12 stayed the same found their rating down a notch in the last
13 rating year, and that was not applied uniformly across the
14 agency. We said let's try it and see, and it had various
15 results.

16 COMMISSIONER DICUS: So what sort of plans do you
17 have in mind, or what sort of brainstorming have you done to
18 see that if this is the proper move to take, that it is
19 going to be done uniformly that? Because that is
20 problematic if it is here and there.

21 MR. McDERMOTT: Yeah, you got to do something
22 about it.

23 COMMISSIONER DICUS: And I think this is helping
24 to lead to that problem.

25 MR. McDERMOTT: First of all, level the playing

1 field across the agency. And then -- and this is sort of --
2 at present, I haven't unveiled this to Ms. Norry yet. But
3 one of the things --

4 [Laughter.]

5 MR. McDERMOTT: One thing that generates a lot of
6 heat about this is the uses to which we put performance
7 appraisal, and particularly the performance appraisal
8 document. Everybody wants it to be a vehicle for good,
9 candid, constructive communication, but then we say, but
10 we're going to use it in merit selection, same document. So
11 employees are saying, you know, if you damn me with faint
12 praise, I'm dead, and employees have come to me and said, if
13 I don't get an outstanding, I'm out of the running in a
14 merit competition.

15 So the point I want to revisit and review is, is
16 that really worthwhile or are we working against ourselves
17 when we say, you know, let's have good, straightforward
18 objective performance appraisals, and then, you know, try
19 and get that exactly even across the agency -- no way. It's
20 like school -- there are some easy markers and there are
21 some hard markers, and there will always be both kinds of
22 markers.

23 So I want to get that kind of softened or --
24 soften the impact of that in the performance or in the merit
25 selection process. I think it would take some heat out of

1 it.

2 COMMISSIONER McGAFFIGAN: I will say that based on
3 my experience in government, and my entire work experience
4 has been in government, although not very often in the
5 system in which most of the employees work, I think it's
6 real important that you get away from a 95 percent O&E.

7 I had a terrible experience -- I didn't, but I
8 watched a terrible experience at Los Alamos a few years
9 back. They had essentially a pass-fail system. You didn't
10 even have to write. There was no communication with the
11 employees. If you checked somebody fully satisfactory, that
12 was the end, and if you found something wanting, you had to
13 write a long report. So what did people do? They checked
14 the box and the performance appraisal system lasted ten
15 minutes.

16 Then they had to do a RIF, and they had an
17 informal system where everybody got in a room and rated
18 their employees and figured out who was going to get -- 800
19 people had to get RIFed. The amount of litigation was
20 unbelievable.

21 So I think you have -- you have to have a system,
22 I think, where the reputation of the person, the person who
23 gets asked at four o'clock on Friday to get the work done
24 that needs to get done or whatever lines up with what their
25 written appraisal does, and it has to be done on a uniform

1 basis across the agency, it can't be one part of the agency
2 doing it and another part not.

3 So I encourage the direction, but I think there's
4 all sorts of implementation problems when you fall into the
5 Los Alamos syndrome to work your way back out of it.

6 I had another lab in my state, Sandia, which every
7 year identified the bottom 25 percent, and they were
8 identified, they knew who they were, and that was a more
9 industrial approach and it worked. It was much better --
10 much better communication because people knew whether they
11 were in the top 25 percent, middle 50, or the bottom 25,
12 they knew where they were.

13 MS. NORRY: And I would just add that one of the
14 ways you get this done, in addition to -- last year was the
15 first year we really made an attempt across the board, and
16 you're going to have these kinds of problems. But the
17 communication is key. Some offices did a much better job of
18 that than others, and we have to make sure that that happens
19 uniformly.

20 The other thing is senior managers must be held
21 accountable for what the results and what's happening in
22 their offices. They must be held accountable for that. And
23 that's built into the system against which people are
24 appraised.

25 COMMISSIONER DICUS: Mr. Callan?

1 MR. CALLAN: I'm sorry. I was just going to jump
2 in. This is such an important subject, I don't make any
3 excuses for contributing to this discussion.

4 I would just make two points. One is that much of
5 what we have heard so far this afternoon the way of
6 concerns, frustrations, can be linked to the lack of an
7 honest and fair appraisal process.

8 Our merit selection process breaks down if you
9 don't have honest appraisals, honest and fair appraisals;
10 our award program breaks down if you don't have honest and
11 fair appraisals. So it's very important that we normalize
12 the agency and establish an honest and fair process.

13 It has been problematic. You know, the effort to
14 get to that vision predates me here. I was regional
15 administrator when we were trying in earnest to get -- I
16 think the regions made a lot of progress a couple of years
17 ago, and if I don't mind saying so, sort of led the agency
18 in a way, setting the example.

19 This year, for the first time, and I applauded the
20 staff not too long ago, the senior managers, I think we have
21 made as much progress this year in getting all the offices
22 in the region fairly normalized, not where we need to be,
23 but it's as close as, I think, we have ever been, at least
24 since I have been around. So I'm encouraged by the progress
25 we made this year in that regard.

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1 COMMISSIONER DICUS: Yes.

2 COMMISSIONER DIAZ: Just going back on the same
3 issue, Ms. Norry, you said that you have to make sure that
4 these things happen. I think the question that we would
5 like answered is, how do you make sure that it happens? In
6 other words, the issue is what implementation of what needs
7 to be done, you know, this program, this outline, is going
8 to take place so when we get here six months from now, we
9 won't revisit this issue, which is a very important issue.
10 And I think that Commissioner McGaffigan, you know, is quite
11 correct, it is the heart of how we are going to address not
12 only one issue, but a multitude of issue, and I think it is
13 critical.

14 So might I encourage you to try to not say, you
15 know, we're going to make sure, but we would like you to get
16 back with how are you making sure? It's the how that's
17 important.

18 MS. NORRY: Okay.

19 COMMISSIONER DIAZ: Thank you.

20 MS. NORRY: Yes.

21 COMMISSIONER DICUS: Thank you.

22 MS. NORRY: I would just like to point out that
23 these EEO counselors -- this is all volunteer time and they
24 all have regular full-time jobs, more than full-time jobs,
25 and they do a tremendous service in working things out so

1 that many of these issues do not get to the stage where they
2 have to be filed formally.

3 So thank you.

4 COMMISSIONER DICUS: Thank you.

5 MS. NORRY: We will now have statements from Sam
6 Collins and Hub Miller.

7 Sam, would you go first, please?

8 MR. COLLINS: Certainly. Good afternoon,
9 Commissioners. I welcome the opportunity to speak for the
10 NRR team on this important topic. As indicated this morning
11 in various ways, people are our most valuable resource, and
12 that's certainly true in NRR. Personally, after being here
13 for a little over a year, I am certainly proud of the NRR
14 team and what we have accomplished.

15 Ms. Norry has covered many statistics. I'm going
16 to focus the majority of my presentation on process, because
17 I believe, as mentioned here earlier, the tools that we have
18 to work with as far as the stated constrictions, if you will
19 -- in some cases, they're opportunities, but in today's
20 environment, they are, in fact, constrictions that we have
21 to manage our staff, and as Hub and I are here primarily as
22 representatives of offices that have to take the concepts
23 that were talked about here earlier and the guidelines and
24 actually apply them to very large organizations and diverse
25 organizations at that.

1 NRR is committed to EEO goals and objectives. We
2 are a product of many very talented individuals. We have a
3 number of opportunities that arise over the course of the
4 year. Our staff is budgeted at approximately 645
5 individuals. Just as a matter of comparison, it looks like
6 that number is going down approximately 65 over the next
7 fiscal year, although that's still to be worked out in
8 detail. But those are the types of challenges that, day to
9 day, we face with implementation of the programs.

10 Many of those individuals who are members of the
11 NRR staff were represented here today and spoke prior to
12 myself, and we are very involved in the process.

13 Of the total on-board number, which is closer to
14 630 right now within NRR, Hispanics represent 2 percent,
15 African-Americans represent approximately 8 percent,
16 Asian-Pacific Americans 15 percent, whites 75 percent.
17 Classically, over the past two to three years, the staff has
18 been composed of approximately 24 percent women and 76
19 percent men. That's how the demographics work out.

20 We have been focusing heavily on communications.
21 That was mentioned here earlier. We have instituted a
22 number of processes to try to work through some of the
23 communication barriers and layers, referred to as a clay
24 layer this morning, I think, in response to the survey
25 conducted by OIG.

1 We have had approximately 25 responses to our
2 web-based SET process that we have where people can submit
3 issues, including those similar to what we talked about
4 today to the NRR executive team, and we respond to those and
5 we put the answers back out on the web.

6 Many of those deal with hiring, they deal with
7 selections, they deal with organizational changes, and
8 that's a way of communicating specific issues up and down
9 the line.

10 We have regularly all-hands meetings, and we're
11 such a large organization, we have to break that up into two
12 meetings. But we fill the vast part of the auditorium
13 approximately once every two to three months, and we have
14 topics which we speak to.

15 One of those, interestingly enough, was
16 appraisals, and we conducted these all-hands meetings
17 towards the end of last year's appraisal period, and the
18 very topic was, how do we ensure that people receive an
19 honest and fair appraisal? We covered the manual chapter,
20 we covered the definition of the words in the manual
21 chapter, we discussed the statistics for NRR, how they
22 compared with the other offices, and we actually ended up
23 working as a team with the staff, the bargaining unit
24 eligible staff, to determine how were we going to get from
25 where we are now, which was clearly not an appraisal system

1 which sent a meaningful message to individuals in most
2 cases, to a point where we had a better gradation of
3 approach and a more honest exchange of views.

4 To the credit of the bargaining unit staff, they
5 said, just go ahead and do it, but ensure that it's done
6 equitably, and that people do, in fact, receive a meaningful
7 message. I had a second session with the managers, and the
8 managers were much more reluctant.

9 But as a group, we did address at least in part
10 with last year's appraisal a shifting of those numbers so
11 that they were somewhat more representative of the overall
12 agency, and I think we have another slight adjustment to
13 make, perhaps. But overall, the numbers have declined from
14 outstanding, have been grouped in the middle around
15 excellent, and there has been about a 3 percent increase in
16 the FS. So I think we're achieving that goal and we have
17 done it in a way that perhaps is more responsive to your
18 question, Commissioner Diaz, for a program office
19 implementation.

20 How do we hold our managers accountable? Each
21 manager has an attribute of their performance plan which
22 deals with rating employees, which deals with performance of
23 employees and addressing that performance of employees. So
24 there is a mechanism by which senior managers can cascade
25 down through the organization to hold the first-line

1 supervisors, and then back up the line, individuals
2 accountable for those honest appraisals.

3 Is it always done? Probably not. Is it an area
4 we need to focus on more? Yes. And SES is no different.
5 We have been in a process by which, at least by the past two
6 years, and I'm sure it took place to some extent before I
7 arrived, where we, in fact, ranked the SES as a prelude to
8 SES appraisals to ensure that the message that goes out is
9 not taken in a silo in a large organization.

10 In fact, we have input from each member of the
11 executive team on that rating because we see each other very
12 differently as we assess each other's performance and the
13 various roles that we play. And the ET comes to a consensus
14 on the overall stack up of senior executives, and then we
15 ensure that the appraisals are graded that way.

16 We have had some problems. Last year, we did a
17 post-performance appraisal review of SES and we found out we
18 still had inconsistencies. When you looked at the highs and
19 lows within the rankings and you looked at the words in the
20 system, they didn't always match. So we have more work to
21 do, but clearly we have a way to judge that and to measure
22 it, so we'll continue to do that.

23 I think it's perhaps a perception by the
24 individuals who are subjected to the general grading
25 performance system that we perhaps do not go to that level

1 of detail with in SES because it's an FS pass-fail type of
2 system, but, in fact, we do within the NRR organization.

3 Continuing on briefly, we have established a
4 number of working committees. We have an awards
5 subcommittee that we use now. We used to perform awards
6 granting on a division level, in some cases on the branch
7 level. Now we do it on an office level.

8 Those award packages are brought up in front of
9 the executive team for NRR and they are screened by each
10 division director. Working with NTU, we provide the award
11 packages to NTU for them to review, and we receive some
12 meaningful comments from NTU on those award packages, having
13 to do primarily with consistency and whether the message is
14 appropriate given the award.

15 That process is working, at least to my mind, very
16 well, and I'm sure you'll have the opportunity to hear NTU's
17 opinion, but I think that's an opportunity we took advantage
18 of.

19 The same with training. Because of the limited
20 amount of training funds and the opportunity to be
21 inequitable in that area, we're screening the awarding of
22 training funds -- in some cases, they're significant; paying
23 for advanced degrees, for example -- through the same
24 committee as we have for awards to ensure that we're
25 consistent and ensure that any appeals are approached

1 overall and there is equity within NRR.

2 Moving on, we have a number of challenges, and
3 some of those were articulated earlier today concerning the
4 eight to one, concerning the staffing reductions. I think
5 as we work through that process, communication is going to
6 be very important.

7 I intend to involve the staff as well as the
8 bargaining unit in these areas because I anticipate that
9 it's going to push us into potential reorganizations and
10 into different lines of responsibilities and perhaps into
11 different supervisory levels where we will be entertaining
12 less SES first-line supervisors and perhaps more GG-15
13 first-line supervisors, and that will be the subject of more
14 discussion with our partners.

15 We have had some opportunities in SES. Two new
16 SES -- one white male, one white woman -- have been
17 appointed. One African-American woman and one Asian-Pacific
18 woman were selected for 14 positions, and two
19 African-American women were selected for GG-12
20 administrative positions.

21 We had a question earlier. Commissioner
22 McGaffigan, you asked about the intern program. We have
23 termed that program the entry level program within NRR.
24 There are some differences having to do with the number of
25 rotations and the types of rotations that individuals are

1 receiving, and we have a number of detailed statistics in
2 that area.

3 There is an error in the SECY paper, and I would
4 like to just clarify that for you. We have actually made
5 twelve offers, not eight, for the entry level program, and
6 we have had seven people accept that. Of the people who
7 have accepted, we have 57 percent minorities, and that
8 number is four, one white woman, two white men, for a total
9 of seven. And we have a number of declines, which include
10 one minority, two women, and two white men. So we are
11 having some success in that area. We anticipate continuing
12 that.

13 The primary difference between the intern program
14 and the entry level program is that we target specific
15 technical disciplines for the entry level program, and those
16 individuals are assigned in that discipline area right from
17 the initiation of the program rather than serve rotations
18 throughout the agency and then choose an area of expertise
19 in concert with agency needs at the end of an intern
20 program. So it's more targeted towards focused areas as
21 well as immediate contribution.

22 Let me go on to address one of the other areas
23 that was an IOU. Let me find the right section here. That
24 has to do with advanced degrees. Carl Paperello got me in
25 this box last SEO meeting, and working with Katherine Green

1 and Susan and Jennifer in the NRR team, who works in this
2 area of recruiting and EEO. We have probably more
3 statistics than you care to hear, but let me just briefly
4 tell you where we are with advanced degrees.

5 We have 86 percent degree holders in NRR.
6 Forty-five percent of those are advanced degrees, and I have
7 a breakdown of those if anyone is interested. For the
8 professional staff, 98 percent of individuals are degree
9 holders and 53 percent have advanced degrees. Of the
10 administrative staff, 57 percent are degree holders and
11 seven are advanced degrees. Of the clerical staff, 4 of 66
12 are degree holders and one of those individuals has an
13 advanced degree.

14 So within the NRR, we are very highly educated by
15 degree, and I think that shows in the quality of the work,
16 and we'll continue to reinforce those.

17 We have done that in the past through the
18 accommodation of training funds for advanced degrees, and we
19 have had to cut back somewhat in that area this year, and I
20 think we have heard some of the feedback from that
21 discussion. I think that's either an area we need to focus
22 on given the priorities of where we spend the funds or it's
23 just reality given where we are with the budget, or a
24 combination of both.

25 I'm going to cut short my presentation. If there

1 are any questions, I'll be glad to respond to those now or
2 at the end.

3 COMMISSIONER DICUS: Okay. Commissioner Diaz?

4 COMMISSIONER DIAZ: No.

5 COMMISSIONER DICUS: Commissioner McGaffigan?

6 COMMISSIONER MCGAFFIGAN: The one piece of news I
7 think you've -- there's a lot of news, but the one piece
8 that maybe people stopped on was the notion that you were
9 going to go down from 645 to 580, which is 50 below your
10 current on board.

11 How do you do that while managing all of these
12 issues that we talked about with the first panel? It just
13 strikes me that it makes life very difficult, because you're
14 -- when we deal with budgets, we deal with things like, you
15 know, 2500 hours versus 2700 hours for core inspection, and
16 there are some FTE associated with that, but then when you
17 have to get down to managing, say we go to 2500 hours,
18 advancing that a year, there are real FTEs in some region
19 that have to be managed somehow.

20 MR. COLLINS: Right.

21 COMMISSIONER MCGAFFIGAN: So how do you reduce 50
22 from your on board --

23 MR. COLLINS: Right.

24 COMMISSIONER MCGAFFIGAN: -- and fit it within all
25 these other boundary conditions?

1 MR. COLLINS: I understand the question.

2 Just to clarify, of course, the budget process is
3 working through, as well as the Commission approval.

4 COMMISSIONER McGAFFIGAN: I understand.

5 MR. COLLINS: But as an illustration --

6 [Laughter.]

7 MR. COLLINS: Or adjustments. We have options.

8 Working with Hub, because certainly the program
9 office, along with defining the programs and procedures and
10 processes, work with the regions for implementation. So we
11 can't divorce ourselves from the impact on the regions, and
12 that's a very real issue because that's our product in most
13 cases.

14 I'm going to cover probably two areas briefly.
15 One is attrition, and attrition is not an insignificant
16 factor when you have an office the size of NRR. The
17 statistics would show, as brought to me by Katherine and her
18 team, that we lose about two people per pay period. So
19 that's about 52 per year, and that's fairly consistent over
20 the past years.

21 So the numbers are not as significant of a
22 challenge perhaps as the type of individual and the
23 expertise of the individual that we have as a mix to work
24 with within NRR to achieve our program goals, and therein
25 lies somewhat of a challenge given a very real concern that

1 has been expressed not only this morning, but perhaps today
2 in that we have people who have a long history, we have a
3 lot of technical expertise within the agency. We have to
4 have a balance of entry level programs and those who are
5 mature, knowledgeable regulators and program office staff to
6 meet our goals.

7 So the mix is the issue. How do you maintain a
8 robust system of turnover yet some semblance of stability to
9 ensure that we can meet those goals?

10 Reorganizations are the second area I would like
11 to acknowledge, and we -- it probably seems to Pete that we
12 do that continually, and to the staff somewhat also, and
13 it's a truism.

14 I think these numbers, though, that we are
15 potentially looking at and that we looked at as part of the
16 appropriations committee reviews force us to look into
17 options in that area, and we can gain some efficiencies and
18 some effectiveness, I think, by looking at the way we have
19 historically been structured first if we are to look at some
20 of these numbers in the future, how we need to be structured
21 to do the work, and we can gain some efficiencies there.

22 So I don't have as much of a concern about getting
23 to the target number as I do ensuring that working with that
24 number, we have the right grades of individuals, the right
25 types of individuals, and they are in an organization that

1 provides support to get the work done, and that's the
2 business of all of us here at the able, working with the
3 bargaining unit staff, to ensure that we get from point A to
4 point B.

5 MR. CALLAN: There is one nuance to these FTE
6 numbers that's important, I think.

7 This supposed or hypothetical 50 FTE cut that
8 we're talking about is being driven not by FTE ceilings
9 imposed on us, but by dollar ceilings. So in order to
10 realize the dollar savings that we need to realize, those
11 losses have to occur early in the fiscal year.

12 For example, ideally, 25 people would walk out 1
13 October, and then you would realize that dollar savings for
14 the entire year. So it's really a very complex equation in
15 terms of realizing a dollar savings. We're not targeting an
16 FTE goal by 30 September; we're trying to realize money.

17 COMMISSIONER DIAZ: If NRR -- I'm sorry.

18 COMMISSIONER DICUS: No, go ahead.

19 COMMISSIONER DIAZ: If NRR attrition is two people
20 per pay period, what is the attrition rate in the entire
21 agency?

22 MR. McDERMOTT: Right now, the attrition rate is
23 about 5.6 percent, and it will probably come out to no more
24 than a tenth of a percent off that one way or the other.

25 COMMISSIONER DIAZ: Five-point-six percent.

1 MR. McDERMOTT: Yes.

2 COMMISSIONER DIAZ: Per year?

3 MR. McDERMOTT: Yes.

4 MR. COLLINS: There was one other brief area that
5 we committed to discuss, and that was how were we addressing
6 the Hispanic -- the need to have Hispanic opportunities
7 within NRR and the Hispanic opportunity program that we
8 have.

9 We have been working in that area fairly
10 aggressively for this past year. Our HR staff, working with
11 Paul Byrd and Jim, have been attempting to attract qualified
12 individuals. We had four -- we have four Hispanics among
13 our 77 graduates for the intern program. That's the formal
14 intern program, if you will. We had a Hispanic intern
15 program who was a former Region IV employee who is here
16 today attend a Society of Professional Engineers Job Fair.
17 That was a Hispanic-sponsored organization. She met with
18 representatives of the National Achievement Awards, and
19 we're developing new relationships with universities.

20 So I think we're out there looking for
21 opportunities in those areas. Our success rate is an area
22 that continues to be a challenge, I believe, and I think
23 that's indicative more of are we competitive, are we
24 offering the right types of positions and the right type of
25 attractions. We have more opportunity for success in that

1 area at the entry level and the intern than we do at the
2 more mature staff just because of some of those challenges
3 with what it takes to hire experienced people.

4 But we'll continue to work in that area, but I
5 anticipate that will be a continuing challenge for us.

6 COMMISSIONER DICUS: Thank you.

7 MS. NORRY: Okay. Hub?

8 MR. MILLER: Good afternoon. I appreciate as well
9 the opportunity to talk about Region 1 and our EEO efforts.

10 We're working hard to increase diversity and to
11 sustain an equitable work environment in the region, and
12 this afternoon, I would like to just touch upon a number of
13 the initiatives that we have undertaken, describe to you
14 some of the challenges that we face, and then finally share
15 with you also results.

16 Let me begin with recruitment and hiring, because
17 one of the biggest challenges we have faced this past two
18 years has been filling a large number of reactor inspector
19 staff vacancies. This has been an extensive effort.

20 We screened over 700 resumes, interviewed 135
21 people, and to develop a high quality, diverse candidate
22 pool, we did a number of things, quite a few things: placed
23 advertisements in various engineering publications and web
24 sites with substantial minority and women readership; we
25 renewed contacts with historically Black colleges and

1 universities as well as African-American and Hispanic
2 student groups and professional organizations. The region's
3 EEO advisory committees helped us out quite bit in this
4 regard.

5 As a result of our efforts, we were able to hire
6 25 highly qualified technical and professional people, which
7 is quite a few people for an office the size of this region.
8 In that group were five women and minorities.

9 We frankly found, and this echoes a bit what Sam
10 said, difficulty in competing with private industry when it
11 came to attracting experienced minority engineers. So as
12 the recruitment efforts proceeded, it became clear that
13 being successful required us to focus at the college
14 graduate intern level, and I'm happy to report, in fact,
15 that these efforts recently paid off in the hiring of a
16 Hispanic engineer who just joined us this past week as an
17 intern.

18 Intensive as our recruitment efforts were, they
19 were just first steps, and we knew that. Equipping this
20 relatively large group of new hires with knowledge and
21 skills to do an effective job posed a significant challenge
22 for us. So we structured a form of matriculation program
23 that went beyond the normal required training, technical
24 training that is provided to entry -- new entry or new
25 hires. We conducted numerous special training sessions. In

1 fact, these sessions were delivered by mid- and senior-level
2 managers in the region.

3 Where appropriate, we extended work assignments in
4 reactor -- or in resident inspector offices were provided to
5 give the new hires practical site experience very early on
6 in the matriculation process, which is important.

7 We instituted a mentoring program to assure
8 specific needs of individuals were given attention, and as a
9 result, eleven of the 25 candidates have already been
10 selected for resident inspector positions, and this includes
11 two of the five minorities that I talked about.

12 Six individuals have already completed the
13 rigorous -- and it is very rigorous -- rigorous inspector
14 certification process, and excepting our new intern, all of
15 the remaining members of this group will be certified by the
16 end of the year.

17 I have focused a lot to this point on new
18 recruits. A different but equally important challenge, of
19 course, relates to continuing staff development. Much, in
20 my mind, depends upon individual initiative when you talk
21 about this, but to me, supervisors have to exercise a great
22 deal of leadership. The staff development must be an
23 abiding concern of all supervisors and managers. This
24 involves many things. It involves, of course, listening to
25 staff aspirations, career goals, but also, very importantly,

1 providing honest, constructive feedback on performance, and
2 this is something we give great attention to in the region.

3 We have clearly communicated our expectations, I
4 believe, to management. Staff development is a major focus
5 area of all of our management retreats in the region.
6 Virtually all the managers in the region have completed
7 cultural diversity and merit staffing training.

8 We had some problems early on in the recruitment
9 effort with respect to the interviewing techniques, and so
10 we provided techniques on interviewing that apply not just
11 to new hires, but also to people in the advancement process.
12 It's a big part, I think, of dealing with the issues
13 relating to pre-selection.

14 I must also add that we have as a practice in the
15 region for all selections, managers talk to individuals who
16 are not selected to provide feedback and give constructive
17 help on what they might do to be more competitive in future
18 promotions.

19 We have emphasized rotational assignments. In the
20 past two years, 30 individuals have been given various
21 assignments in headquarters offices, in the resident
22 inspector offices, team leader positions, and very special
23 projects, and nearly half of those participants have been
24 women and minorities.

25 Training funds, as Sam said, are limited, and the

1 resources are limited, and we have established a training
2 council in the region to, among other things, review all
3 specialized training requests and monitor the status of
4 required training, but beyond that, to look forward to
5 identifying new training opportunities, limited as they are,
6 to identify those.

7 Perhaps the biggest challenge we face in the
8 region in the EEO area relates to the regrettable fact that
9 there are currently no women or minorities in permanent
10 management positions in the region, and this situation is
11 made especially difficult given the number of positions that
12 we have had to eliminate to get to the current eight to one
13 ratio, supervisors to staff, that we are currently at. As a
14 result of this, there have been no permanent management
15 position -- management promotion opportunities in the past
16 tow years in the region.

17 Having said that, I believe it is vitally
18 important that we provide opportunities to the staff to
19 develop management skills, to equip staff to compete for and
20 effectively fill these positions when they open up, and at
21 some point, they will open up.

22 Also on the positive side, I want to emphasize
23 that largely due to special needs in the region to focus on
24 a number of troubled plants, we have had a number of
25 temporary promotion opportunities, seven in fact, and three

1 women have filled those positions and one Asian male were
2 selectees for those seven temporary positions.

3 I have to tell you in preparing for this and
4 recently asking for staff feedback, I got feedback that was
5 similar to some of what you heard this morning, and that is
6 that there is concern on the part of the staff about what
7 the future holds -- declining budgets, the limited
8 opportunities that exist with the downsizing for promotion,
9 in our region closure of some plants. Among other things
10 are the things that lead to this. And so I think more than
11 ever before we have to concern ourselves with creating a
12 positive, supportive work environment.

13 There are many things that you can talk about in
14 this area, but we are doing a number of things largely that
15 relate to quality of life and to creating a family-friendly
16 work environment. For example, on numerous occasions we
17 have supported work at home and modified -- and other
18 modified work schedules to support individuals facing
19 illness and other special personal needs. We are working
20 with the regional affirmative action advisory committees to
21 obtain their ideas and help in this area, and one recent one
22 perhaps small but I think still helpful was the Bring Your
23 Child to Work Day that we plan to have later this month,
24 because I think this is the kind of thing that tends to
25 build esprit de corps and a sense of teamwork amongst the

1 staff and management.

2 With respect to awards, I think this is an
3 important thing. We also established an awards board to
4 assure that we are handling that in an equitable way. And I
5 guess -- this is a broad area, and we could talk at length
6 about it, but it's clear to me from the feedback I've gotten
7 in the region and listening this morning that a big part of
8 what we have to do at this difficult time is communicate,
9 and I expect to be working with the partnership and with the
10 advisory committees to step up. We do a lot of
11 communication in the regions through seminars, the
12 inspector's seminars and the like, but I think this is an
13 area where as events unfold here and there are the cuts that
14 are coming and the like we have to redouble I think our
15 efforts in this area.

16 And so with that I'll be glad to answer any
17 questions.

18 COMMISSIONER DICUS: Thank you.

19 Commissioner Diaz?

20 COMMISSIONER DIAZ: No.

21 COMMISSIONER DICUS: Commissioner McGaffigan?

22 COMMISSIONER MCGAFFIGAN: No.

23 COMMISSIONER DICUS: Okay. Thank you.

24 MS. NORRY: Okay. Thank you, Hub, and thank you,
25 Sam. This concludes our prepared presentations,

1 Commissioner Dicus.

2 COMMISSIONER DICUS: Okay. Commissioner Diaz, I
3 think you wanted to make some comments.

4 COMMISSIONER DIAZ: See, this is our kind of all
5 over the place, because I was writing as we went on. I
6 think first, going back to Commissioner McGaffigan and Joe
7 Callan's comment, I think we're well aware, and it keeps
8 coming up, that the Agency might not be growing, and in fact
9 it might downsize. I think it is obvious that we all are
10 emphasizing that even while that is happening we must
11 maintain our focus on these efforts. It should not be an
12 excuse to just slack back or fall into some complacency,
13 that it's vital to what we're doing. It cannot be an
14 excuse. Reduced resources might actually be an opportunity
15 to get better performance appraisals, to do all of the good
16 things that we should do well.

17 I wrote a series of things as we were going down.
18 For example, we keep hearing that accomplishments will
19 enhance or initiatives will enhance. I believe that at some
20 time, hopefully in the near future, we will hear
21 accomplishments have enhanced and initiatives have resulted.
22 Because what I see is that we have a very good
23 infrastructure to implement EEO programs. We have really
24 gone the mile in establishing a lot of very good things. We
25 have the right people. We have the right, you know, ideas.

1 We have, you know, the right hopefully resources.

2 The bottom line is how they get implemented. And
3 that issue is deeper than infrastructure. It is a cultural
4 issue that we need to face time and time again. And that is
5 the issue that these people that might not have the same
6 color have the same right as anybody else if they're fully
7 qualified to the same positions or to the same, you know,
8 opportunity to enter. And that is something that is, you
9 know, it has to be realized.

10 There is no doubt in my mind that blatant
11 discrimination is really not the issue. That we can take
12 care of without an EEO program. It's the more insidious
13 discrimination, the one in which people don't even
14 consciously realize they are discriminating. That needs to
15 be fought by initiative from the Commissions and by EEO
16 programs.

17 Those are the hard issues. Those are the ones
18 that need to be faced. Those are the ones that need a
19 cultural change. Those are the ones that when it happens,
20 then you will attract the right people. You will be able to
21 keep the right people. There will be no question because
22 people will feel that this place really wants them and that
23 they are respected and that their civil rights are foremost.

24 I see no reason why Hispanics are lagging behind
25 or were already lagging behind thing. It's, you know, and,

1 you know, I don't want to make it an issue because I am
2 Hispanic. But I think it is an obvious thing that is not
3 only a national but is a case in here. When we say
4 something like we are similar to other agencies and that is
5 taken as a measure of success, I think it should be taken as
6 a measure of lack of success, not as a measure of success,
7 because the other ones are not doing, that doesn't mean that
8 we should not be doing.

9 What should never happen in this Agency, what is
10 not acceptable, is that any one minority, being woman,
11 African American, Asian, Hispanic, not be given the
12 opportunity to obtain a job when they are qualified for it.
13 And that's what an equal, you know, opportunity means. It
14 doesn't mean a lot of programs and a lot of initiative, but
15 it means implementation. Because the issue always is what
16 you do at the bottom line, and not what words you put out.
17 It is important that as we get into an area in which we're
18 going to require more efficiency, we realize that whether it
19 is in the inspector program, or whether it is what we're
20 doing here, the bottom line is implementation. We have
21 everything we need. What we need to do is implement it.

22 Thank you, Madam Chair.

23 COMMISSIONER DICUS: Thank you very much.

24 Commissioner McGaffigan?

25 COMMISSIONER MCGAFFIGAN: No.

1 COMMISSIONER DICUS: At this time I would like to
2 inquire as to whether the National Treasury Employees Union
3 representative would like to make a comment.

4 Please go to the podium.

5 MR. HEARN: Good afternoon, everybody. I'd like
6 to make some comments on what I've seen at this meeting in
7 years past. For a starter, on the handout, on page 2, you
8 list the EEO program goals, and there seems to be a lack of
9 goals for the new Paraprofessional Subcommittee. I think
10 that should be modified and goals that they see needed.

11 Another issue I'd like to address is empowerment.
12 We've talked about the budget crunch, and that hurting
13 upward mobility. We have a large percentage of minorities
14 in the NRC who are in what I call logjams. They're at a
15 grade where there's very little opportunity to go to the
16 next grade. And through empowerment, which there's an
17 executive order out to implement that, I think we have to
18 strive harder to implement it.

19 You have to bring down functions from the SES down
20 to the 15s, and they in turn, it doesn't stop there, they in
21 turn have to turn over their lower-graded functions to the
22 14s, and eventually you have people turning lower-graded
23 functions down to the grade levels from 8 to 12, and you're
24 going to be creating new paraprofessional positions, and
25 they're sorely needed, as I'm sure Janet can attest to.

1 There are people down there that have got degrees,
2 they're getting degrees, they're very well qualified.
3 There's a new field, information technology. I'm not up on
4 it, but I know it deals with transfer handling, cataloging
5 information. And we have 15s doing that. They could
6 probably pass that down, and I know there's some secretaries
7 that have degrees or are taking college-level courses to
8 learn this. And you could probably move them up into these
9 new-grade jobs.

10 One of the mentions, David mentioned the problem
11 with having the Asian Pacifics spend a lot of times at the
12 GG-14 grade. The IG's briefing this morning, he had a chart
13 which had different characteristics in it, and the grade
14 that stood out the most as being the most unhappy were the
15 GG-14s. And that's because they're frustrated that they
16 can't get to the 15. But the, like I said with the
17 empowerment, you would expand some of the work in the 15
18 area. Also, as 15 leave, you shouldn't be hiring from the
19 outside. You should have a total freeze on the higher
20 grades, and you should have the managers project where
21 they're going to need the expertise in these higher grades,
22 and then they should motivate the lower-graded professionals
23 to enhance their skills and training to fulfill these
24 grades.

25 Another thing to observe is with the streamlining

1 and budget cuts the total numbers go down, the total
2 salaries go down, total number of people go down, total
3 number of 14's and above go down. But the average grade
4 goes up. The average salary goes up. You have people who
5 are going to do more with less. That means they have to
6 enhance their skills, enhance their performance. They need
7 an enhancement in pay to do that.

8 That's about the end of my comments.

9 COMMISSIONER DICUS: Okay. Thank you very much.

10 MR. HEARN: Thank you.

11 COMMISSIONER DICUS: Would there be any further
12 comments from the subcommittees?

13 MR. NARBUT: Just one, Commissioner.

14 COMMISSIONER DICUS: Would you please go to the
15 podium.

16 Thank you.

17 MR. NARBUT: This is not part of the agenda. I'm
18 Paul Narbut with the CAD. But one thing I did notice in
19 today's hearing is that we heard the word "age" mentioned
20 twice, both in introductory statements, and I guess I'd ask
21 that the future briefings include at least some discussion
22 of age-related issues. We have an aging society. We have
23 an aging work place here in NRC. And we need to address
24 those issues. And I guess the central thought that I have
25 is that we need to keep our aging employees motivated.

1 There's always a danger of thinking you've reached the end
2 of the trail, and there's no place to go.

3 And that's the end of my statement.

4 COMMISSIONER DICUS: Okay. Thank you very much.

5 I would also like to offer the opportunity for
6 comments from our other committees. The Affirmative Action
7 Advisory Committee?

8 MR. GREHER: My name is Elliott Greher, and I'm
9 chairman of the Affirmative Action Advisory Committee. I
10 wanted to place an emphasis on the training and training
11 funds. We've cut them starkly. That's not what we should
12 do in this kind of environment. If anything, we should
13 raise them. When we have a proportion of people who let's
14 say are hydrologists who lead disproportionately to the
15 number of problems, and I'm just picking on that particular
16 area, without any knowledge about it, and we have to train
17 other people to move into that area and to help out, we need
18 training funds.

19 In almost all the issues that were presented
20 today, training funds would be a way of helping solve a
21 problem, and we don't seem to -- instead of cutting the
22 training funds. So I very strongly support increasing
23 training funds both for all of the employees in the NRC and
24 for those people who are women or minorities of various
25 kinds, including the handicapped, who could use those funds

1 to advance more surely and to provide for them a feeling of
2 great satisfaction on the job in their own role.

3 Thank you.

4 COMMISSIONER DICUS: Thank you.

5 Comments from the Advisory Committee for African
6 Americans?

7 MR. HOLT: No.

8 COMMISSIONER DICUS: Okay. Any further comments
9 from the Asian Pacific American Advisory Committee?

10 MR. DIEC: There is one additional comment that I
11 would like to contribute, is that we would strongly
12 encourage the management to look into rotation of assignment
13 opportunities for employees, especially in the area that we
14 don't have much of opportunities for promotions. In doing
15 that I think that it's not only enhanced the employees'
16 ability to prove that they are worthy of doing more of the
17 important projects or assignments, but also help them to put
18 together a perhaps impressive resume for opportunities when
19 the Agency has opportunities available. And that is perhaps
20 one of the most important things that we are hoping that
21 will happen for all, so that we can have the ability to
22 compete squarely and fairly.

23 COMMISSIONER DICUS: Okay. Thank you.

24 The Federal Women's Program Advisory Committee?

25 MS. RADDATZ: Thank you, Commissioner.

1 I was very happy to hear Hub say that he's using
2 family-friendly work place issues as a way of addressing
3 some EEO concerns. As you may have noticed from the Federal
4 Women's Program statement in your package, we've kind of
5 departed from our traditional role of providing an analysis
6 of the statistics to saying that we probably aren't going to
7 be able to have a great impact on the amount of hires or
8 even promotions given the environment in which we are.

9 So what we would hope is that management could
10 help to focus on making our jobs more desirable, to make us
11 enjoy what we're doing more than we are, more than we do
12 now. And this sort of thing can be done by things like the
13 work at home program, by offering the kinds of things that
14 we've done with the Federal women's program, the Bring Your
15 Kids to Work Day and that sort of thing. I'd also like to
16 see the Agency encourage things like organ donation and
17 other family-oriented sorts of things.

18 COMMISSIONER DICUS: Thank you.

19 And the Hispanic Employment Program Advisory
20 Committee.

21 MR. IBARRA: Thank you. We are concerned and you
22 all talked, there was a lot of talk today about how hard it
23 is to hire Hispanics and yet we have lost a lot of
24 Hispanics. Last year we lost like four.

25 We need to concentrate on the ones of the

1 Hispanics that are here. We need to make more opportunities
2 for them and if we are going to recruit, I think all
3 Hispanics at this agency are willing to go and recruit and I
4 think we are very good salesmen. I think we know our
5 culture, our people, and I think we can make a difference.

6 COMMISSIONER DICUS: Thank you. The Joint
7 Labor-Management Equal Employment Opportunity Committee.

8 MR. WEBER: Good afternoon. I will be brief.

9 We have had a lot of meaty discussion this
10 afternoon, got a lot of progress to make. It's interesting
11 and exciting and challenging for all of us to be a
12 participant in that process.

13 I would call your attention to the recommendations
14 that the committee has in the paper. One in particular that
15 is directly relevant to the Commission is the committee's
16 recommendation that the Commission decide what will happen
17 to the Commissioner Assistance Pool. That is a program that
18 has been in place for some time, and the committee felt that
19 that was a good opportunity to go forward and make progress
20 in the EEO area and we don't want to dictate to the
21 Commission by any means what the Commission would like to do
22 with that but we certainly would like to call it to your
23 attention.

24 One other thing that I would offer is all the
25 committees in a way work for the Commission, and so if there

1 are out of this great assemblage of meaty issues particular
2 issues that the Commission is interested to hear from the
3 committees on, I am sure the committees would be happy to
4 entertain those topics.

5 COMMISSIONER DICUS: Okay, thank you.

6 Actually, I want to make a comment about the
7 Commissioners Assistance Pool or maybe it's the alleged
8 Commissioners Assistance Pool -- I am not quite sure which
9 it is, but I think it would be important.

10 I would ask you -- I would like to have a history
11 of that pool and where it was started, what happened, where
12 it is now, are we using it. I don't think I used it and
13 does it have validity and should it continue or no. If it
14 continues, should it continue in some different format.

15 I think it would be useful for us to have that
16 information.

17 COMMISSIONER MCGAFFIGAN: I could add to that.

18 I was aware of the Commissioner Assistance Pool
19 when I came in, about two years ago, and I think I ended up
20 interviewing 43 people for the various positions in my
21 office -- the Famous Forty I think we called them -- but in
22 my own judgment there were some good people in the pool and
23 there were some very, very good people who weren't in the
24 pool. I don't know quite how the competition to get in the
25 pool had been run prior to my arriving and how old the data

1 at the pool was when I arrived but I think we do need a
2 recommendation, as Commissioner Dicus has suggested, as to
3 whether it is viable but it was remarkable some of the
4 people who interviewed with me who made known their desire
5 to -- some of them got jobs, some of them didn't -- but
6 there were many who were not in the pool who were very, very
7 good.

8 COMMISSIONER DICUS: Commissioner Diaz.

9 COMMISSIONER DIAZ: On a similar subject, I think
10 I would like and I am sure the Commissioner would benefit
11 from having a sanitized best qualified list in which
12 positions are matched against selections without names -- no
13 names of anybody -- but where we could see what position was
14 here, who were the in best qualified list, was there any
15 minorities, and who got selected. No names -- but actually
16 so we can see how the process is working, how many
17 minorities are getting in the BQL and how many are being
18 successful. I think that certainly would help.

19 MR. McDERMOTT: We have that kind of information.

20 COMMISSIONER DIAZ: Thank you.

21 COMMISSIONER DICUS: Well, in closing again I very
22 much would like to thank all of the employees in attendance
23 here and those of you who are listening for your interest in
24 these very important topics, and I would like to thank all
25 of the participants for your views, your comments and your

1 suggestions.

2 Clearly these briefings are comprehensive and it's
3 a very complex subject, and I think our conversations today,
4 during these conversations we have heard of our many
5 successes and I think we have some opportunities. They
6 don't call them failures, they are opportunities -- so these
7 are clearly in the performance appraisal. It is core to so
8 many of our activities and I think it is clear this needs
9 some attention -- clearly in recruitment, diversity,
10 fairness, fairness in representation, fairness in selection,
11 and we have to do all these things in a changing environment
12 as we go forward.

13 As external and internal pressures will continue
14 to challenge us as an agency, we are all responsible -- we
15 have responsibilities in creating and promoting an
16 environment in which all employees are provided an equal
17 opportunity to display their talents, to compete for
18 advancements, free of real or perceived preselection, and to
19 contribute to the agency mission.

20 First, I again urge managers and supervisors to
21 continue to evaluate your employees fairly and objectively,
22 to recognize those employees that demonstrate superior
23 performance, and to provide opportunities for training and
24 for development.

25 Second, I would like to thank again those of you

1 who serve as EEO counsellors, providing a very critical
2 function in this very important area, and I encourage you to
3 continue your excellent performance.

4 To all employees, the Commission thanks you for
5 your efforts and we appreciate everything you have given to
6 this agency.

7 Now unless there are any other comments, then we
8 will stand adjourned.

9 [Whereupon, at 3:53 p.m., the briefing was
10 concluded.]

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**EEO BRIEFING SLIDES
JUNE 25, 1998**

STAFF REQUIREMENTS MEMORANDUM

- 1. Compare NRC entry level hiring strategies with DOE, EPA, and NASA.**
- 2. Develop a tracking system to monitor selections of minorities and women by major occupational categories.**
- 3. Provide information on EEO performance criteria for Federally Funded Research and Development Centers such as the Center for Nuclear Waste Regulatory Analysis.**
- 4. Emphasize in recruitment that challenging technical jobs exist at the NRC.**
- 5. Describe how recruitment source information is disseminated among offices and regions.**
- 6. Include NRR and a regional administrator among those making formal presentations during the EEO briefing.**
- 7. Assess the merits of, and need for, restoring the NRC Intern Program.**
- 8. Highlight specific actions taken to address under representation of Hispanics at all levels.**

EEO AREA OF EMPHASIS

#1

Enhance opportunities for advancement of minorities and women in professional positions

- **59 employees were hired into professional positions. 31% were women and minorities.**
- **The Intern Program was re-established. 1 Asian Pacific American man, 1 Asian Pacific American women, 1 African American woman, 1 white woman, and 1 white man have accepted offers.**

EEO AREA OF EMPHASIS

#2

Enhance the pool of minorities and women for supervisory, management, executive, and senior level positions.

- **Minorities in grades 13-15 increased from 347 to 356. Women in grades 13-15 decreased from 422 to 414.**
- **7 employees (6 white men, 1 white woman) moved into the Senior Level Service.**
- **Women in the SES increased from 17 to 21. Minority men increased from 14 to 15.**

AREA OF EEO EMPHASIS

#3

Enhance efforts to attract, develop, and retain employees with disabilities.

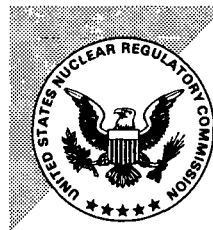
- **Targeted recruitment resulted in a total of five selections during this reporting period bringing the total on-board to 198.**

EEO AREA OF EMPHASIS

#4

Improve communication about EEO and affirmative action objectives, improve management responsiveness, and evaluate progress.

- **Incorporated EEO goals and objectives into office operating plans.**
- **Completed the first steps of a Managing Diversity process in support of enhancing and managing a more diverse workforce.**



Processing Complaints of Discrimination

at the
**U.S. Nuclear Regulatory
Commission**

*Office of Small Business
and Civil Rights
U.S. Nuclear Regulatory Commission*

**(301) 415-7380
FAX (301) 415-5953**

The Final Decision

The NRC deciding official will issue you a final decision on your complaint within 60 calendar days from (1) the date of your request for an immediate decision, (2) the end of the 30-day period after you receive the notice of election, or (3) the date of the receipt of the Administrative Judge's recommended decision.

If a hearing has been conducted, the deciding official must give you a copy of the Administrative Judge's recommended decision along with the final decision on your complaint. If the deciding official decides to reject or modify the Administrative Judge's recommended decision, he or she will give specific reasons for doing so in the final decision on your complaint.

If you are dissatisfied with the agency's final decision, you may, within 30 calendar days of the date you received the decision or notice of dismissal, appeal the decision to the Director, Office of Federal Operations, Equal Employment Opportunity Commission, P.O. Box 19848, Washington, DC 20036.

Civil Action

In lieu of filing an appeal with the EEOC, you may, within 90 calendar days of the date you received

the final decision or dismissal, file a civil action in an appropriate United States District Court. You also may file a civil action after 180 calendar days have elapsed from the date you filed your complaint if a final decision has not been issued and you have not appealed the decision to the Commission.

If you do not file an appeal with the EEOC or are not satisfied with the EEOC's decision, you may file a civil action in an appropriate United States District Court within 90 calendar days of receipt of the Commission's final decision. You also may file a civil action after 180 days from the date you filed the appeal if the Commission has not made a final decision. (Caveat: See the section on "Special Cases," which follows.)

Special Cases

The EEOC regulations contain special processing provisions with respect to certain matters. Among these are filing (1) civil actions in age discrimination cases, (2) "mixed" case matters appealable to the U.S. Merit Systems Protection Board, (3) complaints on matters under certain negotiated grievance procedures, and (4) class complaints. These matters are beyond the scope of this brochure. For further information on these matters, consult 29 CFR Part 1614 or the SBCR staff.

This brochure provides information about the Federal Sector Employment Discrimination Complaints Process at the U.S. Nuclear Regulatory Commission (NRC). To ensure that employees and applicants for employment are given fair and timely consideration, this brochure addresses the steps in filing complaints of unlawful discrimination practices in employment.

The Office of Small Business and Civil Rights (SBCR) develops and recommends for approval by the Executive Director for Operations overall NRC policy for equal employment opportunity in all Federal personnel practices.

Effective October 1, 1992, the U.S. Equal Employment Opportunity Commission (EEOC) published a revised set of regulations governing the processing of Federal Sector Equal Employment Opportunity (EEO) complaints. If, as an employee or an applicant for employment with the NRC, you believe that you may have been discriminated against on one or more of the following "bases"—race, color, religion, sex, national origin, age, physical or mental disability, or retaliation for participating in the EEO process—you must discuss the problem with an EEO counselor. Agencies are required to designate EEO counselors and to make them available to employees and applicants. The goal of the EEO counselor is to facilitate an informal resolution of the matter between the parties when possible.

How Can the EEO Counselor Help You?

The counselor will:

- ☐ Explain the process to you and advise you of your rights and responsibilities.
- ☐ Listen and help you specifically identify your concerns in the area of employment discrimination.
- ☐ Study your case objectively and advise you of your rights.
- ☐ Answer your questions.
- ☐ Discuss your concerns with supervisors and with you.
- ☐ Attempt to resolve your concerns informally.

EEO counselors report regularly to the SBCR staff about their activities, but they will use your name only with your permission. When appropriate, they will make

recommendations for actions to the SBCR staff or other agency management officials if their involvement is necessary to resolve the problem.

Procedures During Informal Processing

You must contact the EEO counselor within 45 calendar days of the date of the incident that gave rise to your complaint or, if it is a personnel action, within 45 calendar days of its effective date.

The counselor has 30 calendar days from the time you reported your problem to attempt an informal resolution. The 30-day period for EEO counseling may be extended up to an additional 60 days if you agree in writing to such an extension.

If, at the end of this time (including any extension), the problem is not resolved, you will be advised, in writing, of your right to file a formal complaint as specified in the section on "The Formal Complaint," which follows.

You have the right to be represented at any stage of the process in presenting your complaint, including the counseling stage. As a general rule, you may select any person to represent you (although there are certain limitations in terms of conflict of interest).

The Formal Complaint

If the attempts to informally resolve your complaint have been unsuccessful, you will be notified by your counselor, in writing, of your right to file a formal complaint. If you decide to file a formal complaint, you or your representative has 15 calendar days from the date of receipt of this notice to submit your formal complaint in writing. It is important to know that if you do not file your formal complaint within the 15-day limit, the agency may dismiss your complaint.

Although it is not the duty of the EEO counselor to file your complaint for you, he or she can answer your questions concerning the filing of your complaint. If you wish, your representative may file your complaint for you. Your written complaint must be specific and must be limited to matters discussed with the EEO counselor.

The Director, SBCR, will then determine whether to accept your complaint for processing. If your complaint is accepted for processing, it will be investigated. However, if the Director, SBCR, determines not to accept your complaint in whole or in part, you will be advised of your right to appeal this decision to the Office of Federal Operations of the U.S.

Equal Employment Opportunity Commission.

Once a formal complaint is accepted, it will be investigated by an impartial investigator as defined by EEOC Management Directive (MD) 110, Chapter 5, Section V.C.

The Investigation

A thorough investigation will be conducted. The investigation will encompass all the information relevant to the accepted complaint and may, when appropriate, include comparative data on other individuals who had similar complaints. The investigation may include verbatim statements, interrogatories, position papers, or other forms of fact finding. During the investigation, you will have an opportunity to present all the facts you believe show unlawful discrimination.

The NRC has 180 calendar days from the date you filed your complaint to notify you that the investigation has been completed. After the investigation is completed, a report of investigation (ROI) will be sent to you. By written agreement within those time periods, you and the NRC may voluntarily extend the time period for no more than an additional 90 days. You will be sent a notice that you

have 30 days from the date you receive the ROI to (1) ask for a hearing before an EEOC Administrative Judge, with a subsequent decision by the Head of the NRC or his or her designee (the deciding official), or (2) ask for such a decision by the deciding official without a hearing. This notice is called the notice of your right to an "election."

The Hearing

If you request a hearing, you will be allowed to present witnesses and evidence on your behalf. The Administrative Judge will have 180 days from the date the EEOC received your request for a hearing to conduct the hearing and issue findings and conclusions and a recommended decision on your complaint. The Administrative Judge will forward the recommended decision to the Director, SBCR.

The hearing will be recorded and transcribed verbatim.

If You Do Not Ask For a Hearing

If you do not ask for either a hearing or a decision without a hearing within 30 calendar days after you receive the notice of election described above, the NRC may issue a final decision based on the evidence in the ROI.



POLICY ISSUE **(Information)**

JUNE 10, 1998

SECY-98-137

FOR: The Commissioners

FROM: L. Joseph Callan
Executive Director for Operations

SUBJECT: EQUAL EMPLOYMENT OPPORTUNITY (EEO) BRIEFING

PURPOSE:

To inform the Commission of the status of the Equal Employment Opportunity (EEO) Program at the NRC.

BACKGROUND:

The Energy Reorganization Act of 1974, as amended, requires the Executive Director for Operations (EDO) to report to the Commission, at semi-annual public meetings, on the status of the Agency's Equal Employment Opportunity (EEO) Program. The attached Report provides the status of EEO Programs at the NRC. This Report will be presented at the Commission briefing scheduled for June 25, 1998.

Following the last briefing on October 14, 1997, the Commission requested, through a Staff Requirements Memorandum (SRM) dated January 14, 1998, that the staff respond to several issues. A copy of the Commission's Staff Requirement's Memorandum and a complete copy of our response dated April 29, 1998, is included as Attachment 1 to this Paper.

Among the requests from the Commission was that the Director of NRR and a Regional Administrator make a presentation at the next Commission Briefing. In response to this request, the NRR Office Director and the Regional Administrator from Region I have provided statements for this Report, and will address implementation of EEO policy within their respective organizations during the Commission Briefing. The statements by the NRR Office Director and Region I Administrator are included as Attachments 2 and 3, respectively.

Contact:
Irene P. Little, SBCR
(301) 415-7380

NOTE: TO BE MADE PUBLICLY AVAILABLE
AT THE COMMISSION MEETING SCHEDULED
ON JUNE 25, 1998

Paul E. Bird, HR
(301) 415-7516

This Report also includes an overview of EEO Accomplishments for the Period July 1, 1997, through March 31, 1998 (Attachment 4), EEO Workforce Profile Data by race, gender, and age (Attachment 5), and Bases and Issues Alleged in EEO Complaints FY 1994-1998 (Attachment 6). Additionally, this Report includes a statement from one of the Agency's collateral-duty EEO counselors, describing the role of an EEO counselor and the kinds of issues employees bring to EEO counselors (Attachment 7); and a joint statement from the six EEO advisory committees, including status reports from four of the EEO subcommittees, and a separate statement by the Joint Labor Management EEO Committee (JLMEEEO) (Attachment 8). The EEO Counselor and a representative from the EEO advisory committees will also make a statement during the Commission Briefing.

DISCUSSION:

The primary and continuing goal of the EEO Program at the NRC is to provide equal employment opportunities for all of its employees and to increase workforce diversity. In support of this goal, the staff continues to engage in efforts in the four major areas of emphasis: (1) enhancing opportunities for advancement of minorities and women in professional positions; (2) expanding the pool of minorities and women for supervisory, management, executive, and senior level positions; (3) enhancing efforts to attract, develop, and retain employees with disabilities; and (4) improving communication about EEO and affirmative action objectives, improving management responsiveness, and evaluating progress. Our statement of accomplishments in these areas during the period July 1, 1997 through March 31, 1998, is included as Attachment 4 to the Report.

As the Agency continues to manage a declining workforce and works toward a 1:8 supervisory/employee ratio, the goals of increasing workforce diversity and maintaining a viable EEO program are becoming more challenging. Additionally, in this downsizing environment, managers face the challenge of implementing reorganizations to facilitate greater organizational effectiveness while adhering to the Agency's EEO goals and objectives. The Director, SBCR, participates in the review of reorganizations to assist managers in identifying options that have the least adverse impact on the EEO Program.

It is also important to note that the level of hiring and promotion activity during this reporting period reflects a decline. We had 3067 permanent employees on board at the end of the last reporting period, and 3004 permanent employees at the end of this reporting period, a decrease of 63 (Attachment 5, Table 1). The number of employees in supervisory positions decreased by 20 (from 429 to 409) (Attachment 5, Table 2). This trend is expected to continue, at least over the short term. Even though hiring and promotion opportunities may be limited, we must not lose sight of our goal to ensure fair and equal opportunity for minorities and women in hiring, promotions, and other career enhancing opportunities.

In support of our goal of moving toward enhancing and managing a more diverse workforce, we have taken the first steps in implementing a managing diversity process in the Agency. In February 1998, a managing diversity orientation session was presented to the Agency's senior-level managers and representatives of the EEO advisory committees. Based on the attendees' critiques of the presentations, changes were made and two subsequent sessions were held for Headquarters' managers and supervisors. This program will be presented to managers and

supervisors in each of the four Regions by the end of 1998. Consideration is also being given to scheduling an additional session at Headquarters. The next phase of managing diversity is planned for FY 1999, and will involve presentations to all employees at Headquarters and in the regions. SBCR and HR will continue to work with the EEO advisory committees as we move through the managing diversity process.

We will continue our partnership with the Oak Ridge Institute for Science and Engineering (ORISE) and use this partnership as a resource to increase diversity in our applicant pool. ORISE implements NRC's Historically Black Colleges and Universities (HBCU) Program, which provides research opportunities for students and professors affiliated with HBCUs. Under this program, students and professors conduct research directly related to NRC's mission. As a part of this effort, HR and SBCR will review resumes of these students to identify those who are qualified to compete for positions at NRC.

As discussed during the last EEO briefing in October 1997, the staff has initiated efforts to update the Agency's Affirmative Action Plan. A team comprised of one representative from each of the support offices (SBCR, HR, and ADM) was formed to draft an updated Affirmative Action Plan for the Agency. The draft Affirmative Action Plan is complete and SBCR is working with the EEO advisory committees to finalize the plan.

Additionally, guidance was provided to managers and supervisors on including EEO goals and initiatives in their respective operating plans. Office directors and regional administrators will now provide progress reports on EEO and human resource accomplishments, along with other program achievements, during the quarterly update of the operating plans.

During FY 1998, the Agency continues to maintain a cadre of 30 collateral-duty EEO counselors who work with employees and managers to attempt to resolve allegations of discrimination that could lead to formal complaints. During the period October 1, 1997, through March 31, 1998, 30 individuals sought EEO counseling. Concerns that employees raised with the EEO counselors are summarized in Attachment 7.

During FY 1998, only two formal discrimination complaints have been filed under the EEO Complaint Process. One of these complaints was filed by an outside job applicant. As reflected in the following data, there has been a decline in the number of formal complaints filed in the past five years:

Fiscal Year	Number of Complaints
1994	9
1995	17
1996	11
1997	7
1998	2

Based on our review of the formal discrimination complaint data, reprisal associated with prior EEO complaint activity continues to be the most frequent basis raised in EEO complaints. The chart at Attachment 6 provides the bases, types, and number of issues alleged over a 5-year period.

To further minimize any significant increase in formal discrimination complaint activity, SBCR will continue to address EEO and affirmative employment concerns raised by employees and the EEO advisory committees, and attempt to resolve issues without undue delay and at the lowest level possible. SBCR will also continue to work closely with management to facilitate the resolution of issues and will keep management and employees informed of EEO and affirmative employment programs and initiatives.

SBCR will continue to ensure that EEO counselors are provided training to enhance their skills. An objective of the EEO Counselor's Conference, scheduled for June 16-17, 1998, is to enhance the counselor's skills in conducting interviews and preparing an effective EEO Counselor's Report. These skills will facilitate the counselor's efforts in resolving EEO concerns and/or preparing a report that can withstand scrutiny on review if a formal complaint is filed.

SBCR has begun to review the bases for allegations of discrimination raised at the informal stage to determine if any correlation exists between the number and types of bases and issues resolved at the informal stage and the number and types of issues and bases that are pursued through the formal stage of the process. This type of information can help to identify problem areas that may need to be addressed by SBCR, HR, or line management.

The following are highlights of activities during this reporting period. In some instances progress has been made; however, we still have room for improvement (i.e., ensuring that minorities are given a fair opportunity to move into the SLS and for rotational assignments). Attachment 5 contains more details on these data:

- The Agency hired 82 employees: 50 (61%) white men, 14 (17%) white women, and 18 (22%) minorities. This compares to 86 hires during the last reporting period: 51 (59%) white men, 19 (22%) white women, and 16 (18%) minorities.
- Fifty-nine employees were hired into professional positions: 41 (69%) white men, 4 (7%) white women, and 14 (24%) minorities. During the last reporting period 25% of the professional hires were minorities or women, compared to 31% during this reporting period.
- Five employees with disabilities were hired bringing the total number of employees with self-identified disabilities to 198.
- Two Hispanic employees were hired during this period. According to the EEOC workforce profile data, Hispanics continue to be the most severely under-represented group in Federal service. NRC's efforts to increase Hispanic representation are detailed in Attachment 4.
- One hundred ninety-one employees served in rotational assignments: 107 (56%) white men, 50 (26%) white women, 6 (3%) African American men, 10 (5%) African American women, 6 (3%) Asian Pacific American men, 6 (3%) Asian Pacific American women, 2 (1%) Hispanic men, 2 (1%) Hispanic women, and 2 (1%) Native American men. During the last reporting period, 120 employees served in rotational assignments: 73 white men, 30 white women, and 17 minorities.

- The total number of women in the Senior Executive Service (SES) increased from 17 to 21 (19%) and the number of minority men increased from 14 to 15 (7%). (During the prior reporting period, the number of women in SES positions increased by 2.)
- The number of women in grades 13-15 decreased from 422 to 414. The number of minorities at the same grade level increased from 347 to 356.
- Seven employees (6 white men, 1 white woman) moved to the Senior Level Service bringing the total to 41.
- The number of managers/supervisors decreased from 429 to 409. Following is the current breakout: 303 (74%) white males, 51 (13%) white women, 15 (4%) African American men, 14 (3%) African American women, 14 (3%) Asian Pacific American men, 5 (1%) Asian Pacific American women, 5 (1%) Hispanic men, 1 (0.2%) Hispanic woman, and 1 (0.2%) Native American man. The decrease of 20 is identical to the decrease in this area during the last reporting period and there are no significant changes in the breakout. This steady decline in managerial/supervisory positions is due to the Agency's efforts to achieve a 1:8 supervisory:employee ratio. We are pleased that this decline has not adversely impacted minority or women representation in supervisory/managerial positions.

EEO ADVISORY COMMITTEES

The staffs of SBCR and HR have continued to work with the EEO advisory committees and the Joint Labor Management EEO (JLMEE) Committee. The joint statement provided by the EEO advisory committees and the JLMEE Committee's statement are included as Attachment 8.

During the last EEO briefing, a representative of the EEO advisory committees recommended restoration of the NRC Intern Program as a means of attracting and recruiting a diverse group of qualified applicants for positions in NRR. We have now re-established the Intern Program to include intern positions in both Regional and Headquarters offices. For FY 1998 and FY 1999, NRR, NMSS, RES, AEOD, and the Regions have agreed to support this program to the extent possible within their allocated resource levels. The Agency has targeted 11 positions for the Intern Program during FY 1998.

The Managing Diversity Subcommittee has completed the actions within its charter and has dissolved. Its primary concern was support for implementation of a managing diversity process. As previously discussed, the first stage of the managing diversity process has been implemented and the second phase is planned for FY 1999. The statement from the Managing Diversity Subcommittee describes the EEO Advisory Committees' continuing role in the managing diversity process.

The Performance Monitoring Subcommittee's primary focus was determining the impact of several Agency programs/initiatives on achievement of the Agency's EEO goals. The Subcommittee completed its review of these programs/initiatives and made several recommendations including an increased effort by the Agency to establish more upward mobility positions, and additional efforts to increase women and minority participation in the Resident


and Senior Resident Development Programs. (The formal centralized Resident and Senior Resident Development Programs are inactive at this time.) The Subcommittee's statement which addresses its recommendations for each program/initiative reviewed is included as Attachment 8.

The Selection Subcommittee developed several recommendations for consideration. During the last Commission Briefing, we discussed some of the recommendations that had been accepted. SBCR and HR have continued their review and consideration of the remaining recommendations. In response to one of their recommendations, HR is currently working on a question and answer brochure which describes the merit selection process. This brochure will be distributed to all employees.

A Paraprofessional Subcommittee was recently established to consider issues which may have an impact on NRC administrative support staff. SBCR and HR will work closely with this Subcommittee to address their issues.

During the last Commission Briefing, the JLMEEEO Committee recommended that the Agency conduct a Sexual Harassment Awareness Day. As a result of the joint efforts of SBCR and the JLMEEEO Committee, this activity was held on May 21, 1998. Since the last Commission Briefing, the Committee has made additional recommendations regarding the Agency's process for granting EEO Awards and for filling Commission Assistant positions. SBCR and HR will continue to work with the Committee to address these issues.

We will be prepared to discuss the information presented in this paper at the June 25, 1998 EEO Commission meeting.



L. Joseph Callan
Executive Director
for Operations

Attachments:

1. 4/29/98 Response to 1/14/98 Staff Requirements Memorandum
2. Statement by Samuel J. Collins, D/NRR
3. Statement by Hubert J. Miller, RA/Region I
4. EEO Accomplishments for the period July 1, 1997, through March 31, 1998
5. EEO Workforce Profile Data
6. Bases and Issues Alleged in Formal EEO Complaints FY 1994-1998
7. Statement by Susan Y. Smith, EEO Counselor
8. Joint Statement by the Equal Employment Opportunity Advisory Committees and Their Four Subcommittees, and Statement by the Joint Labor Management Equal Employment Opportunity Committee

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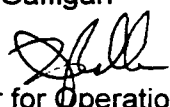
**APRIL 29, 1998 RESPONSE TO JANUARY 14, 1998, STAFF REQUIREMENTS
MEMORANDUM**



UNITED STATES
NUCLEAR REGULATORY COMMISSION
WASHINGTON, D.C. 20555-0001

April 29, 1998

MEMORANDUM TO: Chairman Jackson
Commissioner Dicus
Commissioner Diaz
Commissioner McGaffigan

FROM: L. Joseph Callan 
Executive Director for Operations

SUBJECT: STAFF REQUIREMENTS MEMORANDUM FOLLOWING EEO
BRIEFING ON OCTOBER 14, 1997

The response to the Staff Requirements Memorandum dated January 14, 1998, following the EEO program briefing on October 14, 1997 is attached. It will also be included in the EEO briefing paper that you will receive prior to the EEO briefing scheduled for June 1998.

Attachment:
As stated

cc w/attachment:
SECY
OGC
OCA
OPA
CIO
CFO

RESPONSE TO SRM ON EEO BRIEFING

Provide information comparing the relative success of other technical agencies, such as the Department of Energy (DOE), Environmental Protection Agency (EPA), and National Aeronautical and Space Administration (NASA), with NRC in hiring technical entry-level women and minorities.

Representatives of the Office of Human Resources (HR) contacted the Environmental Protection Agency (EPA), National Aeronautics and Space Administration (NASA), and Department of Energy (DOE) to gather information for comparing relative success in hiring technical entry level women and minorities. These agencies provided information about their successful recruitment practices but did not have data readily available and/or were not at liberty to provide data regarding entry-level women and minorities hired. Each of the agencies expressed a concern that recent hiring limitations and hiring priorities for filling critical positions at the full-performance level may give a false impression of their relative success in hiring entry-level women and minorities when compared to other organizations.

EPA utilizes a multi-million dollar grant program, along with a professional recruiting service to recruit college graduates to fill designated entry-level positions with qualified applicants including women and minorities. In the past, EPA has been very successful in hiring technical entry-level women and minorities for regional positions utilizing these programs. At headquarters, however, recent recruitment efforts have been focused primarily on hiring at the full-performance level in order to fill a limited number of mission critical vacancies.

NASA representatives believe they have achieved success in hiring women and minorities for technical entry-level positions through implementation of several recruitment approaches. First, NASA selecting officials conduct on-site interviews for entry-level personnel at professional conferences and at recruiting events, such as those sponsored by Historically Black Colleges and Universities and the Society of Hispanic Engineers. Second, they identify highly qualified entry-level applicants through the Office of Personnel Management (OPM) registers of eligible candidates. Third, students who complete NASA research grant and cooperative education assignments are often converted to permanent NASA positions. The latter method has been one of NASA's most successful strategies for hiring technical entry-level women and minorities.

DOE representatives strongly support the establishment of partnerships with minority and women organizations, such as Hispanic Association of Colleges and Universities, the American Indian Science and Engineering Society, National Association of Equal Opportunity in Higher Education, and the Center for Advancement of Hispanic Science and Engineers Education. Partnerships with these organizations have extended DOE's recruitment efforts and have led to more applicant referrals. DOE has also been successful in utilizing the "direct hire" authority extended by the OPM to expedite hiring, including hiring technical entry-level women and minorities.

When compared with EPA, NASA, and DOE, NRC has been very successful in using its excepted service hiring authority along with professional recruiting services, on-site interviews at professional organizations and schools, and various recruitment programs (e.g., Intern, Co-operative Education, Graduate Fellows) to identify, attract, and eventually hire technical women and minorities. NRC does not administer a substantial grant or student research program. In addition, NRC has virtually eliminated the Cooperative Education Program due to budgetary limitations. In FY 1997, NRC hired 73 technical employees (engineers and scientists) of which 9 were entry-level hires (6 white males, 1 white female, 1 African American male and 1 Asian Pacific American female.) In the first half of FY 1998 there were a total of 37 technical hires of which none were entry-level hires. However, NRR has recently made employment offers to 8 entry-level employees: 1 Asian male, 3 white males and 4 white females.

Based upon our discussions with representatives of these other agencies, we believe that NRC has been relatively successful in attracting and hiring technical entry-level women and minorities. We have not been hampered by competitive service hiring limitations and have been able to utilize entry-level recruitment programs and outside professional recruitment services to achieve success in recruiting. HR plans to explore the additional use of partnerships with minority and women organizations, and the restoration of the Cooperative Education Program as a further means of enhancing our recruitment sources to attract highly qualified technical entry-level women and minorities.

Develop a tracking matrix to monitor selection, based on availability on the best qualified list (BQL), of women and minority candidates (to the extent they are identified as such) by professional (engineering, scientific, legal, professional/administrative) category in each NRC office.

HR gathers applicant data from the BQL, including data reflecting ethnicity, gender, and occupational category. This information is sorted by Office/Region and is provided to the Office of Small Business and Civil Rights (SBCR) for review and follow up with the offices and regions as appropriate. SBCR and HR are developing an improved tracking matrix to better format this data for review. SBCR will continue to conduct routine assessments of this data to determine selection trends and patterns for each NRC office and region.

Provide information on the extent to which the NRC contract with the Southwest Research Center (SwRI) to operate the Center for Nuclear Waste Regulatory Analysis (CNWRA), a Federally Funded Research and Development Center (FFRDC), requires good performance in the equal employment opportunity (EEO) performance contract clauses of DOE, NASA, Department of Defense (DOD) FFRDCs.

The NRC's contract with SwRI for operation of the CNWRA includes two EEO clauses which are required by the Federal Acquisition Regulation (FAR). These clauses establish the EEO performance criteria required of all Federal contractors including those negotiated by DOD, DOE, and NASA. In general, these clauses prohibit discrimination base on race, color, religion, sex, or national origin and require the contractor to take affirmative action in its employment practices. They also require the contractor to post

notices explaining the EEO clauses; to include an anti-discrimination clause in solicitations and advertisements; and provide copies of the EEO clause to union/labor representatives copies, etc.

However, SwRI has gone a step further. It currently has in place an EEO/Minority Recruiting Plan which summarizes SwRI's demographic profile and outlines strategies to enhance representation of minorities and women. SwRI's EEO policy applies to all personnel activities related to employment; upgrading, demotion, or transfer; recruitment or advertising; layoff or termination; compensation including pay rates; and training. Specific recruitment strategies include advertisements that target high distribution to minorities, visits to 4-year and junior college schools with high minority populations, participation in student programs at local schools, development of liaisons with local community and national minority organizations, hosting on-site career fairs, and conducting on-going assessments to improve diversity in the workplace.

The total number of staff at SwRI is 60: 5 white women, 30 white men, 2 African American men, 6 Hispanic women, 7 Hispanic men, 1 Asian woman, and 9 Asian men. Additionally, there is a total of 10 managers: 5 white men, 2 Hispanic men, and 3 Asian men. Representation of African American women and men, and Asian women is low when compared to other groups. Additionally, there are no women and no African American men in managerial positions. However, this region of the country has a relatively high population of Hispanics and Hispanics are well-represented in the SWRI workforce.

Emphasize in recruitment efforts that challenging technical jobs exist at the NRC.

Over the years, NRC has used various recruitment strategies to emphasize the challenging nature of the technical jobs that exist at this agency. For the past 5 years, the recruitment advertising campaign theme "A Different Kind of Hero" includes specific examples of challenging technical jobs at NRC and the diversity of employees that occupy these positions. This theme is reflected in our recruitment brochures and the display used at recruitment events and career fairs. In our display material we feature photos of staff members in challenging technical positions and describe the agency's major functions and some of the benefits of Federal employment. We have placed ads using this theme in a variety of professional and minority publications. Additionally, more emphasis has been placed on training employees who serve as recruiters by providing them a brief summary of the Agency's current hiring needs and recruitment strategies. Our technical staff who attend recruitment events are provided with an outline of key points to emphasize, including a focus on the challenging aspects of NRC positions. As we revise our advertising and recruitment material, we will increase the emphasis on the challenging nature of the technical work carried out by the NRC.

Ensure that in future EEO briefings, HR describes how recruitment source information is disseminated among offices and regions.

HR provides recruitment source information to all program offices and the regions each fiscal year. Specifically, HR develops and coordinates an annual recruitment plan with

input from SBCR and program managers. This recruitment plan focuses on strategies to meet the anticipated hiring needs of the Agency for the upcoming year. Among the strategies are recruitment visits to selected colleges, universities, and professional organizations, including those which complement our interests in attracting a diverse pool of high quality candidates for NRC positions. The recruitment plan is a dynamic resource document which changes throughout the year as unanticipated hiring needs are identified and new recruitment sources are discovered. HR also provides specific recruitment plans for offices and regions to address unique skill requirements for hard to fill positions. These specific plans may also include attendance at recruitment events and career fairs sponsored by colleges, universities and professional organizations. In cooperation with NRC Offices and Regions, HR provides follow-up direct mailings to deans and career service offices at the schools on career opportunities for highly qualified students. Further, HR identifies professional journals and local newspapers, including college newspapers for the placement of NRC recruitment ads. Applications for employment from all sources are coordinated through the headquarters's applicant review system and are made available to managers in headquarters as well as throughout the regions. This system contains approximately 500 current applications received within the last six months.

Include the Director, Nuclear Reactor Regulation (NRR), and another Regional Administrator among the office directors making formal presentations to the Commission at the next EEO briefing and require that the NRR representative provide statistical data on the number and types of advanced degrees held by members of NRR's professional staff.

The Director of NRR and the Regional Administrator for Region I have been selected to participate in the next EEO Commission Briefing currently scheduled for June 1998. SBCR issued guidance for their use in addressing implementation of EEO program policies in their offices. The presentation for NRR will include statistical data on the number and type of advanced degrees held by members of NRR's professional staff. At present, a total of 274 NRR professional employees hold 374 advanced degrees.

Assess the merits of, and need for, restoring the NRC Intern Program.

Intern Programs have been, and continue to be, an effective recruitment incentive for recent graduates and students. We have been successful in utilizing the Intern Programs to attract and hire a diverse group of high caliber entry-level employees to carry out the agency's regulatory health and safety mission. We have recently re-established and expanded our Technical Intern Program to include entry-level positions in NRC Regional and Headquarters offices. For FY 1998 and FY 1999, NRR, NMSS, RES, AEOD, and the Regions have committed to support this program. Recruitment is currently underway to fill intern positions. NRR has recently made eight employment offers to intern candidates including offers to 1 Asian male, 3 white males, and 4 white females. Other offices plan to consider interns in the near future.

Highlight specific actions being taken to address the issue of under representation of Hispanics in the Agency at all levels.

We are continuing to have difficulty attracting, recruiting, and hiring Hispanic employees. So far this fiscal year we have attended six recruitment events sponsored by professional Hispanic organizations in an effort to attract Hispanic applicants. These include:

- National Association of Hispanic Federal Executives, Arlington, VA
- Society of Hispanic Professional Engineers, Orlando, FL
- University of Maryland Multi-Ethnic Career Fair
- Florida International University (FIB), Miami, FL
- University of New Mexico, Albuquerque, NM
- New Mexico State University, Las Cruces, NM

The primary goal of these organizations is to promote employment opportunities for Hispanic Americans. In addition to these on-site efforts, NRC recruitment advertisements were placed in 7 journals and 13 newspapers targeting Hispanic populations as well as on the Society of Hispanic Professional Engineers and SALUDOS websites. We have contacts with and have made recruitment visits to colleges with high Hispanic student populations such as the University of Puerto Rico and Florida International University. NRC Hispanic employees serve as members of recruitment teams and are featured as role models in our recruitment advertisement. As a result of these efforts in FY 1997, two Hispanics (1 male and 1 female) were hired in the first half of this fiscal year. We are currently exploring the possibility of participating in the Hispanic Association of Colleges and Universities Summer Internship Program in FY 1999.

The Director, SBCR, met with the Chair of the Hispanic Engineer National Achievement Awards Conference (HENAAC). Included in this meeting were representatives from NRR, HR, and the Hispanic Employment Program Advisory Committee. The purpose of this meeting was to discuss strategies for recruiting Hispanics. The primary strategy discussed involved establishing relationships with faculty of "math-based" departments at colleges that have a high percentage of Hispanic enrollment. HENAAC has been added to our recruitment schedule for FY 1999.



OFFICE OF THE
SECRETARY

UNITED STATES
NUCLEAR REGULATORY COMMISSION
WASHINGTON, D.C. 20555-0001

January 14, 1998

IN RESPONSE, PLEASE
REFER TO M971014A

MEMORANDUM TO: L. Joseph Callan
Executive Director for Operations

FROM: John C. Hoyle, Secretary

SUBJECT: STAFF REQUIREMENTS: BRIEFING ON EEO PROGRAM, 10:00
A.M. TUESDAY, OCTOBER 14, 1997, COMMISSIONERS
CONFERENCE ROOM, ROCKVILLE, MARYLAND (OPEN TO
PUBLIC ATTENDANCE)

The Commission was briefed by the NRC staff, selected office directors, and representatives of the agency's EEO employee advisory committees on the status of NRC's EEO program. The Commission requested that the staff:

provide information comparing the relative success of other technical agencies, such as DOE, EPA, and NASA, with NRC in hiring technical entry level women and minorities.

develop a tracking matrix to monitor selection, based on availability on the BQL, of women and minority candidates (to the extent they are identified as such) by professional (engineering, scientific, legal, professional/administrative) category in each NRC office.

provide information on the extent to which the NRC contract with the Southwest Research Center to operate the Center for Nuclear Waste Regulatory Analysis, a Federally Funded Research and Development Center (FFRDC), requires good performance in the EEO area as well as information on the EEO performance contract clauses of DOE, NASA, DOD FFRDCs.

emphasize in recruitment efforts that challenging technical jobs exist at the NRC.

ensure that in future EEO briefings, the Office of Human Resources describes how recruitment source information is disseminated among offices and regions.

include the Director of NRR and another Regional Administrator among the office directors making formal presentations to the Commission at the next EEO briefing and require that the NRR representative provide statistical data on the number and type of advanced degrees held by members of NRR's professional staff.

assess the merits of, and need for, restoring the NRC intern program.

highlight specific actions being taken to address the issue of under representation of Hispanics in the agency at all levels.

(EDO)

(SECY Suspense:

4/30/98)

cc: Chairman Jackson
Commissioner Dicus
Commissioner Diaz
Commissioner McGaffigan
OGC
CFO
CIO
OCA
OIG
Office Directors, Regions, ACRS, ACNW, ASLBP (via E-Mail)
PDR
DCS

STATEMENT BY:
SAMUEL J. COLLINS, DIRECTOR, OFFICE OF NUCLEAR REACTOR REGULATION

Good morning, Chairman and Commissioners. My staff and I are fully committed to equal employment opportunity for all NRR employees, and we fully support the agency's affirmative action objectives and goals. I hope that the information I will share with you and members of the audience will demonstrate that commitment.

As of the end of March 1998, halfway through the fiscal year, NRR had 624 full time and part time employees. Of the total staff, 25 percent are minorities and 75 percent are white. Twenty-three percent of the total staff are women and 77 percent are men. As of mid fiscal year 1998, we have recruited and hired 9 new employees, 56 percent or five of which were minorities and four were white men. Among those hired, 78 percent or seven were age 40 and over, and the remaining two were under age forty.

I will be following the format from the last EEO briefing that includes data on NRR awards, appraisals, and demographic statistics. In response to SRM 9800004, I will also provide data on the advanced degrees among the NRR professional staff. Then I will provide information on the implementation of EEO program policies in NRR, followed by a discussion on the development and evaluation of management skills.

As of mid fiscal year 1998, 180 awards were issued, 22 percent of which were given to minorities, 17 percent to white women, and 61 percent to white men. As a comparison, in fiscal year 1997, 22 percent of the total 265 awards were given to minorities, 22 percent to white women, and 57 percent to white men. An Awards Review Committee process was established this year to assure consistency and adherence to policy in reviewing and approving award recommendations across our large office. In addition, two designated members of the National Treasury Employees Union review and comment on award nominations of bargaining unit employees for performance awards, high quality increases, and special act or service awards. We view the Awards Review Committee and bargaining unit input as contributing to awards parity and credibility of the performance recognition process.

We have instituted periodic all hands meetings to improve communication within NRR. These meetings are meant to foster exchanges between NRR staff on varied topics. One such meeting was held to discuss the realignment of performance appraisal ratings. To the staff's credit they elected to move forward fairly and not delay with the rebaselining of appraisal ratings. For the last non-SES appraisal cycle, fiscal year 1997, we had 51 percent outstanding ratings, down from 60 percent in 1996; forty-three percent excellent ratings compared to 37 percent in 1996; and six percent fully successful ratings compared to three percent in 1996. Although NRR has not yet achieved parity with other offices, we have made substantial progress and will continue our efforts to ensure meaningful performance appraisals are conducted.

In terms of ethnicity, in the outstanding rating category, minorities increased from 19 to 20 percent, white women remained at 20 percent, and white men decreased from 61 percent to 60 percent from fiscal year 1996 to 1997. In the excellent rating category, the percentage decreased for minorities from 34 to 30 percent, white women increased from 10 to 11 percent, and white men increased from 56 percent to 59 percent. In the fully satisfactory rating category, minorities decreased from 47 to 41 percent, white women increased from 16 to 22 percent, and white men increased from 37 percent to 38 percent. I believe these numbers illustrate that our rebaselining efforts have not adversely impacted women and minorities.

The demographics of the office have remained relatively constant over the past few years even while our authorized FTE levels have dropped by 48, from 693 FTE in 1996 to 645 FTE in 1998. From 1996-1998 the staff has been composed of approximately 24 percent women and 76 percent men. Over the same time period, the average age of our staff has slightly increased, from 46 in fiscal year 1996 to 47 in fiscal year 1997, and to 48 at midyear 1998. Currently, minorities represent 25 percent of the staff, white women represent 15 percent, white men 60 percent, and women and minorities combined represent 40 percent of the total staff. Minority men represent 17 percent, and minority women eight percent. Of the total staff, Hispanics represent two percent, African Americans represent eight percent, Asian Pacific Americans represent 15 percent, and Whites represent 75 percent. Over the past two years, approximately seven percent of our staff claimed disabled status.

In response to the SRM, our records indicate that eighty-six percent of the total staff hold degrees either at the Bachelors, Masters or Ph.D. levels and 45 percent hold an advanced degree. Of the 521 members of our professional staff, 514 or 98 percent are degree holders. Of this group, 274 or 53 percent hold 374 advanced degrees. Of the 76 Doctorate degrees earned, 74 percent were in engineering disciplines, and another 22 percent were in scientific fields such as physics and chemistry. Of the Masters' degrees earned, 76 percent were earned in engineering disciplines, ten percent in the sciences, and fourteen percent in other areas such as economics, and business and public administration. In addition, 21 or 57 percent of the 37 members of the administrative staff are degree holders, of which seven hold advanced degrees. Of the 66 members of the clerical staff, 4 are degree holders, including one advanced degree holder.

To enhance career development for the staff we have provided opportunities such as rotations, training, and the IDP process. In the past year, NRR supported 10 percent of its total staff (61 employees) for rotational assignments to provide for career development of both management and staff. This is an increase from eight percent in fiscal year 1996. We have supported key rotations for minorities and women. In 1997, 21 percent of the staff on rotations were minorities, 16 percent were white women, and 62 percent were white men. As of midyear fiscal year 1998, minorities accounted for 18 percent, white women accounted for 12 percent, and white men accounted for 71 percent of the total rotations. Over the current year we provided 525 instances of training to our staff, which equates to 84 percent when comparing instances of training to onboard staff; among those, 24 percent were minorities, 12 percent were white women and 64 percent were white men. The NRR Executive Team has begun to actively monitor training in the office to ensure an equitable participation of women and minorities. Training plans are mandatory for all supervisors and for all employees who requested external training in NRR for this fiscal year. These training plans are designed to fulfill formal qualification requirements, including selected developmental training programs; to maintain or improve skills needed to perform current job duties; and to prepare employees to meet future skill needs of the agency. Similar training plans for fiscal year 1999 are due in June of 1998. Individual Development Plans, which primarily assist an individual and his/her supervisor to plan and schedule learning activities to achieve individual development goals, are also utilized by the staff. To date, seven percent of the staff (41 employees) have an active IDP in place. Of the employees with an active IDP, eighty percent (33) are women and minorities; ninety percent of the total are held by members of the professional staff. I fully support the use of these valuable tools and have emphasized their importance at all hands meetings with the NRR staff.

To address the perception of pre-selection, all competitive selections in the office are currently reviewed and approved by the appropriate Associate Director and my Deputy Office Director to ensure fair and equitable implementation of the agency's merit selection process. We have held an all hands meeting to discuss merit selection and hear the staff's views of this process. During 1996, 32 percent of the total 56 competitive promotions were minorities, 16 percent were white women, and the remaining 52 percent were white men. In 1997, 33 percent of the total 43 promotions were minorities, 26 percent were white women, and the remaining 42 percent were white men. In 1998, 10 competitive promotions were made, 30 percent of which were minorities, 50 percent white women, and the remaining 20 percent were white men.

Additionally, our goal is to have diverse evaluation panels in terms of ethnicity and gender. Selecting officials are encouraged to use panel members from other divisions and offices on their panels as well. Staff from the Office of Human Resources are instrumental in assuring a diverse composition of the panels. To promote consistency, guidelines on the appropriate uses of rotations, details, reassignments, postings, and acting supervisors were developed and issued to all NRR managers as part of our continuing efforts to provide a fair opportunity for all employees.

Current efforts underway to improve the competitive selection process include the use of generic postings. NRR is moving toward an environment of generic postings to decrease the time between the need in the organization arising and the filling of a position. These generic postings will capture general engineering disciplines such as electrical, mechanical, nuclear, and chemical engineering. These will be open until filled postings which will allow the office to expeditiously place highly qualified candidates where the needs occur. We intend to utilize broad rating factors to allow for the widest population of potential applicants.

In February, the pre-selection subcommittee communicated to me a concern that Asian Pacific American men spent a longer time in grade before being promoted. Additionally, the subcommittee noted that Asian Pacific American men are under-represented in the supervisory ranks. I have agreed to review these issues.

Recommendations made by the subcommittee such as the use of a checklist by human resources specialists and improved information being provided to selecting officials are steps in the right direction. Since the Effective Management Participation in Merit Staffing Course was instituted in 1997, about a third of NRR supervisors (24 of the 78 supervisors) have completed the course. I also encourage selecting officials to communicate with candidates who are not selected to provide feedback on the process, the selection, and the individual's capability for the position. Although we have made progress in this area, it is an area for improvement in the office.

To enhance communications further, the Deputy Office Director meets annually with each branch to provide a forum to discuss issues of concern to employees. As I have mentioned earlier, the "Ask the NRR Executive Team" process was initiated upon my arrival, which invites NRR employees, anonymously if desired, to submit to a member of the Executive Team (NRR ET) questions of interest for a response to all employees. Numerous "Ask the ET" inquiries were responded to this fiscal year on issues such as rotational opportunities and process,

awards, Technical Assistant position grades, and building safety standards. Additionally, we have held several "All Hands" meetings to disseminate information to the staff on current issues such as appraisals, streamlining goals, organizational issues, FTE utilization, and the operating plan process. These meetings have been widely attended and provide an environment for staff to ask questions. We have found both the "Ask the ET" and the "All Hands" meetings to be effective vehicles to disseminate accurate information about topics of general interest.

We have also recently formed an administrative staff subcommittee in conjunction with the Office's local labor management partnership to focus on those unique challenges facing NRR support staff. Members of my staff meet weekly with our human resources staff and I met with members of the EEO Advisory Committees this year to discuss employee concerns and ways to improve the working environment in NRR. This session provided an environment for open, candid discussions about current issues in the office.

This year we actively pursued two new recruitment sources. A Hispanic intern program graduate attended the Society of Hispanic Professional Engineer (SHPE) job fair along with Luis Reyes of Region II to recruit potential high quality Hispanic candidates. While we did not receive as many near-term graduate applications, we do have a good supply of potential summer intern candidates. We will pursue these applications consistent with NRR's ability to support summer internships.

NRR, SBCR, and HR met with representatives from the Hispanic Engineer National Achievement Awards to share networks for developing relationships with universities and societies to promote Hispanic employment at the NRC. Commissioner Diaz, you are familiar with this organization's good works as their 1990 National Engineer Achievement Award recipient. From this meeting, we will be provided with key contacts at universities with which we hope to cultivate long-term relationships. I believe this will become a positive recruitment source for our future entry level hiring.

The last class of NRR interns, composed exclusively of two minorities and three white women, is due to graduate this summer. The intern program has been an area where we have been quite successful in recruiting and retaining quality minority and women candidates. Beginning with the first NRR intern class of 1991 through the class of 1998, 77 percent (59/77) of the population are still with the agency: 47 percent (28/59) of those are minorities, 19 percent (11/59) are white women, and 34 percent (20/59) are white men. Twenty percent (12/59) have achieved positions at the grade 14 or higher in the agency including one African American man

in the Senior Executive Service. To continue the successes achieved from the intern program, the staff has applied the lessons learned from the intern recruitment effort to the recently initiated entry level hiring program.

Members of the NRR technical staff have been active participants at agency-sponsored recruitment events as well as participants on EEO committees. As a result of these actions, we received a positive response to our entry level hiring efforts this year. We received 171 applications as a result of our combined recruitment efforts with the Office of Human Resources to colleges and universities. A panel of Executive Team representatives reviewed these applications against office needs. This list was then narrowed to 53, 15 of which agreed to be interviewed. Among those interviewed, 40 percent were minorities, 20 percent were white women, and 40 percent white men. Eleven offers have been made, 37 percent to minorities, 27 percent to white women, and 36 percent to white men. The demographics of the selected candidates are one Asian Pacific American woman, one Asian Pacific American man, one African American man, one African American woman, three White women, and four White men. As of the end of April, two white women and one white man have declined; one Asian Pacific American man, one Asian Pacific American woman, one African American woman, one White woman, and one White man have accepted.

Finally, we are actively reviewing and updating position descriptions to accurately reflect the current duties and responsibilities of all positions. This project is 59 percent completed as of mid year; 132 position descriptions have been reviewed, and 36 position descriptions have been rewritten and or revised. We anticipate this effort to be completed this summer.

In the area of management skills development and evaluation, we are continuing our efforts to provide training. Of the 78 managers and supervisors, 45 have completed 24 hours of learning activities this year and another 28 are on a path to complete this requirement. One-third of our 78 managers and supervisors on board have completed the EEO Course for managers and supervisors since 1990. SES managers are encouraged to discuss EEO issues and initiatives during quarterly performance reviews. These issues are emphasized with Executive Team members during their quarterly reviews and I strongly encourage them to do the same with subordinate managers.

Overall, I am encouraged by the progress that has been made in the areas of EEO and affirmative action. NRR managers and supervisors are aware and concerned about fair opportunity for our employees as evidenced by the distribution of awards, appraisals, rotations,

and opportunities for advancement. Our progress has occurred within an environment of declining resources and streamlining efforts. Consequently, the diminished opportunities to recruit and promote women and minorities remain a challenge to our EEO program. Lessons learned from the intern and entry level hiring programs indicate that despite our continual increased efforts over the course of eight years to recruit Hispanic candidates into permanent positions, we have only been successful in hiring four Hispanics for the intern program in NRR. These candidates are highly recruited by private industry and often times we are not competitive in salaries; this is particularly true of recruiting activities at the GG -13 level. Additionally we are finding that many candidates have strong geographical preferences for job locations which may override career opportunities and salary. We will continue working to maintain existing contacts and cultivate new relationships with minority universities and professional associations in support of our EEO initiatives. I look forward to the year ahead and appreciate the opportunity to present this information to the Commission.

STATEMENT BY:
HUBERT J. MILLER, REGIONAL ADMINISTRATOR, REGION I

Attachment 3

IMPLEMENTATION OF EEO PROGRAM POLICIES IN REGION I EEO COMMISSION BRIEFING - JUNE 1998

By Hubert J. Miller, Regional Administrator

I am pleased to address the Commission today on the Equal Employment Opportunity (EEO) Program as implemented in Region I. In the areas of staff development and the recruitment and selection of new staff, Region I has demonstrated its commitment to equal employment opportunities for all.

Staffing

Early in Fiscal Year 1997, Region I was significantly understaffed in the reactor inspection area. To remedy this situation, we initiated an aggressive recruitment campaign to fill the vacant technical positions. Our recruitment strategy included assigning a technical manager and a representative from our Human Resources staff to this effort on a full-time basis for six months. The poor performance status of several of the Region I plants dictated our need to hire experienced personnel who could begin contributing quickly. We focused our advertising to attract that type of personnel, and we were very successful. We received and reviewed approximately 700 resumes, and we ultimately interviewed 135 candidates. To conserve resources, we orchestrated the advertising campaign with recruitment trips to targeted locations throughout the United States and conducted preliminary interviews of multiple candidates in their geographical areas.

Our desire was to fill these vacancies with experienced candidates from the nuclear industry. To facilitate a diverse candidate pool, advertisements were placed in various engineering publications and websites with substantial minority and women readership. Colleges with large minority populations were contacted, along with local chapters of professional minority engineering societies. In addition, the local Federal Executive Board made distribution of our vacancy announcement to local Federal agencies. Applications referred by the Office of Small Business and Civil Rights (SBCR) and Region I employees made a significant contribution to the hiring of female and minority employees. This effort resulted in our hiring 25 well qualified and experienced technical employees, including 1 White female; 1 African American female; 1 Hispanic female; 1 Hispanic male; and 1 Asian male.

To further support our equal employment opportunity objectives, the Region reserved several positions for entry-level candidates, and included in our recruiting efforts historically black colleges and the minority organizations I noted earlier. Our efforts generated seven well qualified candidates who were interviewed in the Region I office. We received an acceptance from a Hispanic male who will be placed in the NRC Intern Program. In addition, the Region provided an opportunity for a Hispanic female to participate in the Summer Intern Program. The Region also hired a Hispanic female for a permanent administrative position during FY97.

Currently, Region I has 261 full and part-time employees. Thirty-two percent of the staff are women and 13 percent are minorities. Sixty-six percent are 40 years of age or older and approximately 5% are disabled.

Staff Development

Along with the recruitment and selection of staff, we recognize that an effective EEO program is the product of the implementation of a well thought out plan for developing staff and providing meaningful opportunities for career growth. The Region structured a matriculation program to ensure that the newly hired inspectors completed all the required courses and were given the necessary training and on-the-job assignments to prepare them for future job opportunities. The program included developing an in-house schedule for required training courses; developing an informal study group to discuss topics with experienced employees; and scheduling meetings with Regional SES managers in order to give the new employees a better understanding of the organization and management expectations. We also implemented an informal Mentoring Program to provide assistance in completing the inspector qualification process. Upon further review, however, we felt that the informal Mentoring Program did not meet our needs and the process was made more formal. As a result of the program, eleven of the 25 new hires already have been selected for reassignment to Resident Inspector positions, including one Asian male and one Hispanic female. Seven inspectors, including one Asian male, one Hispanic male and one White female, have completed the qualification process and received Certificates of Qualification. The remaining inspectors are expected to complete the qualification process by the end of Fiscal Year 1998.

Further development of current staff, which reflects positively on our EEO initiatives, included a white female NRR Intern who was reassigned to a Resident Inspector position; a current White female Resident Inspector who was recently reassigned to the Millstone Resident Office to further her development; a White female Senior Resident Inspector who was reassigned to the Salem Resident Office; and, a White female Senior Operations Examiner who is now the Senior Enforcement Specialist. Also, a Hispanic male who completed the Resident Inspector Development Program was reassigned to a Resident Inspector position. The Region has supported 15 rotational assignments to Agency programs to enhance the career development of Region I staff during FY97/98. Women and minorities were assigned to positions such as NRR Reactor Engineer, Resident Inspector, and Human Resources Assistant. Inspectors that have been assigned to lead technical teams include one African American male, one Pacific American male and four White females.

The Region continues to support the Women's Executive Leadership (WEL) Program. Two Hispanic males and one African American female participated in this program during FY97/98.

PERFORMANCE MANAGEMENT AND RECOGNITION

Region I is committed to ensuring that employees receive honest and realistic feedback on their job performance through the Performance Appraisal and awards process. This past appraisal year, we made considerable efforts to ensure that performance objectives were reasonable; that employees were counseled on expectations in a timely and open manner that invited employee participation; that feedback to employees on their performance was timely, honest and objective; and, that performance assessments at the close of the year were fair and honest. To accomplish this objective, the existing Management Directive regarding the performance appraisal rating criteria was literally applied to all appraisals. The outcome of this effort resulted in a performance appraisal profile for FY 97 that showed a decrease in the percentage of

employees who received Outstanding appraisals. The percentage of Excellent ratings remained relatively the same as FY 96, and the percentage of Fully Successful ratings increased. In reviewing the percentages of appraisals in these three highest rating categories, we found a higher percentage of females and minorities received Fully Successful ratings than males and non-minorities. Since this is the first year we have instituted this policy, we have no prior figures to use for comparison to determine if these differences in percentages reflect disparity in ratings for females versus males, and minorities versus non-minorities. We will continue to apply the Management Directive literally, and monitor the results to identify and correct any potential problem areas.

We feel our best recourse is to continue in this manner. This will ensure that only the best performers, the role models, receive Outstanding performance appraisals.

In the area of Employee Recognition, Region I instituted an Awards Board during FY97, made up of a senior manager from each Division and chaired by the Deputy Regional Administrator. The Regional Human Resource Officer acts as facilitator for the Board. The Board was formed to provide a means for all award nominations, including peer nominations, to be reviewed and approved by a panel of managers before being recommended to the Regional Administrator. This format allows for a continuing review of the awards process, ensures that all awards are granted in a fair and equitable manner, and gives due recognition to superior performance. In addition, in accordance with Article 29 of the Collective Bargaining Agreement, we provide award information from the Board to the Union Officials for their review and feedback.

In addition to Regional awards, last year twelve nominations were submitted for Meritorious Service Awards, including one Asian female, two African American males and two White females; and two Region I employees were selected, one of them a White female. Thirteen nominations were submitted to the Philadelphia Area Federal Executive Board for the annual Excellence in Government Awards, including one Asian female and three White females. Of the thirteen nominations, one White male received the gold medal, and five employees, including two White females, received silver certificates.

The Region has strongly supported the Agency initiative to improve position descriptions to clearly specify the differences in levels of work, by providing our Regional Personnel Officer to lead the effort for all four Regions. In addition, a Region I team has begun revising the elements and standards for technical/professional staff, with the goal of developing performance plans that are measurable and directly tied to Agency goals and the work assigned. These improvements to the current system should provide more effective communication between management and employees when determining performance expectations.

TRAINING

Region I is committed to providing timely, effective training for our managers and supervisors. In the past year, supervisors participated in the Effective Management Participation in Merit Staffing workshop sponsored by the Office of Human Resources. Additionally, as part of our FY97 recruiting effort, we provided training for all managers on Effective Interviewing

Techniques. In addition to these training activities, Irene Little visited Region I and met with managers and supervisors to discuss the objectives of SBCR, the EEO philosophy, and the various projects underway at SBCR.

In 1997, Region I established a Training Council. The members of the Council are the Deputy Regional Administrator and a senior manager from each Division. The Council meets monthly to recommend, review, and approve all training for Region I employees. The Council ensures fair and equitable distribution of training opportunities, while monitoring the status of required training. The Council also monitors the status of training for managers and supervisors, particularly training opportunities to improve their ability to manage effectively. We are committed to meeting the annual 24 Hours of Learning Activities requirement.

Recently, Region I developed a training tracking system that allows supervisors and employees to project training needs, including non-traditional classroom activities (details, rotational assignments, etc.) and then track the scheduling and completion of these training needs projections. This system allows supervisors to track training needs and schedule their employees' time accordingly. The program has, in effect, replaced the paper IDP process, and employees are continually encouraged to develop career goals and planned objectives.

EEO CHALLENGES

Due to the elimination of 17 supervisory positions in the October 1995 reorganization, and staff and organizational shrinkage since then, opportunities for advancement to supervisory positions in Region I have been virtually nonexistent. The Region has not had the opportunity to post a vacancy for a supervisory position since Fiscal Year 1995. Despite this challenge, I continue to explore every opportunity that will enable my staff to broaden their experience and prepare themselves for supervisory positions. For instance, recently, due to the detail of a Branch Chief to support the Millstone Special Project Office and the establishment of a temporary Branch to allow us to focus on performance concerns at Indian Point 2, two temporary Branch Chief vacancies were posted and filled. A White female and an Asian male, both Senior Resident Inspectors at high profile plants, were competitively selected to fill the positions.

In addition, supervisory rotational assignment opportunities have been provided to an African American female fulfilling a requirement for the WEL Program and to a White female and an African American female, both from Headquarters, to further their development. The Region will continue to explore opportunities to enable highly qualified employees to fill available supervisory positions.

It is important that we continue our commitment to equal employment opportunity by, among other things, continuing to explore recruitment sources. We have found that the most effective method for attracting and retaining women and minority applicants has been through the hiring of entry-level candidates. We will continue to utilize assistance from our staff, from local chapters of professional societies, and through our ongoing relationships with adopted colleges that focus on minority representation to identify well-qualified candidates. Additionally, women and minorities will continue to be included on recruitment trips. The Region will support recruiting of entry-level hires contingent upon available FTE.

COMMUNICATIONS

To help avoid even the appearance of pre-selection in the merit promotion process, it has been Region I policy that supervisors and managers discuss their selections with the non-selected applicants. This enables the employee to speak with the supervisor in depth about the reason for non-selection and to receive guidance on how to improve their opportunity for future vacancies. Also, I review all selections for new hires and competitive internal selections before offers are extended to ensure fair and equitable implementation of the agency's merit selection process.

The Region I Labor-Management Partnership Council (LMPC) meets regularly to consider issues involving Regional staff. The Regional LMPC has proven to be successful in many areas, such as helping assure a smooth transition during reorganizations. Also, it should be noted that the frequency of grievances in the Region has been relatively low, due in part, we believe, to the effective communication between management and union representatives.

Other approaches utilized in Region I to enhance communications between management and staff include Division and Regional meetings, our semiannual Inspector Counterpart Seminars, semi-annual Awards Ceremonies, and a Region I newsletter published periodically by our Public Affairs staff. Further, the Regional EEO Advisory Committee and the Federal Women's Program Coordinator periodically co-sponsor a "Cultural Enrichment Day".

The Region continues to support programs to accommodate staff needs, including the Alternative Work Program; assisting the needs of disabled employees; the President's Welfare-to-Work Initiative; and the Flexiplace Program. The Director, Office of Human Resources, approved four Region I Work-at-Home programs during FY97/98. In addition, the Region made accommodations for an employee to work temporarily at another location to alleviate his allergic reactions to products being used during the Region I office renovation project. The Region has accommodated several employees who became disabled, including providing part-time work schedules and light duty on their return to the workplace. Ergonomic chairs and computer keyboards have been provided to those employees with back injuries and carpal tunnel syndrome. In support of the President's Welfare-To-Work Initiative, the Region employed a White female welfare recipient during FY97. More recently, the Region identified five positions in the technical and administrative areas that would be considered suitable for the Agency-Wide Flexiplace Program.

Overall, we believe Region I has developed and implemented programs that are helping maintain the required technically proficient organization, while making very good progress toward a culturally diverse workforce. I thank you for the opportunity to discuss it with you.

EEO ACCOMPLISHMENTS FOR THE PERIOD JULY 1, 1997, THROUGH MARCH 31, 1998

**EEO ACCOMPLISHMENTS FOR THE PERIOD
JULY 1, 1997 THROUGH MARCH 31, 1998**

1. ENHANCING OPPORTUNITIES FOR RECRUITMENT/ADVANCEMENT OF WOMEN AND MINORITIES IN PROFESSIONAL POSITIONS

During the period July 1, 1997 - March 31, 1998, 59 of 82 new hires were for professional positions. Professional positions were filled by 41 white men, 4 white women, 8 Asian Pacific American men, 2 Asian Pacific American women, 2 African American men, 1 Hispanic man, and 1 Hispanic woman. The remaining 23 new hires included 14 administrative positions (9 white men and 5 white women); 3 technical positions (2 African American women and 1 Native American man); and 6 clerical positions (5 white women and 1 African American woman).

During this period, we completed selections for "round three" of the Resident Inspector Development Program. A total of 12 selections were made. All selectees were white men. Although the competition included minority applicants who made the Best Qualified List and were interviewed, none were extended offers.

Approximately 15 employees participated in the three developmental programs for secretaries, clerical employees, and administrative assistants. These programs enable clerical, secretarial, and administrative support staff to enhance their knowledge and skills by supporting training and college level courses.

Managers will continue to utilize current initiatives such as the rotational process to assist the Agency in efforts to develop the staff. From July 1, 1997, through March 31, 1998, the Agency supported 191 rotational assignments including 107 (56%) white men, 50 (26%) white women, 6 (3%) African American men, 10 (5%) African American women, 6 (3%) Asian Pacific American men, 6 (3%) Asian Pacific American women, 2 (1%) Hispanic men, 2 (1%) Hispanic women, and 2 (1%) Native American men.

NRC participated in the Women's Executive Leadership (WEL) Program, a developmental program that helps prepare high-potential Federal employees at the GG-11/12 level for future leadership positions. During this period, NRC supported two white women and one African American woman in the 1997-1998 WEL Program. Three employees have been selected for the 1998-1999 WEL Program, including one Asian Pacific American woman, one white woman, and one white man.

Career Counseling was offered to all employees who chose to participate in career and life planning activities. Thirty-one employees, including 16 women and 13 minority employees, had one-on-one counseling sessions with a professional counselor. The purpose of the sessions was to help employees identify occupations within the NRC that fit their particular set of skills and abilities. Six of the 31 program participants were managers, who learned skills they can apply in counseling their own employees about career development in a downsizing environment.

The 1997-1998 recruitment plan is focused on attracting women and minority applicants for entry- and higher level positions in the field of science and engineering. This specifically

supports the Agency's goals to increase diversity in the applicant pools for professional and administrative employees. The plan includes 36 recruitment trips and advertisements in 62 newspapers and journals.

Twenty-three recruitment trips were made to minority schools and career fairs sponsored by women/minority technical organizations. At these events, the resumes of highly qualified applicants were forwarded to managers in Headquarters and the regions for current and future vacancies. Recruitment teams were comprised of an Office of Human Resources (HR) representative and one or two technical representatives from Program offices. Every effort was made to assure that the team participants reflected the diversity NRC is seeking.

Advertisements were placed in 28 Hispanic newspapers and journals. NRC participated in eight diversity career fairs which focused on Hispanic applicants. Likewise, contact was made with the Hispanic Association of Colleges and Universities (HACU) to discuss ways to enhance cooperative efforts with Hispanic colleges. Further discussion on this issue is scheduled to take place in June 1998.

During this reporting period, the recruitment display used at career fairs was updated. The updated display presents photographs that portray the diversity groups of NRC employees representing a variety of NRC positions. These photographs will also appear in a new recruitment brochure currently being developed.

In March, the Intern Program was reinstated. The focus is to attract highly qualified women and minority applicants. Intern Program applications and Intern Program brochures were distributed to potential candidates during recruitment visits to college campus and professional career fairs. Initial response to this employment opportunity has been extremely good.

Mailings on the Intern Program have been sent to all universities on the recruitment plan that have a large Native American population. Likewise, NRC participated in career fairs sponsored by the Society for Advancement of Chicanos and Native Americans in Science (SACNAS) and the American Indian Science and Engineering Society. Advertisements were placed in Native American publications, including the Native American Yearbook, Winds of Change, the American College Guide for Native Americans, Indian Report, and Indian Country Today. Advertisements were also placed in 12 newspapers in areas having a high Native American population.

2. EXPANDING THE POOL OF WOMEN AND MINORITIES ELIGIBLE FOR SUPERVISORY, MANAGEMENT, EXECUTIVE, AND SENIOR LEVEL POSITIONS

The total number of minority employees eligible for supervisory, management, executive, and Senior Level positions increased from 347 to 356. However, the number of women (including minority women) in grades GG-13 through GG-15 decreased from 422 to 414.

At the end of this period, the total number of employees in Senior Level Service (SLS) positions was 41 including 29 white men, 5 white women, 1 African American man, 1 African American woman, 3 Asian American men, 1 Asian American woman, and 1 Hispanic woman. Seven selections were made during this period. Selectees included 6 white men and 1 white woman.

The Executive Resources Board (ERB) Review Group continued its activities reviewing Best Qualified Lists for 11 GG-15 positions, and 11 SES positions. The Chairperson, ERB Review Group discussed with Office Directors and Regional Administrators their responsibility to ensure that selecting officials provide appropriate consideration to well-qualified minority and women applicants.

3. ENHANCING OPPORTUNITIES FOR ATTRACTING, DEVELOPING, AND RETAINING DISABLED EMPLOYEES

Recruitment continued for persons with disabilities. During this period, contacts were made with several potential applicant sources including the President's Committee on Employment of People with Disabilities (Internet), Job Ready Disabled Veterans Connection, Able Beneficiaries' Link Employees, Job Accommodations Network, National Association of the Deaf, National Information Center on Deafness, American Foundation for the Blind and the Lighthouse, Inc. A total of 34 applications were received from these organizations; 8 were considered for employment; and 1 candidate was hired. In addition, 4 other persons with disabilities were hired.

Participation in job fairs and career conferences that target persons with disabilities continued as follows:

- National Conference on Employment of People with Disabilities
- Conference on Working with Employee Disabilities
- Annual American with Disabilities Act Conference
- Prospective Employment of Employees with Disabilities Conference
- CAREER FAIR '97, sponsored by the ABILITIES EXPO and Careers & the disABLED Magazine
- National Training Conference on Employment of Federal Employees who Are Deaf or Hard of Hearing

Vacancy announcements for technical and management development opportunities were sent to colleges, universities, and state rehabilitation service offices. In addition, NRC vacancies were advertised in America's Job BANK, a nationwide automated bulletin board for advertising vacancies to disabled persons. Advertisements were also placed in professional magazines such as *Careers and the disABLED* and in newspapers.

Reasonable Accommodations

The Program Coordinator for Persons with Disabilities serves as liaison with other NRC offices to provide reasonable accommodation services required by persons with disabilities. During this period, the following services or products were provided to employees with disabilities:

- Automatic door opening devices, a variety of bathroom modifications, 30 ergonomic chairs provided to employees with back problems, 3 17" computer monitors were provided to employees who are visually impaired, 10 ergonomic keyboards, 10 ergonomic wrist pads, TTY service for 3 hearing impaired employees and several employee worksite evaluations were conducted.

To heighten the awareness of employees with disabilities, the brochure "*NRC Information Guide for People with Disabilities*" has been revised and distributed to all employees.

4. IMPROVING COMMUNICATION ABOUT EEO AND AFFIRMATIVE ACTION OBJECTIVES, IMPROVING MANAGEMENT RESPONSIVENESS, AND EVALUATING PROGRESS

A management team including the Deputy Executive Director for Management Services (DEDM); Director, SBCR; Director, Office of Administration (ADM); and Director, HR, visited Region II. The purpose of the visit was to discuss ways to improve services to the Region. This visit also included a discussion on the Agency's goals and objectives and how planned activities should support these goals. A site visit to Region IV is planned for later this fiscal year. Site visits with the Regional Administrators, principal staff, and employees were completed for Regions I and III last fiscal year.

The Director, SBCR, met with Headquarters' division directors to discuss the goals and objectives of the Agency's EEO program, and ways to achieve office/region specific goals. The Director, SBCR, addressed all executives during the November 1997 management retreat on the Agency's goals related to managing diversity and affirmative action and encouraged their support of these initiatives.

SBCR hosted its first Open House on January 21, 1998. The purpose of the Open House was to give employees an opportunity to meet the SBCR staff and learn more about the functional areas of the Office. An invitation package was made available to attendees which included the SBCR mission statement and pamphlets describing the Mentoring Program, the EEO Complaint Process, the Affirmative Action Program, and the Small Business Program.

Since the last EEO briefing, SBCR and the EEO Advisory Committees sponsored several special emphasis events and exhibits to publicize the contributions made by women and minorities. Speakers included Dr. Samuel Betances to celebrate National Hispanic Heritage Month along with the Mariachi De Los Amigos Band; Dr. Carolyn Smiley-Marquez, who made a return visit to celebrate National Native American Heritage Month along with a return visit from the CedarTree Singers and Dancers; Ms. Natii Wright, who produced a dramatic presentation titled "Footprints of Fate" to celebrate the legacy of African Americans during National Black History Month; Ms. Dorothy Nelms to celebrate National Women's History Month; and Mr. Norman Mineta to celebrate National Asian Pacific American Heritage Month along with the Halau Hula Mahina Hawaiian & Polynesian Dancers. Poster exhibits were featured for each of these events as well as for Women's Equality Day, and National Disability Awareness Month.

SBCR and the Joint Labor Management EEO Committee co-sponsored a Sexual Harassment Awareness Day. The purpose of this activity was to heighten employee awareness of NRC's program to prevent sexual harassment. Information was provided to employees on the Agency's sexual harassment prevention policy, examples of unacceptable behavior, resources available to employees for assistance, and information regarding procedures for reporting incidents of sexual harassment.

SBCR and the Federal Women's Program Advisory Committee (FWPAC) co-sponsored a "Bring the Children to the Workplace" day. Approximately 150 children participated. The event included an opening session with a film titled "*The Magic of the Atom*." Four tours were conducted: the Hearing Room, the Emergency Operations Center, the White Flint Country Day School, and the Audiovisual Services Center. The Energy Federal Credit Union included a special presentation focusing on the importance of saving money, and children were allowed to visit their parent's work site.

EEO WORKFORCE PROFILE DATA

PERMANENT STAFF - ACTIVITY FROM 07/01/97 TO 03/31/98							
ETHNICITY/GENDER		AGE UNDER 40	AGE 40 AND OVER	TOTAL ON BOARD AS OF 03/31/98	CHANGES FROM 07/01/97 TO 03/31/98		
					INCREASE	DECREASE	NET CHANGE
WHITE	MEN	305	1269	1574	47	88	-41
	WOMEN	213	568	781	15	37	-22
	TOTAL	518	1837	2355	62	125	-63
AFRICAN AMERICAN	MEN	33	84	117	3	3	0
	WOMEN	96	162	258	3	9	-6
	TOTAL	129	246	375	6	12	-6
ASIAN PACIFIC AMERICAN	MEN	20	134	154	8	4	4
	WOMEN	21	27	48	2	1	1
	TOTAL	41	161	202	10	5	5
HISPANIC	MEN	14	27	41	1	1	0
	WOMEN	8	15	23	1	1	0
	TOTAL	22	42	64	2	2	0
NATIVE AMERICAN	MEN	1	4	5	1	0	0
	WOMEN	1	2	3	0	0	0
	TOTAL	2	6	8	1	0	1
SUMMARY	MEN	373	1518	1891	60	96	-36
	WOMEN	339	774	1113	21	48	-27
	TOTAL	712	2292	3004	81	144	-63
NOTES							
ALL DATA CURRENT TO 03/31/98							
AGES COMPUTED AS OF 03/31/98							

Table 1

SUPERVISORS AND MANAGERS - ACTIVITY FROM 07/01/97 TO 03/31/98						
ETHNICITY/GENDER	AGE UNDER 40	AGE 40 AND OVER	TOTAL ON BOARD AS OF 03/31/98	CHANGES FROM 07/01/97 TO 03/31/98		
				INCREASE	DECREASE	NET CHANGE
WHITE						
MEN	10	293	303	18	36	-18
WOMEN	5	46	51	6	8	-2
TOTAL	15	339	354	24	44	-20
AFRICAN AMERICAN						
MEN	1	14	15	1	3	-2
WOMEN	2	12	14	3	1	2
TOTAL	3	26	29	4	4	0
ASIAN PACIFIC AMERICAN						
MEN	0	14	14	0	1	-1
WOMEN	0	5	5	2	1	1
TOTAL	0	19	19	2	2	0
HISPANIC						
MEN	0	5	5	0	0	0
WOMEN	0	1	1	0	0	0
TOTAL	0	6	6	0	0	0
NATIVE AMERICAN						
MEN	0	1	1	0	0	0
WOMEN	0	0	0	0	0	0
TOTAL	0	1	1	0	0	0
SUMMARY						
MEN	11	327	338	19	40	-21
WOMEN	7	64	71	11	10	1
TOTAL	18	391	409	30	50	-20
NOTES						
ALL DATA CURRENT TO 03/31/98						
AGES COMPUTED AS OF 03/31/98						

Table 2

SES STAFF - ACTIVITY FROM 07/01/97 TO 03/31/98							
ETHNICITY/GENDER		AGE UNDER 40	AGE 40 AND OVER	TOTAL ON BOARD AS OF 03/31/98	CHANGES FROM 07/01/97 TO 03/31/98		
					INCREASE	DECREASE	NET CHANGE
WHITE	MEN	3	146	149	10	8	2
	WOMEN	2	17	19	4	1	3
	TOTAL	5	163	168	14	9	5
AFRICAN AMERICAN	MEN	1	6	7	0	0	0
	WOMEN	0	2	2	1	0	1
	TOTAL	1	8	9	1	0	1
ASIAN PACIFIC AMERICAN	MEN	0	6	6	1	0	1
	WOMEN	0	0	0	0	0	0
	TOTAL	0	6	6	1	0	1
HISPANIC	MEN	0	2	2	0	0	0
	WOMEN	0	0	0	0	0	0
	TOTAL	0	2	2	0	0	0
NATIVE AMERICAN	MEN	0	0	0	0	0	0
	WOMEN	0	0	0	0	0	0
	TOTAL	0	0	0	0	0	0
SUMMARY	MEN	4	160	164	11	8	3
	WOMEN	2	19	21	5	1	4
	TOTAL	6	179	185	16	9	7
NOTES							
ALL DATA CURRENT TO 03/31/98							
AGES COMPUTED AS OF 03/31/98							

Table 3

SENIOR LEVEL STAFF - ACTIVITY FROM 07/01/97 TO 03/31/98							
ETHNICITY/GENDER		AGE UNDER 40	AGE 40 AND OVER	TOTAL ON BOARD AS OF 03/31/98	CHANGES FROM 07/01/97 TO 03/31/98		
					INCREASE	DECREASE	NET CHANGE
WHITE	MEN	2	27	29	6	5	1
	WOMEN	2	3	5	1	0	1
	TOTAL	4	30	34	7	5	2
AFRICAN AMERICAN	MEN	0	1	1	0	0	0
	WOMEN	0	1	1	0	0	0
	TOTAL	0	2	2	0	0	0
ASIAN PACIFIC AMERICAN	MEN	0	3	3	0	0	0
	WOMEN	0	1	1	0	0	0
	TOTAL	0	4	4	0	0	0
HISPANIC	MEN	0	0	0	0	0	0
	WOMEN	0	1	1	0	0	0
	TOTAL	0	1	1	0	0	0
NATIVE AMERICAN	MEN	0	0	0	0	0	0
	WOMEN	0	0	0	0	0	0
	TOTAL	0	0	0	0	0	0
SUMMARY	MEN	2	31	33	6	5	1
	WOMEN	2	6	8	1	0	1
	TOTAL	4	37	41	7	5	2
NOTES							
ALL DATA CURRENT TO 03/31/98							
AGES COMPUTED AS OF 03/31/98							

Table 4

BASES AND ISSUES ALLEGED IN FORMAL EEO COMPLAINTS FY 1994-FY 1998

BASES OF FORMAL EEO COMPLAINTS FILED FY 1994 - FY 1998

BASES	FY 1994	FY 1995	FY 1996	FY 1997	FY1998 2ND QTR
NATIONAL ORIGIN	0	5	2	0	1
RACE AND COLOR	3	8	1	5	1
GENDER	0	4	3	1	0
AGE	1	8	4	3	1
DISABILITY	3	4	3	0	1
RELIGION	0	2	1	0	0
REPRISAL	4	7	6	9	1
TOTAL	11	38	20	18	5*

ISSUES ALLEGED IN FORMAL EEO COMPLAINTS FILED FY 1994 - FY 1998

ISSUES	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998 2ND QTR
APPOINTMENT/HIRE				4	1
ASSIGNMENT OF DUTIES		6	6		
AWARDS				2	
REPRIMAND		1		1	
TERMINATION		2			
OTHER DISCIPLINARY ACTION	4		2		
EVALUATION/APPRaisal			4	4	
SEXUAL HARASSMENT			1		
NON-SEXUAL HARASSMENT	2	2	1		
PROMOTION/NON-SELECTION	4	27	4	3	1
TERMS/CONDITIONS OF EMPLOYMENT	1				
TRAINING				1	
OTHER			2	3	
TOTAL	11	38	20	18	2*

*NOTE: A single complaint may have more than one basis.

STATEMENT BY:
SUSAN Y. SMITH, EEO COUNSELOR

Attachment 7

**STATEMENT BY SUSAN Y. SMITH
EEO COUNSELOR**

The primary role of the EEO counselor is to facilitate informal resolution of allegations of discrimination between the involved parties, when possible.

The goal of the counseling process is to resolve the complaint at the lowest possible level. This means that, after meeting with the complainant (and conducting fact finding), the counselor will generally make contact with the first line supervisor and move up the management/organization chain, if necessary, to attempt resolutions. Individuals who feel they have been subjected to discrimination must contact an EEO counselor within 45 days of the event giving rise to their allegation. The EEO counselor has 30 days to complete the fact finding and attempt resolution. An additional 60 days extension may be granted if the employee and counselor feel resolution is imminent. If the issue is not resolved, the counselor notifies the employee in writing (with a copy to the Director, Office of Small Business and Civil Rights (SBCR)), advising him/her of the right to file a formal complaint. If a formal complaint is not filed, the counselor has no further role. If a formal complaint is filed, SBCR contacts the counselor and requests a detailed written report of counseling activities.

A significant amount of the EEO counselor's time is spent in discussions with individuals regarding issues that never materialize into formal complaints. That is my primary focus in this statement.

I gathered information from several EEO counselors regarding recurring themes and issues that employees bring to them at the informal stage, but do not raise as formal complaints. These issues include:

1. Performance appraisals -- Employees' perception that ratings, across the board, are being lowered to FS, without good reason.
2. Preselection -- Employees still feel that this is a real problem within the Agency. They feel that it wastes the time of employees, the HR staff as well as management. Staff time is wasted in filling out application packages, HR staff time is wasted in reviewing the applications, arranging for panels, etc; and management time is wasted in interviewing applicants. Employees would like to see greater use of accretion of duties when management already has someone in mind for a vacant position.
3. Unfair distribution of awards, lack of recognition for excellent/outstanding work, and favoritism by managers.
4. Lack of communication from managers especially during periods of change. Change is anything that departs from that which the employee has become accustomed. For example, the impact of "new" standards of performance appraisals and going through a reorganization. These changes bring about insecurities among employees. Employees would like to see management involve staff during the planning process, not just inform them after plans have been made to enact the changes.

Some of these issues are not allegations of discrimination. My experience has been that EEO counselors serve as sounding boards for many issues. I find the role of the EEO counselor a critical, challenging and rewarding role.

JOINT STATEMENT BY:
THE EQUAL EMPLOYMENT OPPORTUNITY ADVISORY COMMITTEES AND THEIR FOUR
SUBCOMMITTEES

STATEMENT BY:
THE JOINT LABOR MANAGEMENT EQUAL EMPLOYMENT OPPORTUNITY COMMITTEE

May 18, 1998

MEMORANDUM TO: Irene P. Little, Director
Office of Small Business and Civil Rights

FROM: EEO Advisory Committee Chairpersons

SUBJECT: EEO ADVISORY COMMITTEES' JOINT COMMISSION
BRIEFING STATEMENT

Attached are statements from the following Advisory Committees:

David Diec, Chairperson, Performance and Monitoring Subcommittee
Peter Bloch, Chairperson, Managing Diversity Subcommittee
John Minns, Chairperson, Selection Subcommittee
Janette Copeland, Chairperson, Paraprofessional Subcommittee
Elliott Greher, Chairperson, Affirmative Action Advisory Committee (AAAC)
Reginald Mitchell, Chairperson, Advisory Committee for African Americans (ACAA)
David Diec, Chairperson, Asian Pacific American Advisory Committee (APAAC)
John Wilcox, Chairperson, Committee on Age Discrimination (CAD)
Charleen Raddatz, Chairperson, Federal Women's Program Advisory Committee (FWPAC)
Jose Ibarra, Chairperson, Hispanic Employment Program Advisory Committee (HEPAC)

Handwritten notes and signatures:
- "5/19/98" written near John Minns.
- "DO WITH ST/3/13/98 revision" written near John Wilcox.
- Various signatures and initials are present, including "Elliott Greher" and "John Minns".

Attachment A includes EEO Advisory Committees' joint statement. Attachment B includes individual Advisory Committees statement.

Please contact David Diec at (301) 415-2834 if you have any questions

Attachments: As stated.

EEO ADVISORY COMMITTEES' JOINT STATEMENT

Chairman Jackson, Commissioner Dicus, Commissioner Diaz, and Commissioner McGaffigan, Executive Director for Operations, and the Office of Small Business and Civil Rights, the Equal Employment Opportunity Advisory Committees (the Committees) sincerely appreciate the opportunity to express our views and concerns regarding the Nuclear Regulatory Commission's (NRC's) Equal Employment Opportunity (EEO) program. The Advisory Committees are: Affirmative Action Advisory Committee (AAAC), Advisory Committee for African Americans (ACAA), Asian Pacific American Advisory Committee (APAAC), Committee on Age Discrimination (CAD), Federal Women's Program Advisory Committee (FWPAC), and Hispanic Employment Program Advisory Committee (HEPAC).

This is the fifth time the Committees have consolidated those issues of common interest to all the Committees into a joint statement. The Committees, in consultation with the Office of Small Business and Civil Rights (SBCR) and the Office of Human Resources (HR), have continued a team approach and have worked together to address and resolve the open Joint Statement issues and questions raised by the Committees in the last EEO Briefing SECY-97-197. In 1996, three Subcommittees were established with members from each of the EEO Committees as well as from SBCR and HR. The Subcommittees are: 1) Performance Monitoring, 2) Managing Diversity, and 3) Selection. Additionally, we have recently formed the Paraprofessional Subcommittee to address issues that may impact administrative support staff. A report on each Subcommittee's activities is included in this statement. Statements summarizing the additional concerns of individual Committees outside the scope of the Subcommittee's efforts are included as attachments.

Steady progress has been made in the Managing Diversity, Performance Monitoring, and Merit Selection areas. However, two issues continue to be of concern to the EEO Committees, collectively. We are concerned that the issue raised by the Asian/Pacific American Advisory Committee has not been fully addressed. This is the issue of the limited number of minorities in SES positions and the impact of time-in-grade. We believe that this issue affects all minorities and women. Additionally, we are concerned that the current downsizing and budgetary constraints may adversely impact EEO-related activities, especially in the training area.

We applaud the Agency's decision to restore the NRC Intern Program. We believe this program will continue to be an effective means of providing opportunities for minorities and women.

The mutual cooperation and open communications among the EEO Advisory Committees, SBCR, and HR are crucial to resolving longstanding issues. We believe the established framework will continue to contribute to the development of effective policy alternatives and will address employee concerns and interests that are raised by all the EEO Advisory Committees.

Since 1996, the EEO Committees have formed a working relationship with SBCR and HR and have continued to work cooperatively on the three Subcommittees. During this period, we have made steady progress on the three issues. However, in gathering the data for the analyses and in talking to our constituents, we continue to sense that NRC employees are skeptical as to the fairness of the system intended to provide equal opportunity for all, especially with the downsizing and budgetary constraints. We are confident the recommendations that we propose to resolve the issues, if fully implemented, will bring the NRC to a more equitable position. In conclusion, the EEO Advisory Committees appreciate the attention the Commission has given to our concerns. The following are reports from the Performance Monitoring Subcommittee, the Managing Diversity Subcommittee, the Selection Subcommittee, and the Paraprofessional Subcommittee.

Performance Monitoring Subcommittee Report

As indicated in NRC's last EEO briefing statement of October 14, 1997, the Subcommittee has continued to collect data and evaluate the remaining 16 initiatives described in SECY-97-021. Each evaluation contains a brief description of the program/initiatives, and reviews of relevant data and demographics. Where appropriate, recommendations are offered.

In the next 6 months, we will continue to work with SBCR and HR to assess the impact on women and minorities due to office reorganizations, management accountability, increased representation of women and minorities in supervisory, management, executive, administrative and technical areas, and where possible, upward mobility positions, and the root causes of EEO complaints.

- **Management Development Center Programs**

Programs in Management Development Center give NRC managers the opportunity to take courses designed to strengthen their knowledge and skills for effective supervision, learn techniques for improving supervisory performance and organizational effectiveness, and become familiar with issues of public administration. These programs were established to provide intensive policy and management training for NRC managers and executives at the GG-14 grade level and above. The seminars are designed to develop and strengthen the necessary skills in core competencies required for each level of executive leadership.

Each year a call memorandum is sent to Office Directors and Regional Administrators, requesting nominations for these programs be submitted to the Office of Human Resources. In FY 1996, a total of 30 NRC managers participated in the program: 1 (3%) Hispanic man, 1 (3%) Hispanic woman, 2 (6%) African American men, 3 (10%) African American women, 4 (13%) white women and 19 (64%) white men. In FY 1997, a total of 36 managers participated in the program: 2 (5%) African American women, 1 (2.8%) African American man, 7 (19.4%) white women and 26 (72%) white men.

Participation by minorities decreased by almost 50 percent in FY 1997. To ensure that all eligible managers and executives are given an equal opportunity to participate, the Subcommittee recommends the following (1) announce a notice of solicitation to all employees, and (2) encourage greater minority participation.

- **Supervisory and Managerial Development Program**

The mandatory Supervisory and Managerial Development Program is designed to develop persons currently serving in supervisory and management positions at the NRC. This program consists of three developmental levels: Level I- Basic Supervisory Core Courses, which focus on the basic principles and practices of effective supervision at NRC; Level II- specialized management courses, which consist of workshops directed toward the application of techniques for improving supervisory performance and overall organizational effectiveness; Level III- public administration courses, which provide an understanding of concepts necessary to strengthen the capability of supervisors to manage in the public sector. Since the program is mandatory, the Subcommittee recommends that this program continue to be used as a developmental tool for current managers and supervisors.

- Upward Mobility Program

The Upward Mobility Program provides NRC employees at lower grade levels with developmental opportunities that will eventually qualify participants for higher technical and administrative positions within the NRC. In FY 1996 and 1997, two white females participated in the program. The Subcommittee recommends that NRC continue to offer this program to enhance the career potential of employees and that managers be encouraged to look for opportunities to establish upward mobility positions.

- Executive Resources Board Review Group

This group is established to ensure that senior managers at NRC are aware of the availability of highly qualified women and minorities for all SES/SLS positions and non-bargaining-unit positions at the GG-15 level. This group encourages strengthening recruitment to attract more women and minorities. We believe this initiative could serve to positively impact the number of minorities and females in the pool of candidates for higher level positions. The Subcommittee recommends the group's efforts be continued and that information on the group's effectiveness be provided.

- Special Emphasis Programs

The special emphasis programs include National Women's History Month, Martin Luther King Jr. Observance, Native American Heritage Month, Asian Pacific American Heritage Month, Black History Month, and Hispanic Heritage Month. These programs are designed to celebrate the cultural diversity of NRC employees and highlight the contributions of diverse groups. The use of yellow announcements and the public address system to promote these activities has been effective. The Subcommittee recommends that NRC continue to offer these programs and strengthen its efforts to encourage staff participation.

- Applicant Review System

This review system is designed to maintain a pool of applicants for current and future vacancies; and produce a variety of user reports. In FY 1996, a total of 2,083 people applied for employment with the NRC: 1426 (68.4%) of the applicants did not identify themselves by ethnicity. The remainder identified themselves as follow: 4 (0.2%) Native Americans, 56 (2.7%) Hispanic Americans, 103 (5%) African Americans, 119 (5.7%) Asian Americans, and 375 (18%) white Americans.

In FY 1997, a total of 2,175 people applied for employment with the NRC: 1615 (74.2%) of the applicants did not identify themselves by ethnicity. The remainder identified themselves as follows: 6 (0.3%) Native Americans, 32 (1.5%) Hispanic Americans, 56 (2.6%) African Americans, 97 (4.4%) Asian Americans, and 369 (17%) white Americans.

It is not readily identifiable from the data how many applicants were hired. The Subcommittee recommends that reports be structured in order to provide demographic data on hires from this system.

- Centralized Secretarial Recruitment Program

This program is designed to recruit highly qualified secretarial applicants and provide them with training and development before placing them permanently within NRC Headquarters. In FY 1997, a total of 7 permanent positions were filled: 1 Hispanic American male, 2 African American females, and 4 White American females. The Subcommittee recommends that the NRC continue to offer this program to attract highly qualified secretarial applicants.

- Employment Program for Persons with Disabilities

The program identifies highly qualified applicants with known disabilities for NRC vacancies through targeted recruiting activities. Targeted areas include the Veterans' Administration, colleges and universities, professional organizations, and State rehabilitation service offices. The NRC has participated in job fairs, attended conferences, and advertised vacancy announcements that sought out persons with disabilities. The Subcommittee recommends that this program continue to be offered, and that quantitative records be kept on effort and effectiveness.

- Targeted Recruiting and Advertising

This initiative reaches out to and identifies highly qualified female and minority applicants for NRC vacancies. Targeted areas include professional organizations, minority/women colleges and universities, and career fairs. In FY 1996, NRC participated in 31 such recruitment events; in FY 1997, NRC participated in 42 such recruitment events. The Subcommittee recommends that this effort continue and that data be maintained on results.

- Automated Merit Selection Tracking

This effort tracks the demographics of employees on best-qualified lists, and selectees for vacancies under NRC's merit selections. Five-year data regarding selection trends are tracked by ethnicity and gender. The Subcommittee recommends that this process continue.

- Reasonable Accommodations Program

This program is designed to the extent possible to make reasonable accommodations for persons with known physical or mental limitations, but otherwise qualified. In FY 1996 and FY 1997, the agency undertook a variety of actions that benefited employees with disabilities. These actions include installing automatic door opening devices, modifying bathrooms, providing ergonomic chairs to employees with back problems, providing large computer monitors to employees who are visually impaired, purchasing ergonomic keyboards and ergonomic wrist pads for employees who needed them, and installing TTD service for people who are hearing impaired. Sign language interpreters are used in meetings and during agency events.

The Subcommittee recommends that the agency continue to provide reasonable accommodations and advertise its successes so that employees will not be reluctant to seek assistance that can improve their effectiveness, productivity and efficiency while decreasing job-related stress. A related item is to assess the need for further measures to prevent work-related injuries, such as the availability of ergonomic keyboards and wrist pads to all employees.

- Exit Interview Process

This process is used to obtain constructive information/feedback from departing employees regarding employment practices at the NRC. The information is used to evaluate and improve NRC human resources policies, practices, and programs. Participation in the interview is voluntary and kept confidential. Current data maintained show the demographics of departing employees only. SBCR periodically reviews exit surveys to assess the perspective of departing employees regarding EEO and human resource (HR) management concerns. The Subcommittee recommends that SBCR continue to review these surveys and as appropriate address EEO-related issues that affect HR practices and policies, and employee morale.

- Rating Criteria Review/Monitor Merit Selection Process

This process is designed to assess job requirements and to determine job-related criteria for vacancies. In the last EEO briefing, October 14, 1997, the Merit Selection Subcommittee recommended that a merit checklist be used to assist management officials in the early stages of the merit selection process. This checklist will ensure that selection criteria are not unduly restrictive, and that candidates are able to compete in a fair and equitable manner. This checklist has been used to the extent practicable throughout the agency.

- Resident Inspector Development Program

This program is designed to train qualified individuals in nuclear technology, inspection, and NRC regulatory affairs sufficiently to certify for non-competitive selection as resident inspectors. Candidates for this program may include current NRC employees and employees from other government agencies and from the private sector. In FY 1996, a total 146 people applied: 70 (48%) did not identify their ethnicity. The remainder identified themselves as follow: 1 (0.7%) white woman, 1 (0.7%) Native American man, 2 (1.4%) African American men, 3 (2%) Hispanic men, 15 (10.3%) Asian American men, and 54 (37%) white men.

A total of 12 applicants were selected, of which 1 (8.3%) was a white woman and 1 (8.3%) was an Asian American man, and 10 (83%) were white men.

In FY 1997, a total 93 people applied: 23 (25%) did not identify their ethnicity. The remainder identified themselves as follow: 1 (1%) African American man, 1 (1%) Hispanic woman, 2 (2%) white women, 3 (3%) Hispanic men, 15 (16%) Asian American men, and 48 (52%) white men.

A total of 12 applicants were selected in FY 1997. All selectees were white men. The Subcommittee recommends that if this program is continued, that the rating factors and rating criteria be reviewed to determine if they are restrictive and that specific efforts be made to increase minority and women representation in the pool of candidates.

- Senior Resident Inspector Development Program

This program is designed to train qualified individuals in nuclear technology and NRC regulatory affairs sufficiently to certify them as senior resident inspectors. Applicants will be considered from within and outside the agency. In FY 1996, there was a total of 44 applicants of which 1 (2.3%) was an Asian American man, 1 (2.3%) was an African American man, 1 (2.3%) was an African American woman, 2 (4.5%) were white women, and 39 (89%) were white men.

A total of 15 applicants were selected, of which 1 (6.7%) was an African American woman, 1 (6.7%) was an African American man, 1 (6.7%) was an Asian American man, 2 (13.3%) were white women, and 10 (66.7%) were white men.

The Subcommittee acknowledges that in FY 1996 participation of women and minorities in the program was encouraging. However, the Subcommittee was recently informed that this program has been abolished due to its limited impact on the development of senior resident inspectors.

Managing Diversity Subcommittee Report

The Managing Diversity Subcommittee is pleased that the Nuclear Regulatory Commission has embarked on a Managing Diversity Program. All of the agency's top managers have been briefed or scheduled for briefing by outside consultants. The principal theme of these briefings was the importance of recruiting and fully utilizing the talents of all NRC employees, regardless of employee characteristics that are irrelevant to the agency's mission. In the presentation by Dr. Roosevelt Thomas, this point became memorable through the example of Dennis Rodman, an outstanding rebounder that the Chicago Bulls have used effectively to build a world championship basketball team.

We are hopeful that the Nuclear Regulatory Commission will sustain this effort to make sure that all employees and all prospective employees -- regardless of race, handicap, irrelevant eccentricities, gender, nationality, religion or culture -- will be:

- invited to participate in achieving the agency's mission, and
- will receive due credit for their work.

We recognize that this lofty goal depends on a supportive agency culture. A second phase of this effort is to assess that culture, including anything that might interfere with effectively managing a diverse work force. We are therefore awaiting this assessment of agency culture, which may in part be addressed by the cultural survey being performed by the Inspector General. After weaknesses are identified, the agency will be better able to correct them.

We believe the Subcommittee on Diversity has fulfilled its charter. Our principal purpose has been to provide a forum where the different EEO groups might work together cooperatively to support NRC's Managing Diversity efforts. The purpose of continuous interaction and input to the diversity process may now be assumed by an existing group of EEO committee chairs, who meet regularly with the Office of Small Business and Civil Rights and are known as CPC (Communication, Partnership and Cooperation). The Diversity Subcommittee Chairperson will serve as the Managing Diversity Coordinator for the CPC group.

We are grateful to all representatives of the EEO committees who served on the Managing Diversity subcommittee. We are also grateful for the leadership of Barbara Williams and Irene Little, whose vision and support have been crucial to the launching of the Managing Diversity initiative.

Selection Subcommittee Reports.

The Selection Subcommittee, which consists of EEO committee members and representatives from HR and SBCR, completed its recommendations about a year ago. Now, after extended study by agency management, we are pleased that serious consideration has been given to the implementation of many of our recommendations.

Our overall reaction to the Management Responses is favorable. We anticipate following closely the implementation of these responses. The written response we have received does not enable us to judge the extent of management's commitment to these measures. The degree of management commitment will be evidenced by the way in which:

- (1) management communicates its commitment throughout the agency,
- (2) the employee brochure is communicated and disseminated, and
- (3) management monitors the effectiveness of its response, consistent with the Strategic Plan, and shows its continuing commitment to its stated goals.

We would appreciate management's attention to ways to involve the EEO Committees and Subcommittees in high level deliberations and in providing feedback on important proposals while they are still under consideration. For example, we would have been pleased to review the brochure on "Merit Staffing at the NRC" and the curriculum for the training course, "Effective Participation in the Merit Selection Process."

We are disappointed that some of the recommendations hammered out by EEO representatives, HR and SBCR, were not accepted. For example, training of selecting officials in "nontechnical skills" seems to be voluntary rather than mandatory (recommendation 11), and failure to reserve Senior Level Services jobs for individuals of outstanding technical talent (recommendation 15).

We anticipate undertaking a more in-depth analysis of the detailed management responses, which we were first provided in early May of this year. Further recommendations may be brought to SBCR at its regular CPC meetings with the EEO chairpersons and they may also be presented to the Commission at its next EEO briefing.

Paraprofessional Subcommittee Report

The Paraprofessional Subcommittee is working with SBCR and HR to review data on Agency awards to determine if there are trends in the number and kinds of awards given to professional versus administrative support staff. The Subcommittee is also reviewing administrative position descriptions to determine if administrative support staff are compensated uniformly throughout the Agency and to determine how NRC grade levels compare to other agencies. Finally, we are looking at administrative advancement opportunities/career paths, and why the Agency has significantly reduced its use of upward mobility positions.

EEO Advisory Committees' Statements

**Asian Pacific American Advisory Committee (APAAC)
Equal Employment Opportunity Advisory Committee
Briefing Statement**

The Asian Pacific American Advisory Committee (APAAC) appreciates the opportunity to address the Commission about EEO-related issues that continue to affect Asian Pacific American (APA) employees. In past years, the APAAC has expressed concerns regarding (1) lack of Asian Pacific Americans in SES positions, (2) longer than average time-in-grade for APAs in certain grade levels, and (3) reduction of APA supervisory and managerial positions from reorganizations and downsizing. The limited career advancement opportunity for APA employees was discussed in SECY-97-021 and SECY-97-197.

The concerns raised by APAAC are not endemic to the Asian population at the NRC. They affect all minorities and women. The APAAC reported that it would seek resolution of these concerns through a generic approach that supports affirmative action initiatives designed to enhance equal employment opportunities. Based on the review of data provided by Human Resources (HR), we see some improvements in representation of Asian Pacific Americans in Senior Level positions. One Asian Pacific American was temporarily promoted to the rank of SES, and one Asian Pacific American is currently detailed to an SES position. We applaud the Agency's effort in this matter. This is a step in the right direction to resolving the APAAC's concerns. However, we remain concerned that these temporary assignments may not become permanent and the overall representation of the APAs in SES positions will remain extremely low (5 permanent APA in SES) for the last 4 years.

We will continue to work with other Advisory Committees, Office of Small Business and Civil Rights, and Human Resources to seek resolution to our concerns. We recommend that the Agency encourage more participation of minorities and women in high level assignments, and careful consideration be given to minorities and women in the management positions in light of office reorganizations and downsizing.

**Hispanic Employment Program Advisory Committee (HEPAC)
Equal Employment Opportunity (EEO) Advisory Committee
Briefing Statement**

In the last few years, the NRC has made some strides in recruiting experienced and highly-qualified Hispanics. Despite these efforts Hispanics at the NRC continue to be under represented. HEPAC is concerned that NRC managers may not be doing enough to motivate and retain these employees. Last year, the NRC lost four Hispanics including one senior engineer and two female engineers. All three engineers left because the NRC was not able to provide more advancement and career opportunities. Downsizing is reducing the number of promotional opportunities for all employees, including Hispanics. As the Agency continues its downsizing trend, we are concerned that lack of advancement opportunities will mean that the Hispanics the NRC worked very hard to employ will continue to leave.

HEPAC recommends the following actions:

- (1) In the short term, we recommend enhanced efforts to facilitate rotations throughout the Agency especially, including high visibility positions, (in the EDO and Commission Offices),
- (2) In the long term, we recommend posting opportunities to move into the Supervisory Development and SES Development Training Programs. Hispanic representation in NRC management is very low. Only 6 Hispanics are in managerial positions and there has been no increase in Hispanics in management over the past two fiscal years, and
- (3) Even during periods of downsizing, the Agency must continue its recruitment efforts to ensure that highly qualified Hispanics, as well as other employees are in the hiring pipeline. These efforts include attending the best recruiting conferences (Mexican American Engineering Society and Society of Hispanic Professional Engineers) and recruiting on the west coast, where a large percentage of Hispanics reside. HEPAC desires to be more involved in both recommending the best ways to recruit (we know our culture, we know our people) and identifying Hispanics to go on recruiting trips (Hispanics like to be recruited by Hispanics). HEPAC is confident that every recruiting trip that targets Hispanics can be successful if a Hispanic representative assists in the recruiting.

Additionally, HEPAC believes that participating in EEO conferences is essential to understanding the current issues that Hispanics are facing. It is of the utmost importance that EEO Committee representatives be given the opportunity to attend conferences to network and facilitate recruiting of Hispanics.

**Advisory Committee for African Americans (ACAA)
Equal Employment Opportunity Advisory Committee
Briefing Statement**

The Advisory Committee for African Americans (ACAA) appreciates this opportunity to speak to the Commission about EEO-related issues that affect the African American Community at the NRC. ACAA members, with other members of EEO Advisory Committees, staff of the Office of Small Business and Civil Rights (SBCR), the Office of Human Resources (HR), and the African American community at large in NRC continue to work to resolve many of the challenges facing African Americans at the Agency.

Since its inception in 1995, when ACAA was established to serve as an advocacy group in place of Blacks-in-Government (BIG), ACAA has focused its efforts on three areas, among others, that present significant challenges to the Agency and its African American community. These areas are as follows:

- (1) In the elements and standards for evaluating the performance of supervisors, managers, and executives, include measurable standards to assess the progress and accomplishments related to achieving the NRC's EEO/Affirmative Action policies and programs;
- (2) Increase the number of African American women in supervisory, management, and Senior Level positions including, the number of women in feeder groups; and
- (3) Encourage where feasible, the establishment of paraprofessional positions to provide opportunities for advancement for African American women in lower grade positions such as clerical and other administrative support positions.

The ACAA has expressed its concerns regarding these areas in a number of SECY Papers on EEO briefings dating back to April 1995. Information can be found in, for example, SECY-95-082, SECY-95-289, SECY-96-157, and SECY-97-021. Recognizing that there has been some progress in some of these areas, the ACAA will continue to advocate that the Agency continue to put forth efforts to achieve further improvements in these areas. With regard to the establishment of elements and standards for evaluating the performance of supervisors, managers, and executives, we are aware that significant effort has been devoted to this concern and that the results will be forthcoming soon. We applaud the Agency for its efforts in this matter in response to ACAA's concern.

Based on our review of data provided by HR, our concern regarding increasing the number of African American women in supervisory, management, and Senior Level positions has seen progress. One African American woman has been promoted to the rank of SES and two African American women were placed in supervisory and management positions. We applaud the Agency's efforts in this matter. Although the selection of these individuals is a step in the right direction toward resolving the ACAA's concern, we are concerned about the impact of reorganizations and downsizing on the progress that has been made thus far. We applaud the Agency's efforts to get a reasonable number of participants in its feeder programs.

With regard to Agency efforts to establish paraprofessional positions, we are not aware of any

improvements in this area. We are particularly concerned that a number of highly qualified employees continue to remain in lower grade positions although their qualifications and work experience make them prime candidates for advancement. Our future efforts will be focused on gathering and analyzing data as it relates to paraprofessional positions. In addition, we will continue to advocate that management seek ways to create opportunities for lower grade employees to advance beyond their current grade level.

Committee on Age Discrimination (CAD)
Equal Employment Opportunity Advisory Committee
Briefing Statement

The Committee on Age Discrimination (CAD) is pleased with the cooperation and successful communications between its members, its external communications with the other EEO committees, and with its interactions with the Offices of Small Business and Civil Rights and Human Resources.

The CAD is encouraged to note that NRC's current EEO statistical charts, to the credit of previous EEO efforts, besides reflecting ethnicity and gender data, now also reflect age data. We will continue to explore methods of enhancing this data. Our Data Analysis Subcommittee continues to review EEO statistical information to identify indications of age discrimination within the NRC. However, a review of fiscal year 1996 data indicates a concern for promotion rates for staff aged 50 and older.

The CAD is also concerned that government-sponsored downsizing has caused the loss of older technical staff, many with years of experience that have not been equivalently replaced. A similar situation of loss of NRC technical experience also exists in the resident inspector ranks with even greater potential significance. This is largely because downsizing has been accomplished by attrition. Attrition, in turn, has been accomplished primarily by retirement-eligible personnel electing that option.

There appears to be a national movement toward extending the minimum retirement age. This, and other factors, such as an increased longevity, will intensify trends toward a longer working lifetime. An easily predictable result will be increased staff concern for professional advancement opportunities, as well as issues of equitableness, among older members of the NRC staff. Expected additional downsizing will only further exacerbate these concerns. The CAD recognizes that aging issues and concerns will be shared by an increasing percentage of the NRC workforce regardless of their ethnic origins, gender, or other differences. As time goes on, these trends can only enlarge the aging issue and present an ever-increasing challenge to NRC policy makers.

The framers and authors of the Strategic Plan would be exercising appropriate foresight to consider and integrate these issues of aging. Accordingly, the CAD recommends that the Strategic Plan, during the next revision, incorporate concerns for NRC's "aging workplace," including the concomitant loss of experience and competencies, and devise methods of resolution. The CAD believes that a meaningful review and application of remedies to any discovered problem areas will be a necessary element in the adherence to The Age Discrimination in Employment Act.

Federal Women's Program Advisory Committee (FWPAC)
Briefing Statement

In past years, the Federal Women's Program Advisory Committee has taken this opportunity to provide an analysis of the demographic statistics provided by the Office of Human Resources. The purpose of these analyses has been to highlight progress made toward a demographic goal of 50% women and minorities in the NRC workforce, and in NRC management. It does not take a rigorous analysis to show that in the last six-month period, little if any progress has been made. To be fair, however, we must recognize that the state of Government employment has changed, and promotions can no longer be used as the only measure of success.

With the move within the government to larger employee-to-manager ratios, and fewer government employees, we must face the reality that promotional opportunities for NRC employees is drastically reduced. Any demographic gains to be made in this environment will be as a result of attrition.

In addition to supporting efforts to effect change through shedding light on the agency's less-than-stellar performance in improving representation of women in management and senior level positions, FWPAC will focus attention on helping employees find satisfaction in their jobs in an environment in which few promotion opportunities exist. We will focus our attention on helping NRC employees in general, and women in particular, to take advantage of family-friendly programs already in place, such as work-at-home, flex time, credit hours, part time, and others. In addition, we will provide educational programs designed to help parents deal with the problems facing children today such as drugs, sexually transmitted diseases, gangs, alcohol, and apathy. Finally, we will work to improve the family friendly programs by urging NRC senior managers to make such programs more widely available and even more flexible.

FWPAC is grateful for the opportunity to work for a better NRC. We wish to urge the Commission to support the implementation of more policies and programs that will make NRC a more rewarding and satisfying workplace. In addition, we urge NRC managers to recognize that retaining highly qualified employees, for whom promotion opportunity is drastically reduced, will require much creativity, flexibility, and diligence. It will be necessary to make NRC a place people want to come to work every day. The "carrot" is no longer the promise of promotion to the employee who works hard. It must now be the promise that efforts will be genuinely appreciated, that work assignments will be meaningful, and to the degree possible, that NRC will encourage employees to put family first.

**Affirmative Action Advisory Committee (AAAC)
Equal Employment Opportunity (EEO) Advisory Committee
Briefing Statement**

The Affirmative Action Advisory Committee (AAAC) can only function when there is on-going and successful communication between its members and the other equal employment opportunity (EEO) committees and subcommittees, and the Office of Small Business and Civil Rights (SBCR). It is SBCR, which works with the Office of Human Resources (HR), that carries forth AAAC recommendations and provides the AAAC members with much of the information they need. We wish to state that all parties are communicating and striving to develop more effective and results-oriented relationships. We will strive to further improve these relationships.

AAAC has reviewed the recommendations made in the last three years in order to, where appropriate, re-recommend continued efforts. The Upward Mobility Program is the sole item still being addressed. Because of down-sizing, this program should be greatly strengthened. AAAC expects to provide support to a strong Upward Mobility program in technical, administrative and legal areas. We expect that the newly formed Paraprofessional Subcommittee address issues related to secretarial/clerical concerns, which the AAAC has been reviewing during the last two years.

AAAC has no additional recommendations to make at this time. However, we would like to inform the Commission of our plans for the next six to eighteen months:

- Working closely with SBCR in its update of the Agency's Affirmative Action Employment Program Plan, including a review of the data that is used to chart EEO accomplishments.
- Reviewing the opportunity for women and minorities to obtain promotions and supervisory/managerial positions crossing the administrative, technical, and legal employment lines.
- Supporting a revived Intern Program so it can be further strengthened.
- Working with SBCR and HR on better use of current database systems on hiring, training and promoting those in need of affirmative action. Close follow-up on the activities to develop any new database system.

JOINT LABOR-MANAGEMENT EQUAL EMPLOYMENT OPPORTUNITY
COMMITTEE PRESENTATION TO
THE UNITED STATES NUCLEAR REGULATORY COMMISSION

The Joint Labor-Management Equal Employment Opportunity Committee (JLMEEOC) was established by the Nuclear Regulatory Commission and the National Treasury Employees Union (NRC/NTEU) Collective Bargaining Agreement to advise the NRC on matters about equal employment opportunity (EEO). The Committee is currently chaired by Clayton Pittiglio and co-chaired by Michael Weber. The current members are Cynthia Carpenter, Doris J. Curseen, Rateb Abu-Eid, Clayton L. Pittiglio, Lisa A. Shea, Cheryl A. Trotter, Ronald B. Uleck, and Michael F. Weber. We thank you for this opportunity to discuss EEO-related matters and welcome any comments you or your staffs may have. The JLMEEOC's major initiatives are listed below.

RECOMMENDATION FOR THE DISPOSITION OF THE COMMISSIONER
ASSISTANTS POOL AT THE NRC

Several years ago, the Commission requested applications from technical, administrative, and legal staff who were interested in being selected as Commissioner Assistants. These positions include Administrative Secretaries - GG-8 through GG-10; Administrative Assistants - GG-11 through GG-13; and Technical Assistants (Legal, Materials, and Reactors - three groups) -GG-14, GG-15, and SL. Successful applicants that qualified for the Best Qualified List were considered part of a pool of candidates for Commissioner Assistant positions. If placed in the Commission Offices through the Commissioner Assistant pool process, the Assistants would be allowed to keep the grade of the position at which they worked on the Commission staff when they returned to the NRC staff because they had been selected competitively.

The prospect of being considered for a Commissioner Assistant Position and opportunity for promotion was very appealing to the NRC staff. Out of 156 applicants for the Assistant positions, 69 were chosen for the Best Qualified List (BQL) and put into a pool of highly qualified candidates for the Commissioner Assistant positions. The applicants invested considerable effort to apply and compete for the Commissioner Assistant pool. In addition, the Office of Human Resources (then Office of Personnel), Office of the Secretary, and the Office of the Executive Director for Operations also invested significant resources to develop, advertise, and administer the Commissioner Assistant pool.

Based on information provided to the Joint Labor Management Equal Employment Opportunity (JLMEEOC) Committee, none of the Commissioner Assistants have been chosen from the Commissioner Assistant pool. The Office of Human Resources reports that, since the establishment of the pool, all Commissioner Assistant vacancies were filled by various informal processes used by the Commissioners to select their staffs. Some of these processes included a personal introduction to the Commissioner; Division Directors or Office Directors recommendations, and Commissioner knowledge of prospective staff from prior associations.

However, the Commissioner Assistant Pool continues to exist. Candidates in that pool have not been informed about their status since initial selection for the Best Qualified List. Their observation of selections of Commissioner Assistants has raised questions about the merits of retaining the Commissioner Assistant pool if it is unlikely that a Commissioner will consider or select candidates in the pool. Concerns have also been raised about the fairness and openness of the informal process that is currently used for selecting Commissioner Assistants.

Recommendation

JLMEEOC fully recognizes each Commissioner's prerogative and responsibility in selecting Commissioner Assistants of the highest caliber. Therefore, JLMEEOC recommends that the Commission consider the appropriate fate of the Commissioner Assistant pool. If the pool will be

useful to Commissioners in their consideration and selection of candidates, then the pool could be maintained and, perhaps, refreshed by inviting another round of applications for an update to the Best Qualified List. In addition, candidates that previously qualified for the Best Qualified List should be updated in terms of their status on that list. If the Commission decides there is limited utility to continued existence of the Commissioner Assistant pool, then the pool should be disbanded and the candidates informed about the reasons for such action. In addition, the Commission could allay concerns about the openness and fairness of the Commissioner Assistant selection process by issuing guidance on equal employment opportunities on the Commission staff.

JLMEEOC RECOMMENDATION FOR FORMALIZING SELECTION PROCESS FOR EEO AWARDS

To address JLMEEOC's concern regarding the EEO awards selection process, the JLMEEOC evaluated the current NRC process for nomination and selection of candidates for the annual EEO Meritorious Service Award. The JLMEEOC initiated the evaluation by contacting the Office of Human Resources (HR) to determine how the current Meritorious Service Awards process works. The current practice is to solicit nominees from NRC's Headquarters and Regional Management. HR, in coordination with the Office of Small Business and Civil Rights (SBCR), selects a group of NRC's representatives from NRC's Headquarters and the Regions to meet annually to screen the candidates and to select an awardee.

Currently, National Treasury Employees Union (NTEU), the EEO committees, minority groups, and the staff at large do not participate in the nomination or review process. The JLMEEOC believes that the principal problems with the current practice for selecting a candidate are: 1) the nomination and review process does not include input from the NRC staff at large; 2) NRC staff does not know who to contact, if they elect, to nominate a candidate for an EEO award; 3) NRC staff does not understand the award process; and 4) the group conducting the review may not be representative of the diversity within the NRC workforce.

To resolve these concerns, the JLMEEOC recommends the following: 1) NRC issue an announcement defining the EEO awards process; 2) the announcement should identify the process by which a staff member may nominate a candidate for an EEO award; 3) the announcement should identify the criteria used to select a candidate; and 4) management should commit to consult with the EEO Committees, NTEU, and the staff regarding the nominations and selection of a candidate.

Many of the above concerns related to the EEO award process, such as lack of information on how nominations occur and proceed, are also applicable to the nomination and selection of candidates for other NRC awards, and some of the recommendations to improve the EEO award process may improve the process for nomination and selection of other NRC awards.

OTHER INITIATIVES

The JLMEEOC continues to work on developing recommendations on effective communications. The Committee also continues to work with the Office of Small Business and Civil Rights to conduct a Sexual Harassment Awareness day/week at NRC and looks forward to reporting favorably about this effort at the next Commission briefing on EEO.

SUMMARY

The JLMEEOC believes that substantial progress continues to be made by NRC in developing and implementing EEO-related programs and to help resolve several specific concerns in the EEO area. The JLMEEOC anticipates continued progress in the EEO area, with the support of management and staff.