

# **UNITED STATES OF AMERICA NUCLEAR REGULATORY COMMISSION**

**Title:** BRIEFING ON EEO PROGRAM

**Location:** ONE WHITE FLINT NORTH, ROCKVILLE, MARYLAND

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1 UNITED STATES OF AMERICA  
2 NUCLEAR REGULATORY COMMISSION

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4 BRIEFING ON EEO PROGRAM

5 \*\*\*

6 PUBLIC MEETING

7 \*\*\*

8 Nuclear Regulatory Commission  
9 One White Flint North  
10 Rockville, Maryland

11  
12 Wednesday, July 6, 1988

13  
14 The Commission met in open session, pursuant to  
15 notice, at 10:00 o'clock, a.m., the Honorable LANDO W. ZECH,  
16 Chairman of the Commission, presiding.

17 COMMISSIONERS PRESENT:

18 LANDO W. ZECH, Chairman of the Commission  
19 THOMAS M. ROBERTS, Member of the Commission  
20 KENNETH ROGERS, Member of the Commission

21

22

23

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## 1 STAFF AND PRESENTERS SEATED AT THE COMMISSION TABLE:

2

3 S. CHILK

4 W. PARLER

5 V. STELLO

6 W. KERR

7 S. PETTIJOHN

8 R. TRIPATHI

9 P. BIRD

10 L. COBB

11 J. SOUDER

12 C. SAKENAS

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

[10:00 a.m.]

CHAIRMAN ZECH: Good morning, ladies and gentlemen.

This morning we're going to hear a progress report on NRC's Equal Employment Opportunity Program. The NRC staff and our employee advisory committees are meeting with the Commission to discuss the status of our equal employment opportunity efforts and our efforts to achieve the goals and objectives that we've set out.

We last had a meeting on November 19, 1987 and this morning Commissioner Carr will not be with us. He's on travel. Today we'll hear a number of presentations. I believe the staff has done an outstanding job in responding to the questions and issues that we raised at the November briefing.

I would like to indicate however that we received this information very late. I know my colleagues and I have not had a chance to go over it as carefully as we could. I understand there was an administrative problem that somewhere or other the information did not get to the Commission offices until just a few days ago.

As we all know the agency is charged with a very important mission that is involving the public health and safety of our fellow citizens. We attempt to satisfy that mission with people. These people look to us to ensure that they have a chance to assist us in carrying out our important

1 mission and do so in an environment of satisfaction and  
2 fairness.

3 This is proper of course and our EEO policies are  
4 very important to our people and therefore to the successful  
5 accomplishment of our mission. Ultimately our success or  
6 failure in the EEO area depends on large part on the decisions  
7 made at the working level of our staff and it is up to us, the  
8 leadership of this agency, to develop the appropriate policy  
9 guidance and then it is up to us to make sure that the guidance  
10 reaches these working levels where it will be implemented.

11 So that's a challenge that we all have. As we go  
12 through the presentation today, I believe we should be looking  
13 for constructive ways to improve so that each employee does  
14 recognize that this agency is committed to fairness and to  
15 equal opportunity. I believe that it's necessary that we view  
16 our equal opportunity goals as a challenge and again, I would  
17 suggest that we emphasize ways that we can improve and be as  
18 constructive as possible.

19 Do any of my fellow commissioners have any comments  
20 they would wish to make before we begin? If not, Mr. Stello,  
21 would you proceed please?

22 MR. STELLO: Thank you, Mr. Chairman, and if I may,  
23 I'll start with introducing those of us here at the table  
24 starting off if I can, I'll ask you to raise your hand. To the  
25 far left is Mr. Pettijohn, who is the chairperson for the

1 Blacks In Government. Mrs. Tripathi, who is the Affirmative  
2 Action Advisory Chairperson. To my immediate left is Mr. Kerr  
3 who you know and to my immediate right, Paul Bird and Lana Cobb  
4 who is the chairperson on the Committee On Age Discrimination.  
5 Jonah Souder who is the EEO Advisory Committee Chairperson.  
6 Carol Sakenas who's the chairperson of the Federal Women's  
7 Program Advisory Committee.

8 I thought maybe I would start with at least observing  
9 some of the things that are intangible -- that relate directly  
10 to the discussion that we're having. That's the sensitivity  
11 and the attitude of the managers in the agency. I think I've  
12 heard from Paul and his people and others that they see an  
13 increased and enhanced sensitivity in the program in ways that  
14 are significant and important in the selection of people for  
15 advancement where a specific effort is made to look at whether  
16 there are women and minorities available for those positions.

17 Those questions are asked. They're looked at and  
18 deliberately included in the process. Activities such as those  
19 towards -- the sensitivity is there, the questions are being  
20 asked. I think I can say I see a significant improvement.

21 Now where you have to measure whether you are  
22 achieving it is of course in terms of the actual progress that  
23 you've made in connection with these programs and if you look  
24 at the agency we are in a situation where that's difficult to  
25 make a lot of progress simply because our total number of

1 employees are coming down and we are not growing at the rate we  
2 had been in the past so the opportunities are fewer.

3 Even given that environment, I think we can say and  
4 the data we will show, show some improvement. Now we do this  
5 every six months so you're not going to get significant changes  
6 in the periods of time such as six months but I think even over  
7 those periods of time as we report to the Commission and we  
8 compare to where we were in the past and on some of the charts  
9 I think you will see substantial, significant improvement when  
10 you look over where we were a number of years ago.

11 I'll let the others provide you with the data and  
12 summarize it for you. Mr. Kerr will begin and talk about some  
13 of the other programs that we have and finally according to the  
14 agenda, we will allow the EEO Advisory Committees to give you a  
15 summary of their views. So without any further introduction,  
16 perhaps I can ask Mr. Kerr to start and describe to you the  
17 progress we made in our EEO programs in a number of areas and  
18 where we haven't to identify those areas where we haven't and  
19 what some of the reasons are.

20 CHAIRMAN ZECH: All right. Thank you very much. Mr.  
21 Kerr? You may proceed.

22 MR. KERR: Thank you. This time frame for the  
23 information we receive today will be from the end of September  
24 through the 31st of May.

25 [Slide.]



1 MR. KERR: When you look at the first chart in your  
2 packet, the percent of minorities and women, during the last  
3 eight months the percentage of minorities on staff increased  
4 from 17.8 percent to 18.1 percent and women from 32.6 percent  
5 to 32.8 percent. Turn to the next page. The numbers of  
6 minorities and women at GG-11 and above. There was an increase  
7 in both minorities and women at GG-11 and above since last  
8 September.

9 Minorities went from 282 to 293 and women from 364  
10 to 375.

11 MR. STELLO: I might add, Mr. Chairman, to make the  
12 point I made, if you look at the trends since 1977 I think  
13 there you are able to see that the agency has made substantial,  
14 significant improvement.

15 CHAIRMAN ZECH: Yes. Thank you.

16 MR. KERR: Go to your next page.

17 [Slide.]

18 MR. KERR: I want to focus in on the block to the  
19 right. This is distribution of males versus females at GG-13  
20 through 18. The grades 13 through 18, the number of women went  
21 down from 87 to 84, grade 14. However, we went from 109 to 119  
22 at grade 13 and an increase from 27 to 36 at grade 15.

23 We also added to women at the supergrade of GG-16.  
24 The percentage increase was positive at all the grades 13  
25 through 16. On your next page. The distribution of minorities

1 for grades 13 through 18. Grades 13 and above for minorities  
2 there was a loss of six at GG-13 from 71 to 65 and a loss of  
3 one at GG-14 from 116 to 115.

4 [Slide.]

5 MR. KERR: However, this is offset by the increase of  
6 nine minorities at GG-15, from 46 to 55 plus two new GG-16s,  
7 the number went from two to four.

8 Our next page is SES within the agency.

9 [Slide.]

10 MR. KERR: We have increased the number of minorities  
11 by two in the SES but remain at seven for the number of women.  
12 Currently, we have 12 minority SES and still remain at seven  
13 women.

14 CHAIRMAN ZECH: All right.

15 MR. KERR: The next page will show the discrimination  
16 complaints within the agency. We've had a significant increase  
17 in complaints since the last briefing. Since January alone,  
18 we've added 20 complaints, most based upon age. Although these  
19 are 20 separate complaints, they have essentially been filed by  
20 six individuals each time they are not selected for a  
21 promotion. All of the complaints are in various stages of  
22 administrative processing and since the date of this report, 31  
23 May, we have settled three complaints. One age complaint and  
24 two sex discrimination complaints.

25 CHAIRMAN ZECH: Does this mean that only regions II

1 and IV had complaints? The other regions did not? Is that  
2 what one should imply from this chart?

3 MR. KERR: That's true.

4 CHAIRMAN ZECH: All right, thank you.

5 MR. KERR: On the 14th of June, we responded to the  
6 January 5 SRM. Paul Bird and I would like to discuss a couple  
7 of the items and then talk about any others that you so desire.

8 CHAIRMAN ZECH: All right.

9 MR. KERR: We were asked to look at the EEO programs  
10 at EPA and FERC for any discernible differences from ours. We  
11 didn't find any except that their ability to exceed our  
12 accomplishment for women in the SES -- specifically  
13 administrative and legal. Although we exceed a 26 percent  
14 civilian workforce availability for women attorneys, we still  
15 have a shortfall within SES. The primary reason is that we  
16 have very little turnover not only in the legal SES but also  
17 the administrative areas.

18 Likewise, at EPA, 50 percent of their SES positions  
19 are in the administrative and legal occupations and FERC has 19  
20 percent of its SES positions among its legal staff. We have  
21 much less than that. Further, we were also asked to look at  
22 why the regions attained greater hiring success than  
23 headquarters last year.

24 We assigned 15 hiring goals for FY '87, 12 in the  
25 regions and three in headquarters. The regions hired eight

1       against their goal of 12 and headquarters zero. That's because  
2       the anticipated vacancies at headquarters, for which we had  
3       levied the goals against, did not materialize. Paul?

4               MR. BIRD: Okay. I just wanted to comment on a  
5       couple of subjects. If I could have the first slide, please.

6               [Slide.]

7               MR. BIRD: This shows the distribution of staff from  
8       July of 1987 to May of 1988. You can notice at the top the  
9       loss in the white male population both percentage-wise and in  
10      overall numbers. If you do the math, it's a loss of about 70  
11      white males out of 100 losses in the agency. As far as  
12      minorities are concerned, we went up slightly in the minority  
13      female population and down slightly in the minority male  
14      population in whole numbers, but again, our percentages held up  
15      fairly well in that time span.

16              The white female population dropped slightly and that  
17      actually constitutes a loss of 30 white females out of the  
18      population but given the total loss of 100 this basically gives  
19      you the distribution of what's occurred since last July.

20              [Slide.]

21              Two of the areas we wanted to comment on today were  
22      rotational assignments and interagency training. At the top of  
23      this chart, you can see the distribution of staff really  
24      carried over from the previous page against the percentages and  
25      numbers of both rotational assignments and interagency training

1 incidents that we had during the year.

2           There were actually 17 rotational assignments that  
3 occurred in the time frame. These are non-SES rotations.  
4 Women constituted 52.9% of those, minority females, 17.6 and  
5 minority males, 5.9% of the rotations done. That is out of a  
6 total of 17 rotations.

7           We feel that this rotational process that we are now  
8 codifying and issuing as far as information and policy of the  
9 agency is working and we believe that we can increase these  
10 numbers. We wanted to have a period in which we tried this  
11 rotational process to see if it had worked. We actually took  
12 about a year in the trial stage and now are ready to pursue  
13 this further.

14           Some of the office directors have already commented  
15 to me that they intend to do a lot more in this area and we  
16 believe in the next year that we'll have a substantial increase  
17 in the total number of these rotations again. Hopefully the  
18 focus will continue to be somewhat on women and minorities  
19 getting in visible positions throughout the agency.

20           In interagency training on the other side of the  
21 chart, again you can see the distributions there. We think  
22 this is a good sample of the effort that is going on in the  
23 training area. This particular one refers to the interagency  
24 training and if you look at what it includes, it is what we  
25 really believe is the most significant training that we do in

1 the agency, which involves the Women's Executive Leadership  
2 Program, the Mid-Level Executive Potential Program,  
3 Congressional Fellowships, the Federal Executive Institute and  
4 the Executive Seminar Centers.

5 The total of 57 events occurred in interagency  
6 training in the past year. Again, I felt that we had good  
7 minority and female representation in the mix that we  
8 accomplished in the past year.

9 May I have the next chart, please?

10 [Slide.]

11 The next chart is a comparison of employees'  
12 training, both females and minorities, and in interpreting the  
13 chart we asked the question, "Of the total population, what  
14 percent received training in the time frames that are shown on  
15 the page?"

16 As you can see, looking across from left to right,  
17 women have compared very favorably in the previous years to '88  
18 with the total population and the number in the population of  
19 women who received training. Minorities have not fared as well  
20 as the total population. We are not quite sure why that's  
21 occurred over the years but we are going to be looking at that  
22 now to try to see if there is any pattern there or if there's  
23 any reason for that to have occurred.

24 Next slide, please.

25 [Slide.]

1           The is the same table but only at the grades 13  
2 through 15 levels. Again reading left to right, you can see  
3 that the women in 1984 through 1987 exceeded the number of  
4 incidents for the total population and again minorities were  
5 less than the total, looking across from left to right.

6           Next slide, please, is the grades 9 through 12.

7           [Slide.]

8           And again there is a fairly equal distribution, with  
9 minorities in 197 and 1988 showing less training in that  
10 particular grade span.

11          The last chart, please, in this sequence.

12          [Slide.]

13          I'm sorry, it's not the last. It's the next to last.  
14 This is the grades 5 through 8. Again you can see the whole  
15 numbers that are shown there. This is of the women and  
16 minorities in those populations, what percent received  
17 training. Again the minorities show less percentage in  
18 training received than the women and less than the total  
19 population.

20          The last slide, please.

21          [Slide.]

22          In this population of 1 through 4, first you can  
23 notice that there are not a lot of people in that population  
24 and so there's great fluctuation in the percentages with a few  
25 changes, but again the pattern is consistent that the

1 minorities in that population received less training than the  
2 women in the population or the total agency.

3 CHAIRMAN ZECH: Those series of charts clearly  
4 indicate then that this is a way we can improve --

5 MR. BIRD: Yes.

6 CHAIRMAN ZECH: -- by training of minorities.

7 MR. BIRD: Certainly.

8 CHAIRMAN ZECH: So I hope you take that on as  
9 something that you will watch carefully because unless you can  
10 show, you know, good reasons for this, it would appear that  
11 this is clearly a way we can improve.

12 MR. BIRD: I agree with that and again we are going  
13 to try to do some more exploratory work to determine why this  
14 has occurred. Training is basically a two-way exercise. The  
15 managers on the one hand and the employees on the other will --

16 CHAIRMAN ZECH: But it is consistent all the way  
17 through.

18 MR. BIRD: Consistent all the way through.

19 CHAIRMAN ZECH: And that would lead me to believe  
20 that this is clearly a way we could improve.

21 MR. BIRD: I certainly hope so.

22 Could I have the next slide, please?

23 [Slide.]

24 I want to illustrate our professional recruitment  
25 efforts again in the time frame of the past year. Entry level



1 hiring, we have made 9 entry level hires. Three of those were  
2 women and 2 were minorities of the 9 and there is no double  
3 counting represented in these numbers, so there were 3 women, 2  
4 minorities, a total of 5 out fo 9 at the entry level.

5 For full performance level, and this means people  
6 that cam in that are fully competent at the higher grade levels  
7 who were hired into the agency, we have hired 55 in that  
8 category. Of those 55, 10 were women and 9 were minorities.  
9 Again, I think we have had fairly good success in our  
10 recruitment efforts and efforts in this past year and hopefully  
11 that trend will continue.

12 At the bottom that is just the total of the two  
13 columns shown.

14 That's the conclusion of what I wanted to point out.  
15 I think now Bill and I would respond to any questions you might  
16 have on the data we have presented or on the SRM information  
17 that we provided.

18  
19 CHAIRMAN ZECH: I think what I'd suggest is we go  
20 through with the other briefings and then we'll have questions  
21 later on, after we have heard from the others.

22 MR. KERR: Before we get to the committees, I would  
23 like to talk about some of other EEO efforts that we have done.

24 CHAIRMAN ZECH: Certainly. Go right ahead.

25 MR. KERR: Because of some of the problems we have

1 had, particularly with complaints within the agency, we have  
2 had two senior management training sessions in which we trained  
3 30 managers, brought them together to discuss the agency's  
4 problems. We are scheduled to have another session next week,  
5 Thursday, in which we'll be discussing agency problems again.

6 CHAIRMAN ZECH: Yes.

7 MR. KERR: We've sent an attorney and my Federal  
8 Women's Program manager out to all of the regions as well as  
9 the Chattanooga training center to discuss the prevention of  
10 sexual harassment and it was very successful.

11 We got an in-house review of all the major offices'  
12 EEO activities and I have been out to talk to each regional  
13 administrator to talk about their EEO programs, their EEO  
14 policies. Throughout these efforts the senior managers have  
15 been very cooperative, supportive and enthusiastic. In fact,  
16 they seem to be thirsting for additional information on how  
17 they can accomplish their EEO efforts, and with that I'll turn  
18 it over to committees.

19 CHAIRMAN ZECH: Well, before we do that, then, since  
20 you brought up the subject, Mr. Stello and I attended as you  
21 know a meeting of your counselors here, our agency counselors  
22 here, not too long ago. At that meeting I thought several  
23 constructive suggestions came up from the counselors and one of  
24 them was that they'd hoped that they would be called upon more  
25 frequently to assist management. I thought that was a very

1 constructive comment, a willingness on the part of our  
2 counselors, who are taking on this responsibility in addition  
3 to their regular duties as I understand, and therefore I do  
4 hope that we will follow through and this is one way that our  
5 senior management and our middle management also can be  
6 assisted in this program by those counselors. I would hope  
7 that we would try to develop a cooperative spirit, a spirit of  
8 assistance on the part of -- and a welcomed assistance on the  
9 part of our managers to work more closely with our counselors.

10 You recall that suggestion, I believe?

11 MR. KERR: Certainly.

12 CHAIRMAN ZECH: I hope that we will be following  
13 through and you will help us to follow through on using our  
14 counselors perhaps more effectively than we have in the past.

15 MR. STELLO: Thank you, Mr. Chairman, and I would  
16 suggest perhaps we could just start at the left of the table  
17 and go around with Sam, if you would begin.

18 CHAIRMAN ZECH: You may proceed.

19 MR. PETTIJOHN: Mr. Chairman and Commissioners, my  
20 name again is Sam Pettijohn and I am representing the NRC  
21 chapter of Blacks in Government. As always, we are glad to  
22 have an opportunity to address the Commission.

23 We have several brief comments.

24 First we believe that the EEO briefings do provide  
25 positive evidence of NRC's commitment to equal opportunities

1 for employees. We have had some differences of opinion about  
2 results but we continue to see this as an effort that is a very  
3 positive force for EEO and NRC and hope to continue to  
4 participate.

5 We believe that we can best serve the EEO effort in  
6 NRC by providing feedback on the effectiveness of the EEO  
7 programs and in that regard I would like to give you one view  
8 that we have in regard to the program and it's more a general  
9 view but in spite of the progress that we see in regard to  
10 hiring as demonstrated by the charts, we are very concerned  
11 that we really are not hitting the nail on the head here and  
12 because of that it requires that we continue to straighten out  
13 the nail and start to drive it again and we go back and we make  
14 some more progress.

15 We believe we have a few suggestions of some things  
16 that we think should be incorporated in the EEO programs that  
17 we believe would more focus the programs into where they should  
18 be.

19 One is we think that a position should be created in  
20 Ostebooker with duties similar to the Federal Women's Program  
21 that looks at EEO issues for minority employees. We just don't  
22 think that things will just happen by themselves without some  
23 proactive effort on the part of the EEO office. Our  
24 understanding is the way that office works, at least the way it  
25 seems to work now, it is reactive to things but it's not really

1 proactive in terms of looking at promoting minority employees.

2 We also think that NRC should consider undertaking a  
3 study to look at the effect of the normal racial prejudices  
4 that we have in society and how they actually impact on some of  
5 the disparities that we see in the agency. We keep making that  
6 same point each briefing because we really don't ever believe  
7 you are going to ever get at this thing unless we start to  
8 include and take a look at that.

9 The last suggestion we had was that we believe that  
10 managers and supervisors do what managers and supervisors above  
11 them require them to do and in that regard we would like to see  
12 that you, Mr. Chairman, and the EDO continue to emphasize in  
13 writing to all of the NRC employees that NRC has had a very  
14 strong commitment toward EEO and we would like to see that done  
15 sufficiently that this sort of becomes a trademark of the  
16 agency and not something that we have to work on as a special  
17 effort.

18 That concludes my comments.

19 CHAIRMAN ZECH: Thank you very much.

20 May I just say before we proceed, Mr. Pettijohn, I  
21 thought those comments were very constructive and that's what  
22 we are here for. We appreciate it very much, I appreciate it  
23 very much.

24 MR. PETTIJOHN: Thank you.

25 CHAIRMAN ZECH: You may proceed.

1 MS. TRIPATHI: Mr. Chairman and Commissioners, I am  
2 Raji Tripathi, Acting Chair of the Affirmative Action Advisory  
3 Committee. The AAAC greatly appreciates the opportunity to  
4 meet with the Commission and share our observations and  
5 concerns regarding the agency's Equal Opportunity and  
6 Affirmative Action policies and programs.

7 In March of this year, eight out of 15 AAAC members  
8 completed their three-year term. We are pleased to inform the  
9 Commission that the staff response to the vacancy announcement  
10 was gratifying. We are currently at full strength with 15  
11 members and three alternates. We believe that this is  
12 indicative of the employees' interest in the agency's EEO/AA  
13 programs.

14 The Staff Requirements Memo that was issued following  
15 our November briefing to the Commission is encouraging. We  
16 have always been very interested in the rotational program. We  
17 are equally interested in the results of the future study on  
18 Bumping and Retreat Rights.

19 Last week we were pleased to see Announcement 115 on  
20 rotational assignments for non-SES employees. While we applaud  
21 this effort, we believe that it has some implementation  
22 weaknesses that need to be addressed.

23 Based on the agency separation data as reported in  
24 the response to the SRM, the AAAC's concerned that among the  
25 professional staff, women are leaving the agency sooner than

1 men. Does it mean that women have better opportunities  
2 elsewhere than in the agency? We need to examine the  
3 underlying reasons. We believe that a follow-up anonymous  
4 survey should be conducted to determine if EEO concerns were  
5 among the reasons for the employees leaving the agency. We  
6 recommend that the agency seek professional guidance on how to  
7 gain objective responses to such a sensitive issue.

8           Concerning representation in SES by occupation, it is  
9 reported that the agency ranks below the Government-wide level  
10 in participation by the legal and administrative employees in  
11 the EEO groups. The response to the SRM recognizes that such  
12 individuals should be just as available to the NRC as to the  
13 other agencies. Traditionally, the recognition and promotion  
14 potential has been excellent for "technical hot-shots." Given  
15 the agency's mission, we understand the seemingly  
16 disproportionate SES awards to the technical professionals.  
17 However, as seen in the last agency reorganization, young white  
18 males in technical fields appear to be favored. We believe  
19 that not encouraging the growth of non-technical professionals  
20 has the potential for seriously depleting the agency's talented  
21 minorities in these areas as some of them would seek better  
22 opportunities elsewhere.

23           We recognize the agency's commitment to an aggressive  
24 recruitment program. However, we believe that it is equally  
25 crucial to provide growth opportunities to the existing staff

1 as it is to bring in a wide cross-section of EEO classes and to  
2 assure that the system provides equitable career growth  
3 opportunities.

4 In the last briefing to the Commission, we indicated  
5 that in 1986 fewer black employees, regardless of grade and  
6 gender, received outstanding ratings, as compared to whites,  
7 women and other minorities. We have reviewed the 1987  
8 performance appraisal data and found that fewer black  
9 secretaries receive outstanding ratings than their white  
10 counterparts in the same job category. We are still reviewing  
11 the data for possible explanation for the observed disparity.

12 In the last briefing, former Commissioner Bernthal  
13 suggested that we look at on-the-job training and time-in-grade  
14 of the employees in making our comparison fruitful. We have  
15 given this suggestion due consideration and recognize its  
16 validity; however, we do not know if all such data are  
17 available and even if they are, we do not have the resources to  
18 conduct such a comprehensive analysis with so many variables.  
19 We recommend that the Office of Personnel (OP) undertake this  
20 task.

21 The OP has had plans for an employee opinion survey  
22 for quite some time. Now that the agency has consolidated, we  
23 suggest that the survey be conducted concerning opinions on  
24 working conditions, commuting, parking facilities and how the  
25 employees feel about their professional association with the



1 agency. The study should also include employee opinions on  
2 training and developmental opportunities, rotational and detail  
3 assignments and promotional potential. Such a survey would  
4 also allow the agency to obtain information useful to determine  
5 the cause of some EEO concerns.

6 One of the issues affecting employee morale appears  
7 to be cancellation of many vacancies and sometimes filling the  
8 position with a "peg-legged, one-eyed pirate." We do not have  
9 data on how many --

10 COMMISSIONER ROBERTS: Excuse me, I'm sorry. I don't  
11 understand what you mean.

12 MS. TRIPATHI: Sometimes it appears that the vacancy  
13 announcements which go on posting, the employees apply for them  
14 and then suddenly the vacancy is cancelled. For sometimes  
15 three, four, five six months the employees don't know what the  
16 status of their application was and then they find out that the  
17 vacancy was filled by somebody and then when they look at the  
18 qualifications of that particular individual and you see the  
19 job vacancy as to what the requirements were, it seems the job  
20 was particularly tailored for the specific individual.

21 In the last six months I had at least seven, eight  
22 individuals who appeared to me and asked me, approached me.  
23 They asked me what they could possibly do and my only  
24 recommendation was to again contact the individual personnel  
25 specialist. This may not be true but it gives an appearance as

1 if it was not a fair competition, that the agency had gone  
2 through the motions of posting a vacancy but the vacancy was  
3 really -- or the job was actually intended for the specific  
4 individual and was ultimately filled after the vacancy was  
5 cancelled. That's why we are recommending that the Office of  
6 Personnel should really look at the last two-year data and see  
7 how many of such vacancies really do get cancelled and if they  
8 were really filled by somebody who was one of the applicants.

9           The point that I wanted to make as to I think this  
10 particular -- these SES cancellations are frequent and the  
11 number is high but it does have a demoralizing effect on the  
12 employees. Many employees think that why should I submit an  
13 application in four and go through all the paperwork while I  
14 know I am not going to get a job. It's tailored for someone  
15 else and especially women and minorities do feel at a  
16 disadvantage because they think that they are not a part of the  
17 network and if it is true, we ought to look at it. If it is  
18 true we have got to eliminate it. If it is not true then I  
19 think we should at least do something to convince the employees  
20 that this is a fair system.

21           In summary, the agency has indicated that it is  
22 sensitive to EEO/AA issues and that some needed policies are  
23 being formulated while others are being implemented. There is  
24 a positive note to the agency's assessment of its performance  
25 and a commitment to correct more areas where shortcomings

1 exist. However, there are concerns about adequate  
2 representation of minorities and women in SES as well as  
3 equitable growth potential for various EEO groups. We believe  
4 that we must aggressively continue this trend of self-  
5 assessment and strive for meeting the agency's EEO/AA goals.

6 That concludes my presentation.

7 CHAIRMAN ZECH: Thank you very much.

8 MS. COBB: Mr. Chairman, Commissioners, I am Lana  
9 Cobb and I'm with the Committee on Age Discrimination.

10 I want to thank you for allowing us this opportunity  
11 to tell you about some of our activities. I'll address two of  
12 the current activities and comment on one of our concerns, the  
13 Bumping and Retreat Study.

14 During an early briefing of the Commission, our  
15 committee proposed that the NRC adopt a reduction in force  
16 procedure similar to other Federal agencies. Our concern was  
17 that as carried out in practice, the current NRC RIF procedure  
18 would have a disproportionate impact on older NRC employees.

19 In this connection, we were also aware that there was  
20 concern as to what effect the proposed change would have on  
21 women and minority employees.

22 At our last EEO briefing with the Commission, we  
23 reported that our committee in conjunction with the Affirmative  
24 Action Advisory Committee and the Federal Women's Advisory  
25 Committee had jointly petitioned the EDO to sponsor a study on

1       whether bumping and retreat rights would be afforded to  
2       employees of the NRC in time of reduction-in-force.

3               The question on which the study was to focus was  
4       whether the inclusion of bumping and retreat rights would have  
5       an adverse impact on women, minorities and older employees.

6               MS. COBB: We are pleased to report that the EDO has  
7       approved this study and are now actively working on this task.  
8       The committees jointly formulated the parameters and the  
9       guidelines under which the study was to be conducted. After  
10      these parameters were agreed upon, our representative met with  
11      the Office of Personnel representatives to advise them of these  
12      parameters and to request necessary statistical compilations,  
13      comparing the effect of the present reduction in force  
14      procedures and the proposed bumping and retreat procedures  
15      would have on employees.

16              Our representative will work closely with the Office  
17      of Personnel during all phases of these compilations to assure  
18      the accuracy of the data and the timely completion of the  
19      study. Our committee and perhaps the other EEO committees  
20      separately or jointly with us will submit a written report to  
21      the EDO that summarizes results and makes recommendations  
22      regarding the NRC RIF procedures.

23              Performance appraisal analysis. We have analyzed the  
24      March 1987 performance appraisal ratings of the nonsupervisory  
25      staff for statistical evidence of age discrimination. Our

1 analysis is based on data provided by the Office of Personnel.  
2 The data were compiled and analyzed by occupational code. The  
3 analysis focused on the largest occupational codes which  
4 together cover 77 percent of nonsupervisory staff.

5 The only evidence of possible age discrimination was  
6 in the occupational codes of engineers and physical scientists.  
7 The percentage rating of outstanding is significantly lower for  
8 engineers and physical scientists for 50 as compared to those  
9 under the age of 50. This pattern is similar to the  
10 performance rating pattern in the last six years.

11 A more detailed report of our findings will be sent  
12 to the EDO and to Mr. Kerr. Our concern. As noted in the  
13 briefing agenda, 33 out of 42 outstanding EEO discrimination  
14 complaints within NRC are based on alleged age discrimination.  
15 All 33 complaints originated within NRR.

16 We believe this fact indicates the need to understand  
17 the reason or reasons for such a large number of age  
18 discrimination complaints and the need to act to eliminate  
19 identified employees concerns. We are aware of the EEO  
20 training sessions but we think we should perhaps go beyond this  
21 training and get to the problem.

22 Our committee recommends that a small task force of  
23 two or three persons be appointed to review the reasons behind  
24 the pattern for the increasing number of complaints based on  
25 allegations of age discrimination. This task force would then

1 report their findings and recommendations for proposed action  
2 to prevent or decrease the number of future age complaints.

3 This report would go to the EDO and to Mr. Kerr for  
4 consideration and action. Perhaps in a small way, this can  
5 help alleviate employees' concerns.

6 CHAIRMAN ZECH: Thank you very much.

7 MS. SOUDER: Mr. Chairman, Commissioners, I'm Joana  
8 Souder, outgoing chair of the Labor/Management Advisory  
9 Committee and as always, I appreciate the opportunity to speak  
10 with you this morning.

11 I'd like to personally support the Office of  
12 Personnel in their efforts to establish a cooperative program  
13 for secretarial and clerical students at area high schools in  
14 an effort to expand the secretarial pool.

15 Twenty-five years ago, nine students from three local  
16 high schools participated in such a program with the Atomic  
17 Energy Commission. Over 25 years later, four of us are still  
18 here. I talked with the others last week and all think that it  
19 would be an excellent idea to re-establish the cooperative  
20 program.

21 I'd like to offer my help to personnel in this  
22 project. I felt real good after the EEO briefing in November.  
23 I thought that it went quite well. I thought that we had  
24 brought up a lot of important issues -- that we had done our  
25 homework and that we had thoroughly prepared and presented our

1 case.

2 I thought we had built up some momentum and  
3 envisioned CWS for nonbargaining unit employees, a formal  
4 rotational policy and an employee opinion survey. When I read  
5 the January SRM, I admit to being a little disappointed. There  
6 was no CWS, no rotational policy and no survey but I'm a very  
7 patient person and a month later, in February, we got our CWS  
8 commitment for the agency's 1,200 nonbargaining unit employees.  
9 I want to thank the Commission and Mr. Stello for extending  
10 this option to the managers, supervisors, secretaries and other  
11 nonbargaining unit employees. It is definitely a morale  
12 booster to these people and helps the disparity cause by  
13 different treatment of bargaining and nonbargaining unit  
14 employees.

15 In the next couple of days I understand we will get  
16 our formal rotational policy so two out of three is not bad,  
17 but I'm hoping that the employee opinion survey will become a  
18 reality also. I'd like to take a minute to talk about the  
19 survey and staff morale. In informal discussions with the EEO  
20 counselors, they state that employee morale is a problem. As  
21 stated in the January SRM response, we have no hard data on  
22 employee morale but we can get that hard data with the employee  
23 opinion survey that has been an open item for several years.

24 On pages 57 and 58 of the SRM response, we list a  
25 number of efforts that we credit with helping maintain and

1 improve employee morale. All of these efforts seem very good,  
2 very positive and steps in the right direction.

3 We don't know if they have succeeded in improving  
4 morale. What we have been doing for the most part is deciding  
5 for employees the things that we think should improve their  
6 morale. Now that the major reorganization and consolidation  
7 are behind us, it is time to go to the employees and get the  
8 hard data that we are lacking. There are many people at the  
9 NRC who have worked here and at the Atomic Energy Commission  
10 for a long time -- ten, 15, 25 and more years. Many leave and  
11 come back.

12 More than 90 percent of the people who have left the  
13 agency in the last five years and remained in the work force  
14 indicated that they would consider returning to the NRC. So it  
15 really is a pretty good place to work and home for many of us.

16 Getting employee input, participation and involvement  
17 through the survey will only help to make it better. We hope  
18 the Commission will want to go forward with the survey with a  
19 commitment that management will take appropriate action if the  
20 questionnaire results identify areas of major concern to the  
21 staff.

22 Mr. Stello said something the other day that really  
23 made me feel kind of bad. I thought about it a lot over the  
24 long weekend. We were all talking about the briefing this  
25 morning, going over the data and the committee representatives



1 were talking about their concerns and I guess most of what we  
2 were saying sounded rather negative. We were telling him what  
3 was wrong, what needed to be fixed. There was nothing very  
4 positive because unfortunately, the way we have been able to  
5 make progress in the EEO area in the past -- to advance, to  
6 improve and to move forward -- has been by accentuating the  
7 negative and not the positive.

8 Mr. Stello, I'd like to say that your hard work,  
9 personal involvement and commitment to EEO really is worth it.  
10 We have needed your support and that of your staff and we have  
11 gotten it. We have needed the Commission's support and we have  
12 gotten that too. Let's not get discouraged. Let's persevere.  
13 Let's keep the lines of communication open and continue to work  
14 together to move forward and make progress at every  
15 opportunity. Thank you.

16 CHAIRMAN ZECH: Thank you very much. May I just say  
17 again, I appreciate the constructive and positive comments. I  
18 think that's exactly what we need and thank you very much.

19 MS. SAKENAS: Mr. Chairman, Commissioners, I'm Cheryl  
20 Sakenas and I'm the Chairperson for the Federal Women's Program  
21 Advisory Committee. I handed you a written report which I'm  
22 going to deviate from a little because after our briefing last  
23 week I decided to reorder my priorities.

24 First of all, I'd like to say that we really  
25 appreciate this opportunity. I want to agree with Joana, I

1 think that even though you're going to hear some negative  
2 things from us today, in general, we're very pleased with the  
3 programs that are in place here and I think the agency's doing  
4 a lot to further the EEO efforts and I think the problem is we  
5 have so little time so what you hear is what we really want to  
6 get fixed, not a lot of praise, but in general, we're very  
7 pleased with what the agency's been doing.

8           What I want today is to bring up a couple of issues  
9 that the committee's been working on since the last briefing  
10 that are of concern to us and areas where we think some  
11 improvement could be made. The first one that we've been  
12 looking at is in the area of attrition and I think Mrs.  
13 Tripathi brought that up also.

14           Right before the last briefing, we did request some  
15 attrition data from the Office of Personnel and we have been  
16 looking at it and trying to evaluate it and what we have seen -  
17 - in fact I attached a table to your report, that shows how  
18 they broke it down by category -- that in general with the  
19 exception of a few categories, the attrition rates for women  
20 are higher than they are for men.

21           The question that we have though is whether it's  
22 really statistically significant. No one on our committee is  
23 competent to deal with that but we think that there are  
24 probably people in personnel who can look at it and what we'd  
25 like to ask is for somebody to evaluate it and if this is a

1 statistically significant issue that we do some work to try and  
2 resolve what the problem is.

3 One of the areas that we thought we could have some  
4 improvement in would be to have interviews through the  
5 personnel office when women leave the agency. Right now as far  
6 as I know, we're relying on an exit interview form. That form  
7 is very small. It's primarily a checklist. The area that  
8 would primarily deal with if a woman thought she wasn't getting  
9 promoted because she was a woman, is marked "EEO related." I  
10 feel that a lot of women, if they were going to leave because  
11 they thought there wasn't significant promotion potential here,  
12 wouldn't mark "EEO-related."

13 They would probably say "for more advancement" or  
14 something. So what we'd like to do is have some type of  
15 interview go on with personnel and maybe they'll feel more  
16 comfortable if they're not filling out some form but talking to  
17 someone who's a specialist and if this is a problem, then we  
18 can get it resolved.

19 The second concern that we've been looking at is in  
20 the area of training and primarily we looked at the programs  
21 that exist where there's a great deal of women involved in  
22 them. The one that we came up with a problem in is in the SES  
23 candidate development program. The primary issue was that in  
24 the last class there were 16 candidates -- 13 men and three  
25 women.

1           Out of the 13 men, ten were given positions in SES  
2           and out of the three women, none have moved in to the SES.  
3           What we're concerned about there is out of those three women,  
4           two were GS-14s. We're concerned that maybe it's not  
5           appropriate to put GS-14s in that program when it seems too  
6           improbable that they'd be able to move into SES. When we have  
7           so many viable GS-15 candidates, I can't imagine a manager  
8           wanting to put a GS-14 individual in there.

9           So what that then does is narrow down the real  
10          selectable field of women to one from that class so what we're  
11          asking for is for that policy to be reevaluated. Even though  
12          we realize that the intentions were good when it was started --  
13          that it would open up capabilities to more women in the agency,  
14          we do have a larger pool of GS-15 women now and we think that  
15          the next class should not include GS-14s if they're not going  
16          to have an opportunity to move into SES.

17          The last point that I want to address is a more  
18          general point but the example I want to use is the  
19          implementation of the class action suit. This was settled in  
20          April of 1987. The committee has been evaluating both the  
21          commitments that the agency made and how they've been  
22          implemented and in the last report we received in December, we  
23          were discouraged over two points.

24          The first one had to do with the Upward Mobility  
25          Program. In the settlement of the class action suit, the

1 agency committed to filling ten Upward Mobility slots in 1987.  
2 Five were filled within the regions and none were filled in  
3 headquarters and the reason given was the reorganization.

4 We feel that more priority should have been put on  
5 these slots because this was a commitment and it gives an  
6 impression that that was not something that was very important  
7 -- to fill those slots. I mean, we're very happy that this  
8 year, most of the slots that have been committed to have been  
9 filled.

10 The second point was in the area of this rotational  
11 policy. We were very discouraged that it's taken 15 months to  
12 get this policy out on the street. We are very happy that so  
13 many women have been included in this rotational program but  
14 one of the concerns that was brought up and one of the  
15 highlights of the agreement was that this would be a policy  
16 that would be available to employees, they would know about it,  
17 they could apply for these positions. It makes them feel like  
18 we're seeking them out and we're trying to involve them.

19 Right now, a lot of the attitude of people in the  
20 agency is that the people who have been put into the rotational  
21 assignments were selected, hand-picked, somebody's favorites  
22 which I thought we were trying to get away from. We were  
23 trying to make this open to everyone so that everyone would  
24 feel like they were participating.

25 What this points out and what I wanted to conclude

1 with was one of the problems that I continue to see and this is  
2 the end of my three years on the committee is that women will  
3 come to me -- in fact even men -- and bring up -- one of the  
4 concerns is attitude. There is a perception among the staff  
5 that while EEO programs are in place and they're happy with the  
6 programs and I personally feel we have a sufficient number of  
7 programs, that maybe the senior staff does not take these very  
8 seriously and that their priority is low.

9 That may not be the case, but that tends to be the  
10 perception among a lot of the staff and I think that's why they  
11 become disheartened and that's why there doesn't seem to be an  
12 attitude that people feel like EEO is moving ahead. They feel  
13 like it's stagnant and I think part of that is it's perception.

14 What I think we need to do and what I said to Mr.  
15 Bird about this rotational assignment is we need to do more  
16 salesmanship. We need to get out there and let the agency  
17 employees know that they are important and we do value them and  
18 we don't want them to leave. Again I want to thank you for  
19 taking the time to hear our presentation and that concludes my  
20 remarks.

21 CHAIRMAN ZECH: Thank you very much. I appreciate  
22 it.

23 MR. STELLO: Mr. Chairman, just briefly, I'd like to  
24 respond. I recognize that comment that you referred to and  
25 like I say, we get frustrated, because we're trying very hard

1 and I never get the sense that we're accomplishing anything. I  
2 appreciate the comment. We are not going to back off one  
3 click. We're going to do the best that we can to advance the  
4 program.

5 I do recognize that the progress will come slow.  
6 It's a difficult area to deal with and I think we have made a  
7 lot of progress. Cheryl, I also want to say that I am  
8 convinced the attitude of the senior managers has changed.  
9 That was the thing that I started with and I am convinced with  
10 continuing to discuss this issue, continuing to raise its  
11 sensitivity, we will make even more progress and I am convinced  
12 that we will.

13 There is one issue that did seem to be a thread in  
14 all of this. Mr. Chairman, we are -- I've been working on a  
15 survey and basically held back on it because of the  
16 reorganization and the move into the new building and wanted to  
17 wait until we were settled. There have been a number of  
18 comments that have come up as a common -- some common threads  
19 in the briefing, I think, today, and others.

20 Before we issue a piece of paper, we ought to step  
21 back for a moment perhaps and maybe we can find a way to get  
22 employees to offer some suggestions on how we can do things  
23 better than just trying to go out with opinion surveys and  
24 moral questions.

25 Maybe we can get some real good ideas. I heard some

1 today and maybe people have a lot more ideas. So, with the  
2 Commission's permission, I'd like to work some more with the  
3 committees. Perhaps there's a way to do that.

4 If the Commission will agree, we'll slow up and go  
5 back and look at what we can do in this area. That finishes  
6 our presentation, Mr. Chairman.

7 CHAIRMAN ZECH: All right, thank you very much.  
8 Questions or comments from my fellow Commissioners?  
9 Commissioner Roberts.

10 COMMISSIONER ROBERTS: I have no questions. I thank  
11 all of you for your thoughtful presentations.

12 CHAIRMAN ZECH: Mr. Rogers?

13 COMMISSIONER ROGERS: Yes, I have a couple of  
14 comments. Just Mr. Bird's presentation on the professional  
15 recruiting efforts for women and minorities -- if I'm reading  
16 numbers correctly, they don't really look very good to me in  
17 terms of women hires. At the entry level, that was the last  
18 page I think, of your presentation Paul, the very last page,  
19 the table.

20 If I just look at the women, it looks like 3 out 9 at  
21 the entry level of hires were women; 10 out of 55 at the full  
22 performance level and 13 out 64 at the total professional hires  
23 level; is that correct?

24 MR. BIRD: That's correct, yes.

25 COMMISSIONER ROGERS: It seems to me that those



1 numbers aren't awfully comforting. I'm not acquainted with  
2 what the problems are in finding the right kinds of people and  
3 so on and so forth, but they don't seem to me to be offhand,  
4 necessarily representative of what the potential pool of  
5 qualified people might be, say, at the full performance level.

6 Now, I don't know exactly what that means and so I  
7 may be misreading something here.

8 MR. BIRD: My personal view is that, given that we  
9 have been able to hire 10 out 55 full performance level women,  
10 is significant progress over what we've been able to do in the  
11 past. Now, these people largely are trained individuals that  
12 are in the work force. A lot of our hiring is focused on the  
13 technical jobs. Personally, I'm pleased with that.

14 Maybe it's not as good as we might do. We'll  
15 certainly continue to work harder at it, but given that we hire  
16 a lot of people from nuclear navy backgrounds in the technical  
17 areas, I think, in the time frame given, this reflects some  
18 progress in that particular area.

19 With entry levels, I would rather see about a 50/50  
20 split on that and we are working very hard again to try to get  
21 a much better number. I think we can do better in the entry  
22 level area. Minorities --

23 COMMISSIONER ROGERS: Of the total professional  
24 hires, as was pointed out with the earlier data, that,  
25 comparing different agencies, that in the legal and

1 administrative level, we are falling short of what other  
2 agencies can do and have done. This number, total professional  
3 hires, presumably includes those kinds of individuals as well  
4 as equal with scientific backgrounds?

5 MR. BIRD: It would, except that we really haven't  
6 done a lot of professional hiring in those areas in the time  
7 frame. Again, given that we're in a reducing mode, that our  
8 staff is diminishing, our focus has been on the technical jobs  
9 and in fact, has been on the elimination of administrative and  
10 legal jobs. Given those circumstances, I think that this data  
11 reflects pretty well.

12 COMMISSIONER ROGERS: I think it would be well to try  
13 to explain those to us that way, though, and not just present  
14 us with the data, because the data by themselves, do not look  
15 very good, just on a percentage basis.

16 MR. BIRD: Fine.

17 COMMISSIONER ROGERS: It's helpful to understand the  
18 reasons why and exactly what the breakdowns are as you put  
19 these data into the general picture of interagency comparisons  
20 and so on and so forth. I think it would be helpful to have a  
21 little note on that to make sure that we all understand exactly  
22 how to read these numbers, because they are just numbers.  
23 Every number really should have an explanation with it to put  
24 it into some kind of a context.

25 The other area that seems to me to be very glaring in

1 terms of our shortfall is in the number of Hispanics that are  
2 represented within the agency anyplace, either in headquarters  
3 and even out in the regions. I see, you know, zero, zero, zero  
4 running down these columns as I look at them. I think that's  
5 something that really ought to be looked at.

6 There are certain regions of the country where there  
7 are a number of qualified Hispanics. They may not match where  
8 our needs are, however. So, I'm just looking at the work force  
9 profile of Mr. Kerr's presentation. I guess these numbers  
10 weren't really discussed at all explicitly in your  
11 presentation. They were just at the end.

12 I'd like to hear a little bit about those, because  
13 those things hop out at me when I look at the numbers. Again,  
14 they're just numbers. We have to know what the background is  
15 and what's happening, but I would say that there's certainly  
16 room for improvement in that area.

17 I'd like to hear a little bit about that because it  
18 seems to me that when I just look down at the columns and I see  
19 zero, zero, all the way down, more or less page after page, I  
20 have a question.

21 MR. KERR: One of the things to be cognizant of  
22 though, is that in our SRM response on page 39, we sent a list  
23 of availability of various ethnic groups and the population.  
24 You will see there a significant shortfall within certain  
25 areas, including Hispanics in general engineers, nuclear

1 engineers, health physics, physical science family.

2 COMMISSIONER ROGERS: These are all sort of  
3 professional level groups. Presumably, this work force profile  
4 includes everybody. I think that that's not a total answer to  
5 that problem, I would think. Now, of course, where the people  
6 are and where the jobs are, may not match each other, of  
7 course, and that may be partly an explanation for this. I  
8 would say that's something I'd really like to see us work on.

9 I think that -- I happen to come from an area of the  
10 country with a high Hispanic population and I know that in that  
11 area, there are a lot of qualified people -- technical and non-  
12 technical. There are other parts of the country as well and it  
13 seems to me that it's really an area for us to pay more  
14 attention to.

15 MR. BIRD: I'd like to point out that two of the  
16 minority hires at the entry level were Hispanics.

17 COMMISSIONER ROGERS: I did see that.

18 MR. BIRD: We're focused.

19 COMMISSIONER ROGERS: Right, but that's just two.

20 MR. STELLO: Commissioner Rogers, that's frustration.  
21 Progress comes in little bites, because we're really. We're  
22 declining -- we're actually declining; we're coming down. For  
23 example, in OGC where you do have a lot of opportunity to do --  
24 because there's a bigger population there, they have been  
25 overstaffed and have been quite some time coming down.

1           It's very difficult to do much as our ceilings are  
2           coming down. You need this kind of a program, when you are in  
3           an expanding mode.

4           COMMISSIONER ROGERS: I do understand that. I do  
5           think though, that just as someone, I think, pointed out that  
6           we have to flag the problems and get them to the surface and  
7           keep them in front of us, even though we may not be able to  
8           solve them immediately.

9           MR. BIRD: That's correct.

10          COMMISSIONER ROGERS: I didn't hear anything on that  
11          issue. That is a problem that I think we ought to add to the  
12          list, I guess.

13          CHAIRMAN ZECH: Let me just review some of the  
14          comments that I heard very briefly. I won't go over all of  
15          them but I really thought that this was one of the most  
16          productive EEO meetings that we've had.

17                 I would like to emphasize the positive and I think  
18          many of you have done that too. I think that's extremely  
19          important. We know there is room for improvement. We want to  
20          improve. We're committed to improve and we have to look for  
21          results and where we don't see results we want to work on those  
22          areas.

23                 I appreciated very much Mr. Pettijohn's constructive  
24          and positive thrusts and his suggestion, Mr. Kerr, to put  
25          somebody specifically in your organization should be taken very

1 carefully and looked at. I know you are doing that already  
2 perhaps, but he's making a specific suggestion. I suggest you  
3 take that under very careful review.

4 If it would help us, I think it looks like it has the  
5 potential for being an excellent suggestion.

6 Mr. Pettijohn also mentioned the prejudices and  
7 perhaps a study would help us and others mentioned that the  
8 study and the survey -- and I'll come back to that in a minute  
9 but I thought that was a good suggestion too. Then also Mr.  
10 Pettijohn mentioned something that others mentioned later about  
11 senior managers and their commitment to the EEO program. A  
12 number of others of you made that too, and I think that is an  
13 excellent and positive, constructive suggestion.

14 Ms. Tripathi mentioned women leaving the agency  
15 sooner than men. Statistics show that's real. I think it does  
16 merit our looking at that. I think in some cases some of the  
17 women, at least of the few that I'm personally familiar with,  
18 have left for job opportunities that were quite good and that  
19 is good as far as they are concerned and our country is  
20 concerned perhaps. We hate to have them leave our agency but  
21 if there are other reasons that these fine women left our  
22 agency in any case I think we should know about it. It merits  
23 our looking at that one very carefully.

24 She also mentioned non-technical professionals and an  
25 emphasis being placed on growth for the existing staff. I

1 thought that was something of course that was important. We  
2 often focus on improving recruiting and so forth but retention  
3 o four own people and growth of our own people, also something  
4 we should give perhaps more attention too, and I thought that  
5 was a good suggestion.

6 She mentioned that the Black secretaries received  
7 fewer outstanding ratings than other secretaries and if that's  
8 the case, and it looks like it is, I think that also merits  
9 attention. She talked about the survey too, but in a positive  
10 way -- how we can improve. I think, Mr. Stello, is perhaps  
11 what you were suggesting too and perhaps the survey and the  
12 advisory committee might be able to assist in making the survey  
13 a constructive, positive one. How can we improve? That is the  
14 thrust of what a survey should be and I think that's a very  
15 good suggestion too.

16 Ms. Tripathi mentioned several other things I thought  
17 were also important to think about -- vacancies cancelled and  
18 review process in that regard, but I thought those were very  
19 useful suggestions too, and I appreciate it very much.

20 Ms. Cobb mentioned the Bumping and Retreat Study and  
21 the RIF procedures. I thought her reference to the number of  
22 age complaints in NRR's particularly important. It certainly  
23 jumps out in the statistics and maybe there's a good reason for  
24 that but we should know what that reason is. In any case, I  
25 thought that was an important suggestion for us to look at.

1           She mentioned that fewer outstandings to those over  
2   50. That also is something that I think merits looking at.  
3   One would wonder about that one. Do you think that people  
4   experienced, over 50, would receive higher marks -- at least  
5   their share of high marks and I think that's a good suggestion  
6   too.

7           Her suggestion about the task force review age  
8   discrimination would seem to me to be reasonable and it might  
9   be helpful to have several people look at that and to see what  
10  they might recommend.

11          Ms. Souder also mentioned her interest in the  
12  cooperative program and as she pointed out, she is a living  
13  example of that program and then her offer to help -- Mr. Bird,  
14  I think I'd take her up on that.

15          MR. BIRD: Absolutely.

16          CHAIRMAN ZECH: Follow through because certainly  
17  that's an excellent way to show the commitment of this agency  
18  to young people and to offer them a potential career in the  
19  service of their country and I think that is an excellent  
20  suggestion. I am glad she is patient with the recommendations  
21  she has made because it does take a while sometimes for us to  
22  move, but also I am glad that she had 2 out of 3 and I think  
23  that's pretty good. Perhaps you'll get the third one too,  
24  sounds like. The survey is important. She also mentioned  
25  that, and I also appreciated the comment she made on



1        accentuating the positive and to not get discourages and to  
2        work together. Those are exactly my views. I think working  
3        together is the only way we are ever going to make real  
4        progress and not to get discouraged, because it is discouraging  
5        occasionally and I appreciate very much all of you who are  
6        working in these programs because you do hear the complaints,  
7        you do hear the negative parts from those who come to seek you  
8        out.

9                    I want you to know how much I appreciate, and I know  
10       my colleagues agree with me, your willingness to take on this  
11       role that you've taking on and to hear the complaints, but also  
12       I have great respect for you who can take these complaints and  
13       try to make them positive and actually get some results, so  
14       that's why I appreciate very much your willingness to work  
15       together constructively so that we really will achieve what we  
16       all want to achieve and that's more results in this area and I  
17       really appreciate those positive comments.

18                   Ms. Sakenas talked about attrition and pointed out  
19       that it's harder for women than men and again it's the same  
20       perhaps suggestion that Ms. Tripathi had, so that women leaving  
21       the agency for one reason or another -- and I think it again is  
22       something we should look at. She mentioned training and also  
23       she talked about interviews for those who were leaving the  
24       agency rather than the form that perhaps may not be as useful  
25       as it could be and I think that is certainly something, Mr.

1 Bird, that --

2 MR. BIRD: We do offer interviews to people and  
3 generally if they are willing to do so, we do sit down and talk  
4 to them, our staffing specialists and our regional personnel  
5 officers don't just hand them the form. Some people don't  
6 allow a lot of comments on the way out.

7 CHAIRMAN ZECH: Well, I know but I think it depends  
8 on how it's presented. You know -- most people if you just ask  
9 them if they want an interview will probably say no, but if you  
10 present it in a positive way and say we would appreciate very  
11 much your spending a few moments with us to discuss privately  
12 why you are leaving -- maybe a little effort in that regard  
13 might produce results. It is certainly worth it in my  
14 judgment..

15 MR. BIRD: We'll certainly do that.

16 CHAIRMAN ZECH: Class action suits -- Ms. Sakenas  
17 mentioned again upward mobility positions, rotational programs  
18 are also are important things to look at I think, but then her  
19 suggestion also about the attitude of our senior staff and the  
20 salesmanship type of approach. I think that's a very good  
21 comment. Senior staff are very busy. We all recognize that.  
22 They are taking on very serious responsibilities in the  
23 technical world and public health and safety is involved on a  
24 daily basis. On the other hand, people are our greatest  
25 strength and somewhere or another, Mr. Stello, we've got to

1 figure out how to perhaps help our senior staff to spend maybe  
2 a little more time focusing on them. All those that I know are  
3 extremely outstanding individuals and their intentions are  
4 right. They want to do the right thing, but perhaps maybe we  
5 can help them to evolve themselves more in this program because  
6 again, no matter what we say here today at this table, all of  
7 us, it is important that our views get understood and get  
8 implemented down the line.

9 Again I don't criticize so much our senior and middle  
10 level staff for leadership because I think they are very  
11 outstanding individuals. That is pretty much across the board  
12 but people are our greatest strength. If we believe that, we  
13 simply have got to figure out a better way to focus on those  
14 kind of issues and results.

15 Let me just conclude by saying that clearly there is  
16 room for improvement and I think this agency has a very  
17 constructive, positive outlook on EEO programs and people  
18 programs across the board. We want to follow through on those  
19 programs, so again I would say I thank all of you today for  
20 your constructive, positive suggestions. This is the way to  
21 make progress, in my judgment. I would think that if we have a  
22 survey form, which it seems like the appropriate thing to do,  
23 that it be designed, and perhaps you can contribute in a  
24 positive way to make the constructive value from the form, not  
25 just a lot of negative complaints. If people want to say

1 negative things, certainly that's their option, but we should  
2 really seek positive suggestions. How can we improve? That is  
3 the important thing, I think, if we can design the survey with  
4 your help in that regard I think it would perhaps be a very  
5 useful contribution to our efforts to improve in this area.

6 This was as far as I am concerned the most productive  
7 EEO meeting we've had and it is due to your constructive,  
8 positive attitude and your willingness to improve and I can't  
9 help but think that with that kind of an approach that we will  
10 indeed improve.

11 Are there any other suggestions? Comments?

12 Thank you very much for an excellent presentation.  
13 We stand adjourned.

14 [Whereupon, at 11:20 a.m., the hearing was  
15 adjourned.]

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CERTIFICATE OF TRANSCRIBER

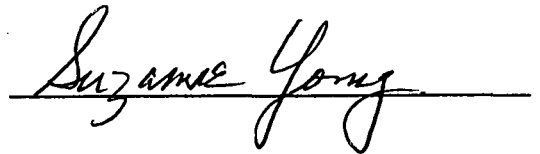
This is to certify that the attached events of a meeting of the U.S. Nuclear Regulatory Commission entitled:

TITLE OF MEETING: BRIEFING ON EEO PROGRAM

PLACE OF MEETING: Washington, D.C.

DATE OF MEETING: WEDNESDAY, JULY 6, 1988

were transcribed by me. I further certify that said transcription is accurate and complete, to the best of my ability, and that the transcript is a true and accurate record of the foregoing events.

A handwritten signature in cursive script, reading "Suzanne Yong", is written over a horizontal line.

Ann Riley & Associates, Ltd.

## EEO BRIEFING AGENDA

Opening Remarks . . . . . V. Stello

EEO Update . . . . . W. Kerr

- ° Percent of Minorities and Women
- ° Number of Minorities and Women at GG-11 and Above (PFT)
- ° Distribution Males/Females GG-13 Through GG-18
- ° Minorities at GG-13 and Above
- ° SES by Gender and Minority Status
- ° Current Discrimination Complaints

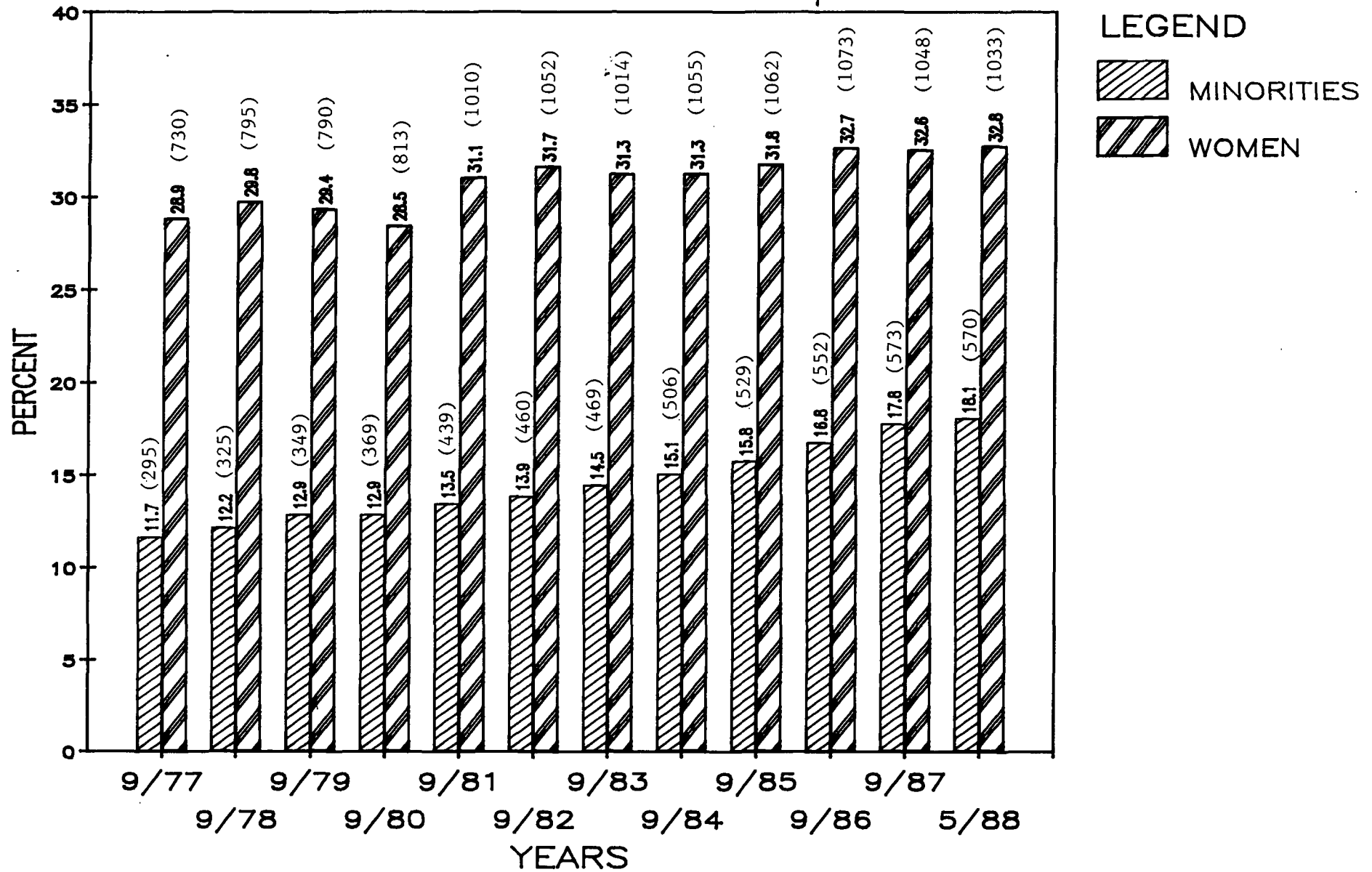
### Responses to January 5, 1988 Staff Requirements Memorandum

- ° Other Agency EEO Programs/SES . . . . . W. Kerr
- ° Imbalance in Hiring Performance . . . . . W. Kerr
- ° Training Programs In Support of Women and Minorities . . . . . P. Bird
- ° Recruitment of Women and Minorities . . . . . P. Bird
- ° Other EEO Efforts . . . . . Bird/Kerr

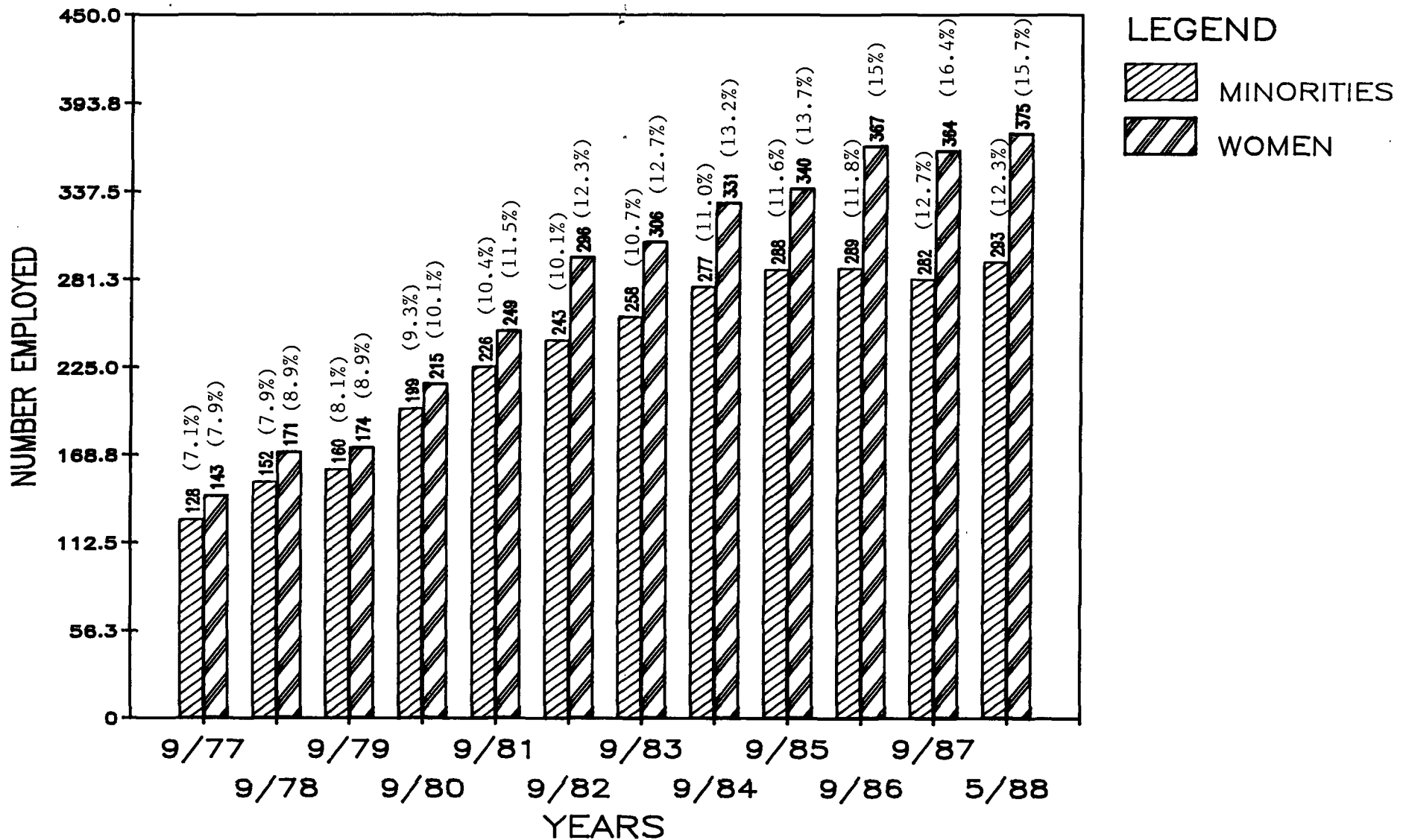
### EEO Advisory Committees

- ° Affirmative Action Advisory Committee . . . . . R. Tripathi
- ° Blacks In Government, NRC Chapter of . . . . . S. Pettijohn
- ° Committee on Age Discrimination . . . . . L. Cobb
- ° Federal Women's Program Advisory Committee . . . . . C. Sakenas
- ° EEO-Labor/Management Advisory Committee . . . . . J. Souder

# PERCENT OF MINORITIES & WOMEN FULL TIME PERMANENT STAFF

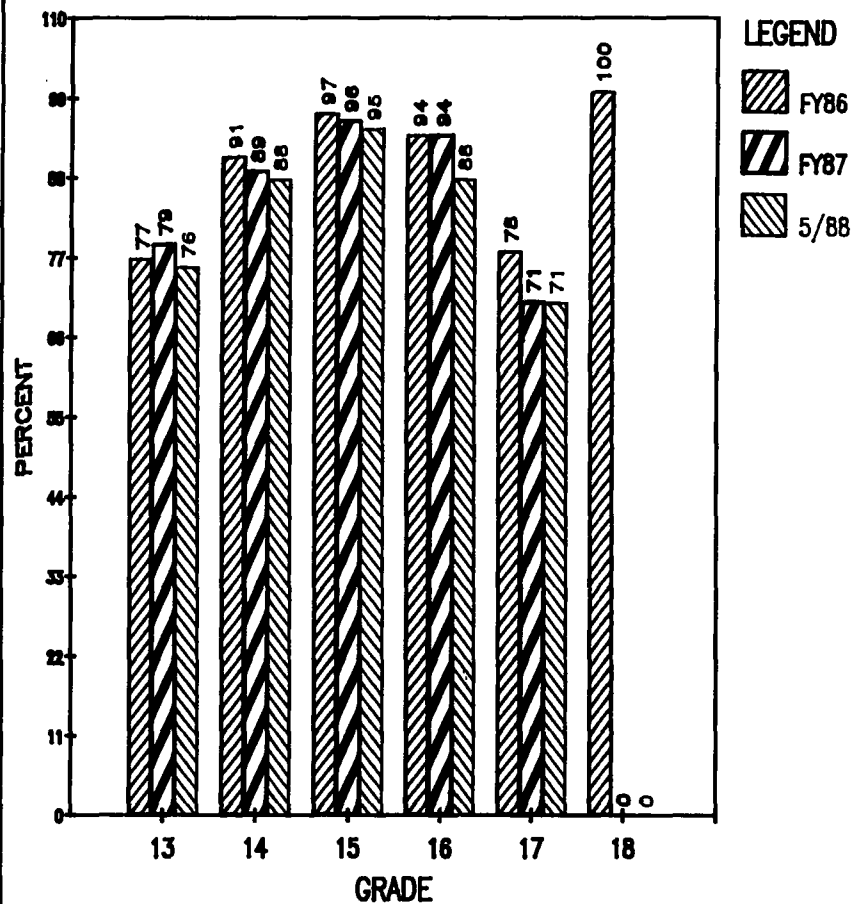


# NUMBER OF MINORITIES & WOMEN GG-11 AND ABOVE FULL TIME PERMANENT

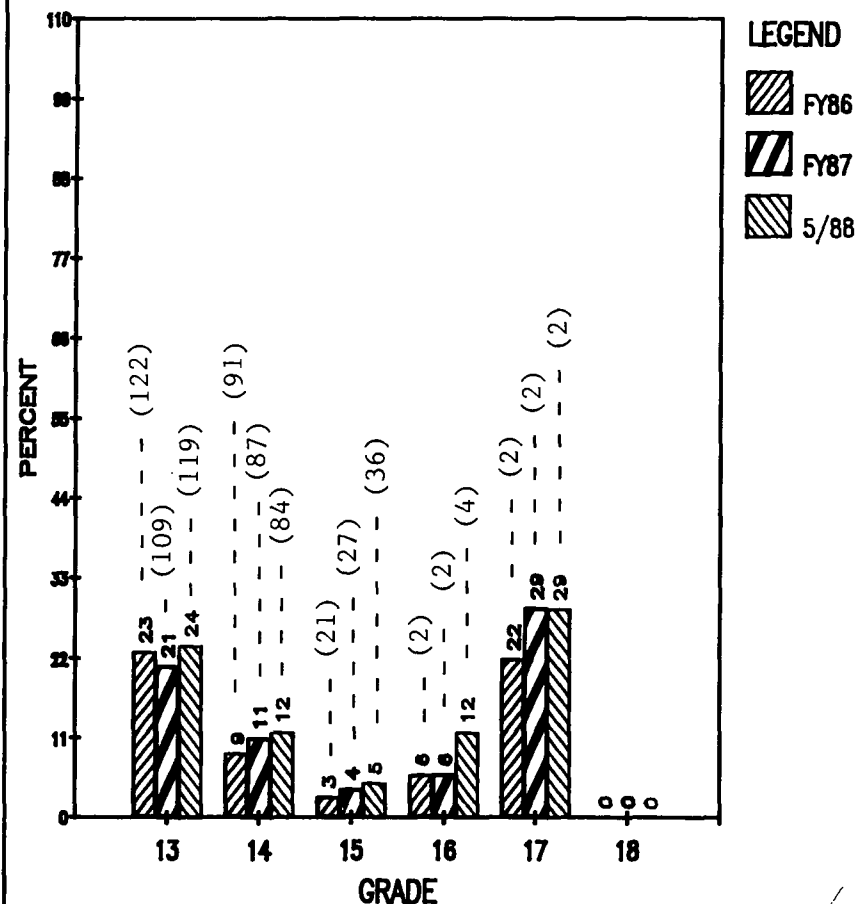




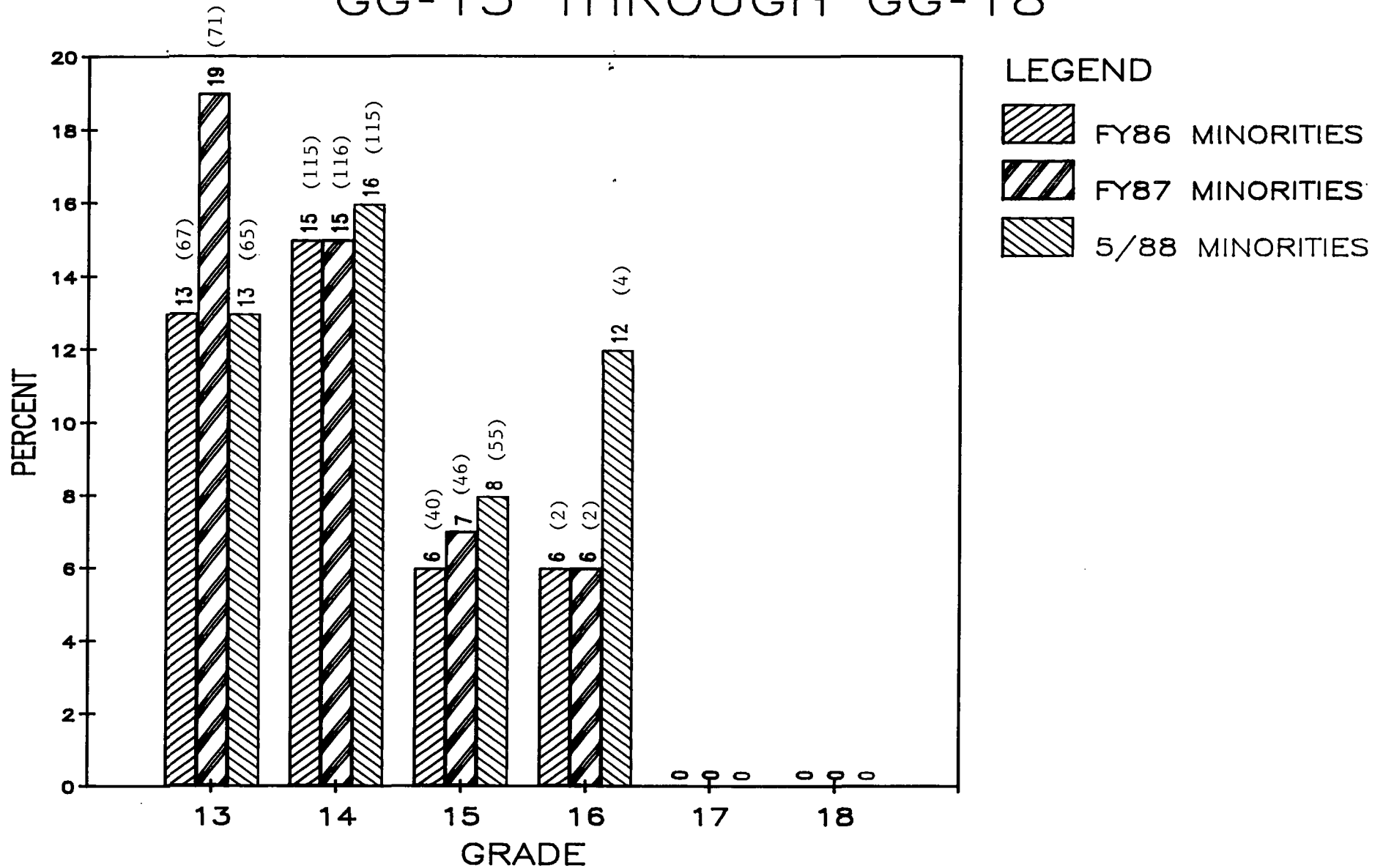
# DISTRIBUTION OF MALES GRADES GG-13 THROUGH GG-18 FY 1986 THROUGH 5/31/88



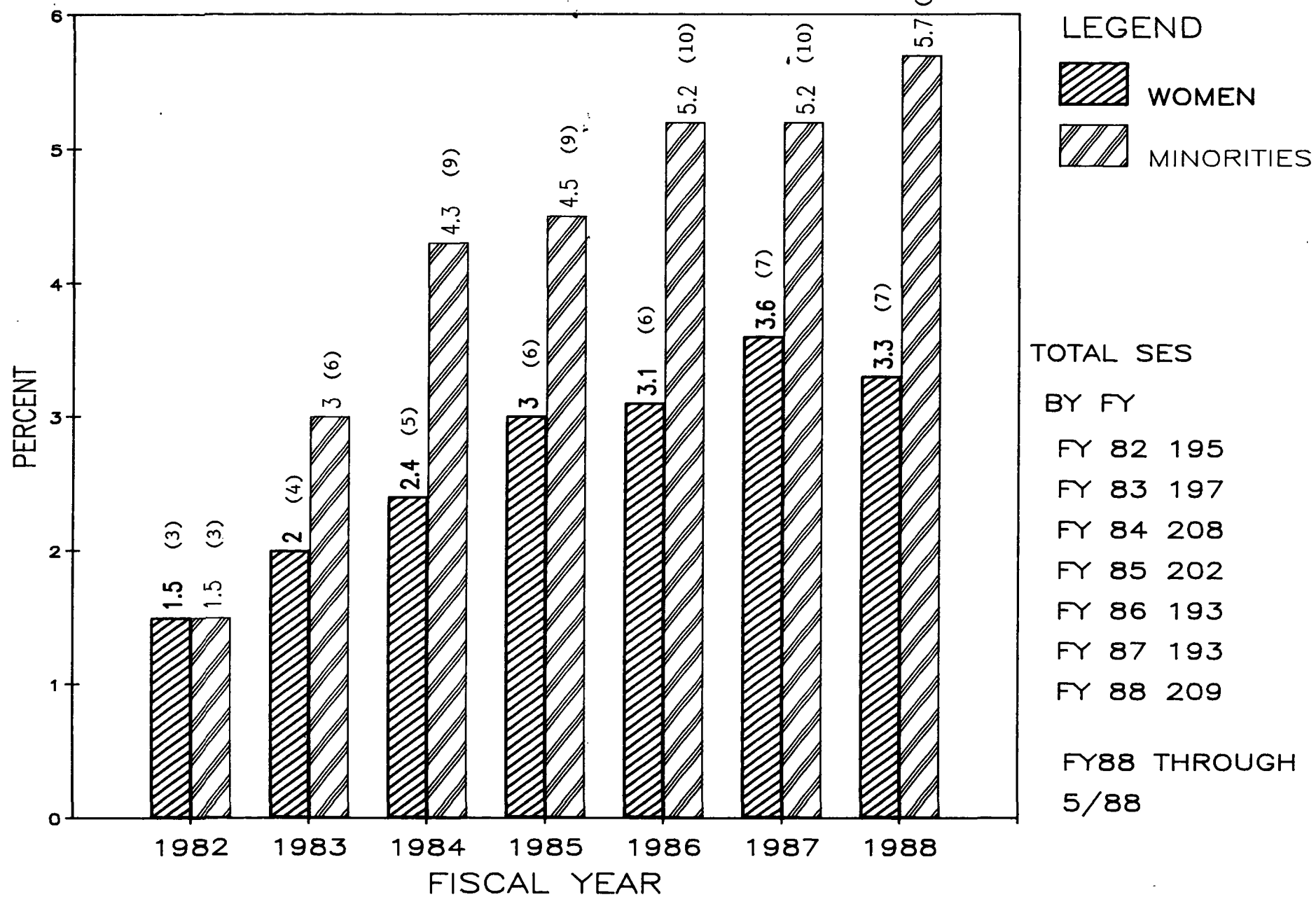
# DISTRIBUTION OF FEMALES GRADES GG-13 THROUGH GG-18 FY 1986 THROUGH 5/31/88



# DISTRIBUTION OF STAFF BY MINORITY FOR GRADES GG-13 THROUGH GG-18



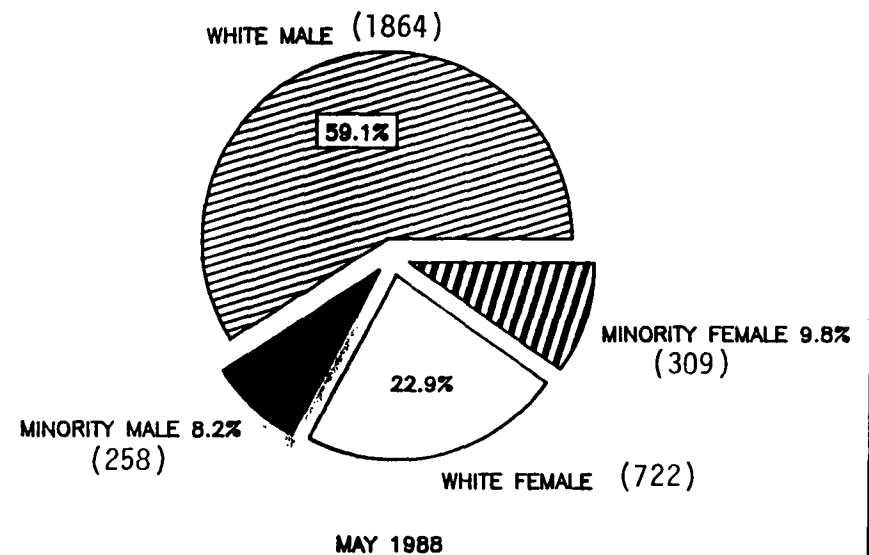
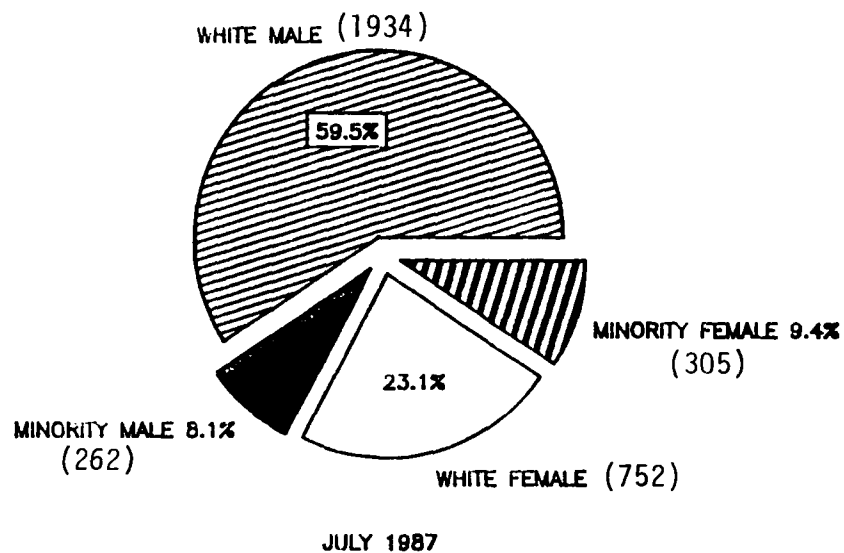
# SES BY GENDER AND MINORITY STATUS



CURRENT DISCRIMINATION COMPLAINTS  
BY HEADQUARTERS AND REGIONAL OFFICES  
AS OF MAY 31, 1988

|   | <u>REGION II</u> | <u>ASLBP</u> | <u>NRR</u> | <u>OIA</u> | <u>REGION IV</u> | <u>TOTAL</u> |
|---|------------------|--------------|------------|------------|------------------|--------------|
| A. <u>Outside Applicant:</u>                      |                  |              |            |            |                  |              |
| 1. Based on age                                   |                  | 1            |            |            |                  | 1            |
| B. <u>Regional Office:</u>                        |                  |              |            |            |                  |              |
| 1. Based on sex and sex harassment                | 1                |              |            |            |                  | 1            |
| 2. Based on race                                  |                  |              |            |            | 1                | 1            |
| C. <u>Headquarters:</u>                           |                  |              |            |            |                  |              |
| 1. Based on sex                                   |                  |              | 2          |            |                  | 2            |
| 2. Based on retaliation                           |                  |              | 1          | 1          |                  | 2            |
| 3. Based on age                                   |                  |              | 33         |            |                  | 33           |
| 4. Based on race, color, national origin, and age |                  |              | 2          |            |                  | 2            |
| TOTAL   | 1                | 1            | 38         | 1          | 1                | 42           |

# POPULATION (PFT) OF THE NUCLEAR REGULATORY COMMISSION BY SEX AND MINORITY

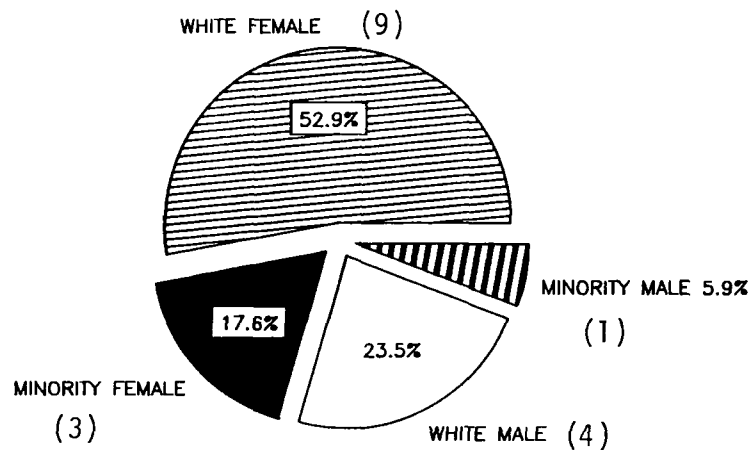


## NRC DEMOGRAPHICS

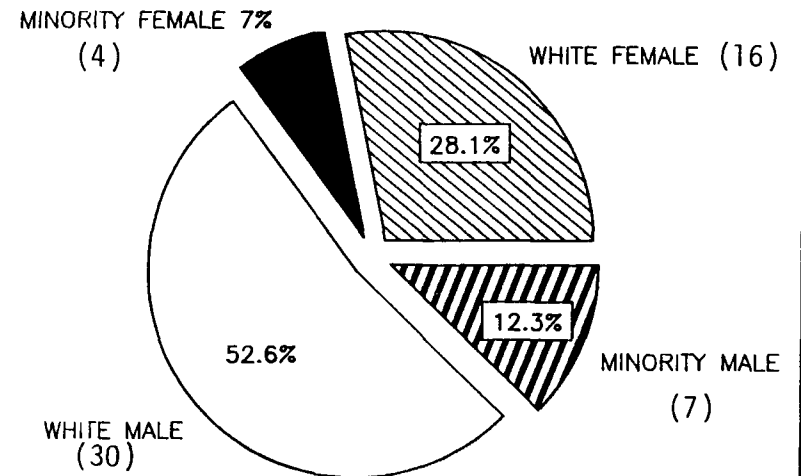
WHITE MALE/FEMALE  
59.1%      22.9%

MINORITY MALE/FEMALE  
8.2%      9.8%

### NRC ROTATIONAL ASSIGNMENTS BY GENDER AND RACE FOR FY 88 TO-DATE NON-SES

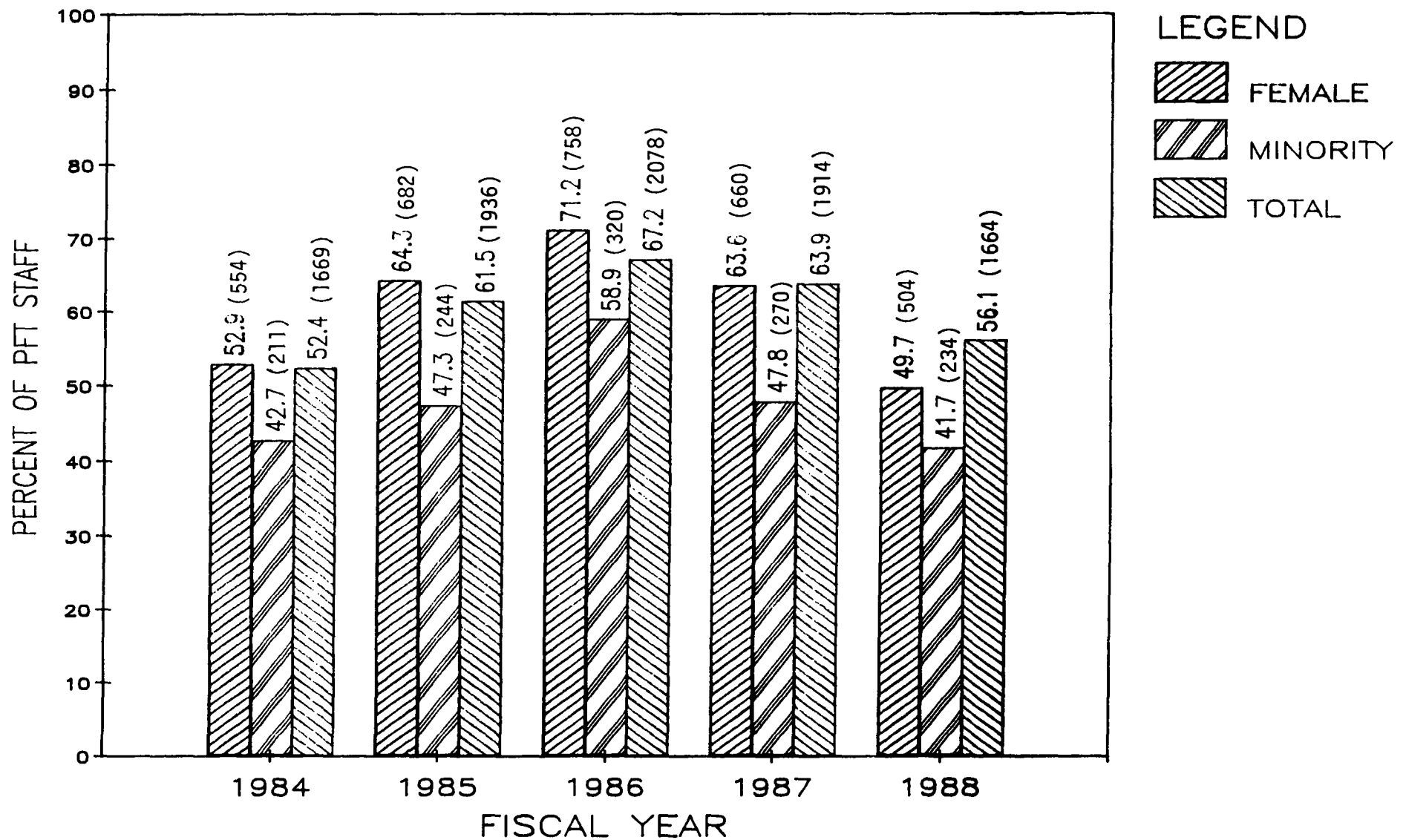


### INTERAGENCY TRAINING BY GENDER AND RACE FOR FY 88 TO-DATE NON-SES



INCLUDES; WOMEN'S EXECUTIVE LEADERSHIP PROGRAM;  
EXECUTIVE POTENTIAL FOR MID-LEVEL EMPLOYEES  
CONGRESSIONAL FELLOWSHIPS; FEDERAL EXECUTIVE  
INSTITUTE; AND, EXECUTIVE SERVICE CENTER

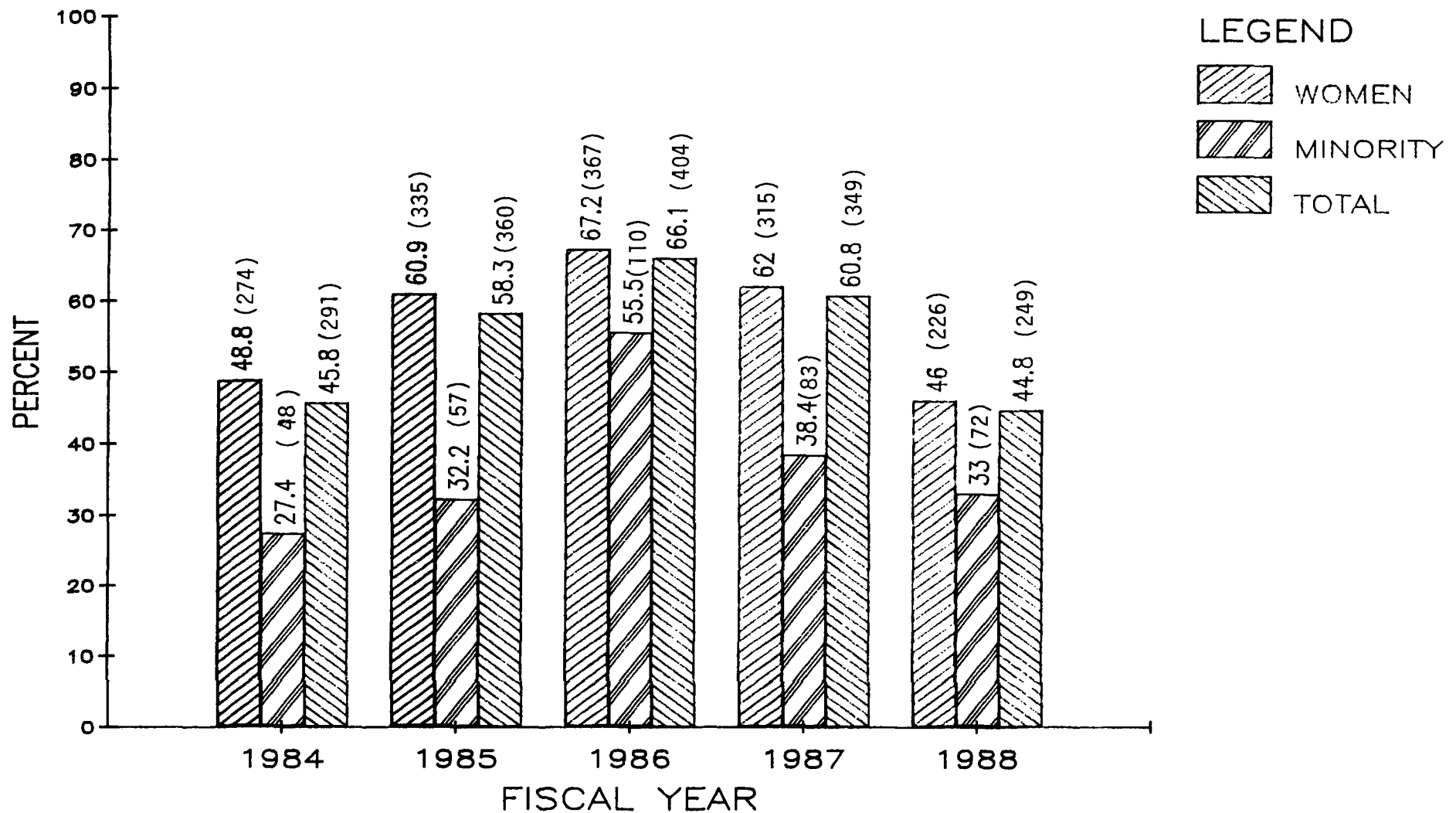
# COMPARISON OF EMPLOYEES TRAINED FOR FEMALES & MINORITIES FY84 - FY88 YEAR TO DATE



# COMPARISON OF EMPLOYEES TRAINED FEMALES AND MINORITIES

GG5 - GG8

FY84 - FY88 (6-15-88)

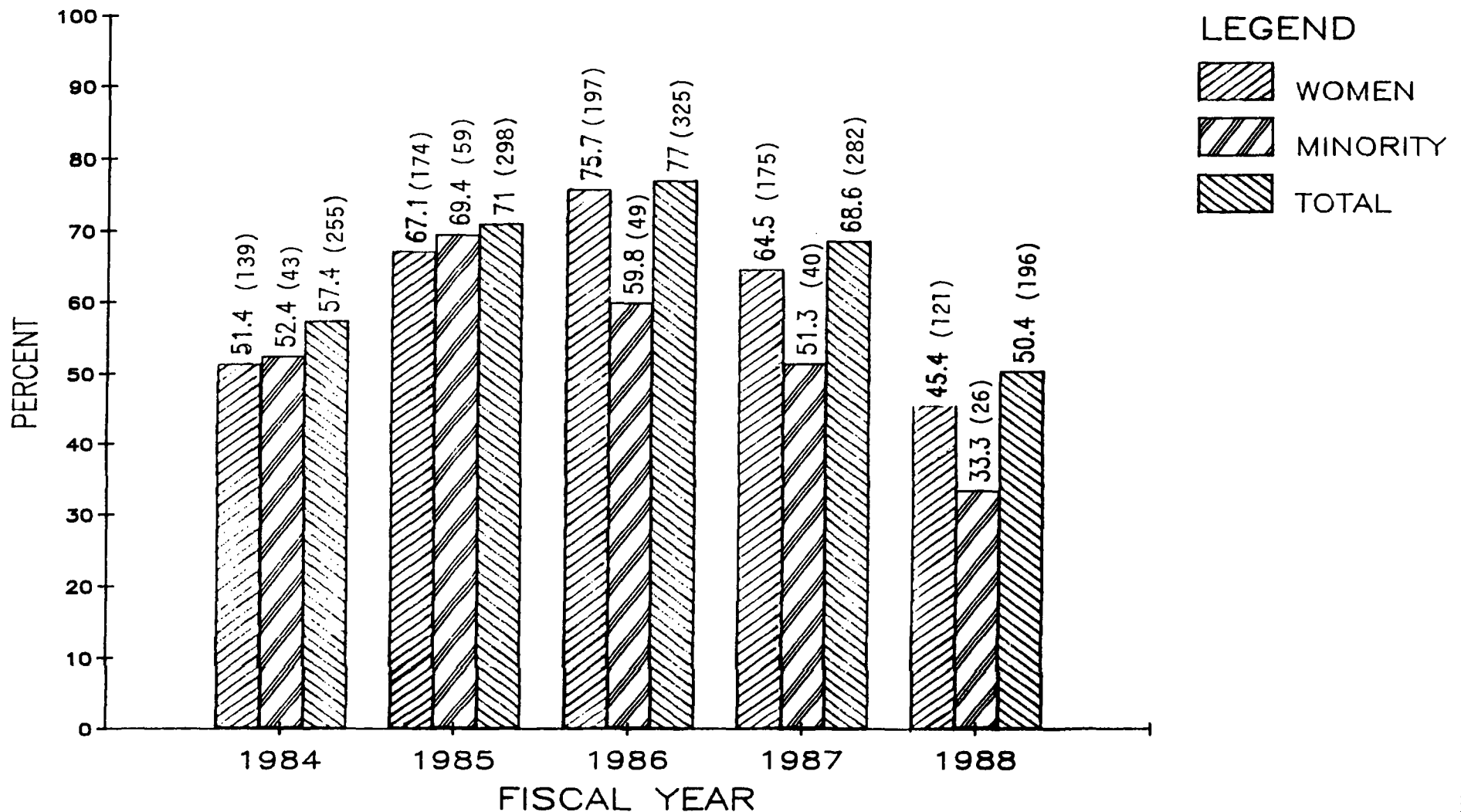




# COMPARISON OF EMPLOYEES TRAINED FEMALES AND MINORITIES

GG9 - GG12

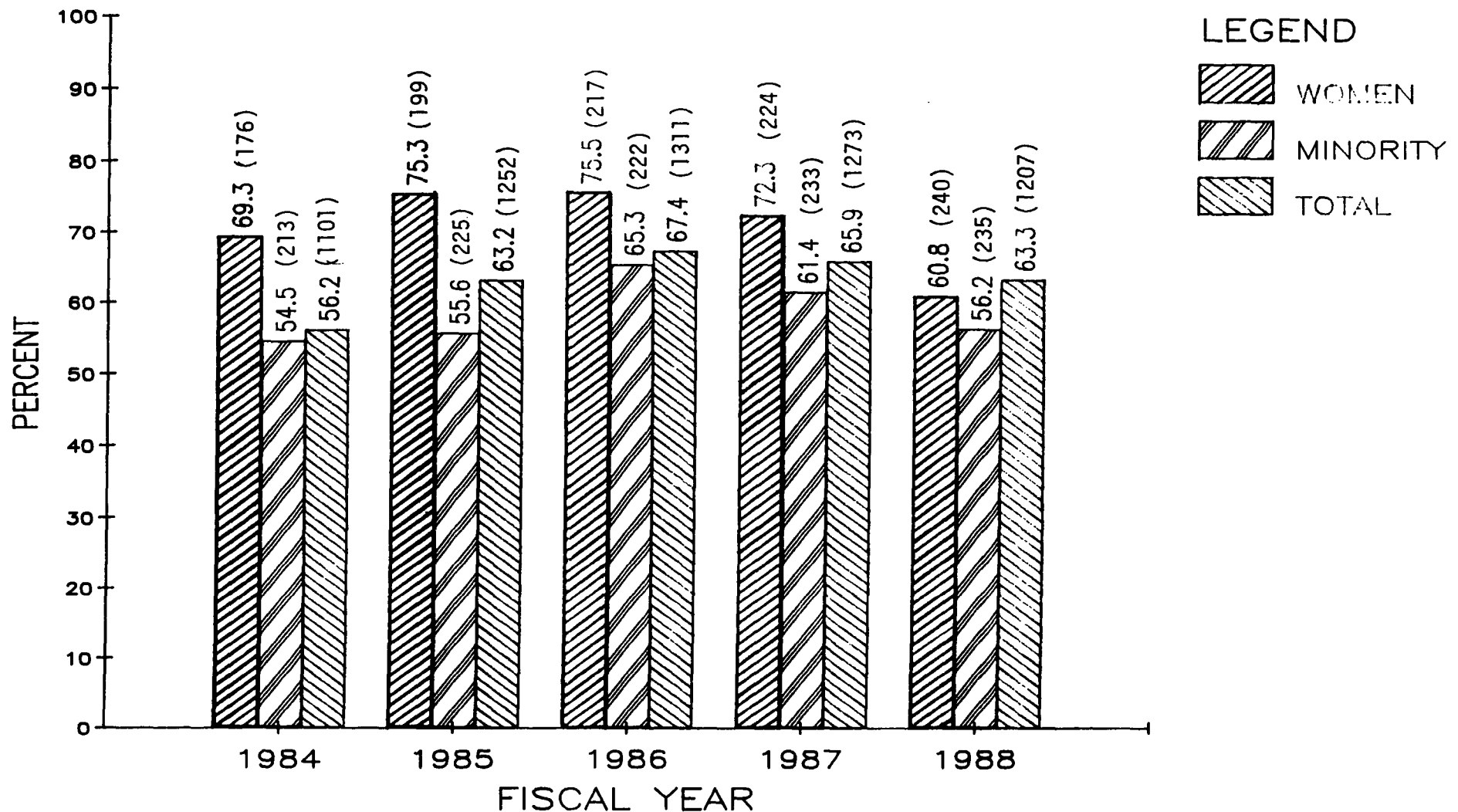
FY84 - FY88 (6-15-88)



# COMPARISON OF EMPLOYEES TRAINED FEMALES AND MINORITIES

GG13 - GG15

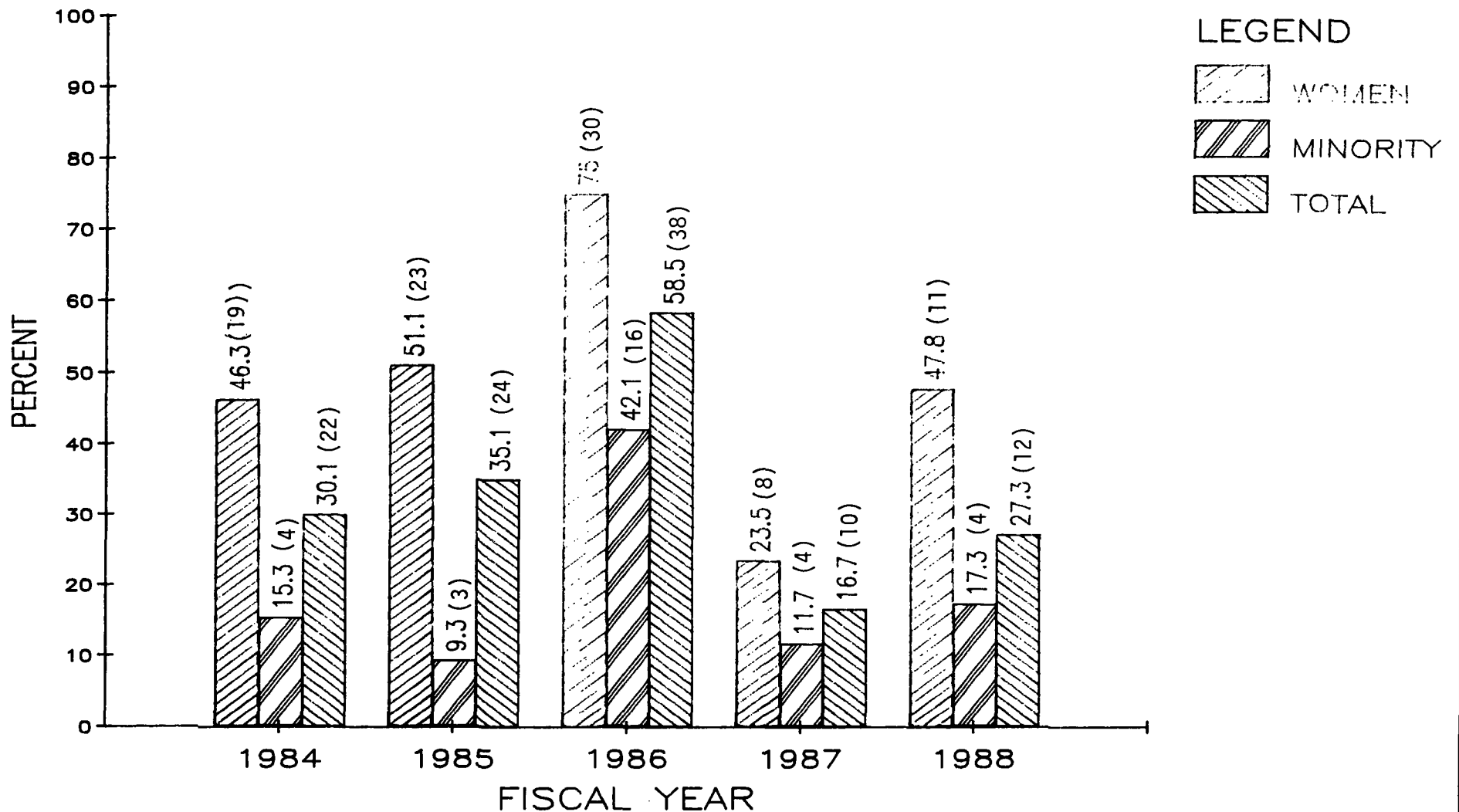
FY84 - FY88 (6-15-88)



# COMPARISON OF EMPLOYEES TRAINED FEMALES AND MINORITIES

GG1 - GG4

FY84 - FY88 (6-15-88)



PROFESSIONAL RECRUITMENT EFFORTS - WOMEN AND MINORITIES

HIRES AND ACCEPTED OFFERS - FY 1988 TO DATE

|             |  |   |
|-------------|--|---|
| ENTRY LEVEL |  | 9 |
|-------------|--|---|

|       |   |
|-------|---|
| WOMEN | 3 |
|-------|---|

|            |   |
|------------|---|
| MINORITIES | 2 |
|------------|---|

|                        |  |    |
|------------------------|--|----|
| FULL PERFORMANCE LEVEL |  | 55 |
|------------------------|--|----|

|       |    |
|-------|----|
| WOMEN | 10 |
|-------|----|

|            |   |
|------------|---|
| MINORITIES | 9 |
|------------|---|

|   |  |    |
|---|--|----|
| TOTAL PROFESSIONAL HIRES/PENDING OFFERS |  | 64 |
|---|--|----|

|       |    |
|-------|----|
| WOMEN | 13 |
|-------|----|

|            |    |
|------------|----|
| MINORITIES | 11 |
|------------|----|