

UNITED STATES OF AMERICA NUCLEAR REGULATORY COMMISSION

Title: BRIEFING ON EEO PROGRAM

Location: ROCKVILLE, MARYLAND

Date: MAY 3, 1990

Pages: 74 PAGES

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UNITED STATES OF AMERICA
NUCLEAR REGULATORY COMMISSION

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BRIEFING ON EEO PROGRAM

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PUBLIC MEETING

Nuclear Regulatory Commission
One White Flint North
Rockville, Maryland

Thursday, May 3, 1990

The Commission met in open session, pursuant to notice, at 2:00 p.m., Kenneth M. Carr, Chairman, presiding.

COMMISSIONERS PRESENT:

KENNETH M. CARR, Chairman of the Commission
THOMAS M. ROBERTS, Commissioner
KENNETH C. ROGERS, Commissioner
JAMES R. CURTISS, Commissioner
FORREST J. REMICK, Commissioner

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STAFF SEATED AT THE COMMISSION TABLE:

SAMUEL J. CHILK, Secretary

JOSEPH SCINTO, Office of the General Counsel

JAMES TAYLOR, Executive Director for Operations

WILLIAM KERR, Director, Office of SDBU/CR

PAUL BIRD, Director, Office of Personnel

RAYNARD WHARTON, Affirmative Action Advisory Committee

NEIL COLEMAN, Committee on Age Discrimination

CAROLYN STABLER, Federal Women's Program Advisory Committee

ELMO ALLEN, NRC Chapter of Blacks in Government

WALTER SCHWINK, Joint Labor-Management/EEO Advisory Committee

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

2:00 p.m.

CHAIRMAN CARR: Good afternoon, ladies and gentlemen.

The Commission meets today to hear a progress report in NRC's Equal Employment Opportunity Program. The NRC staff and our employee advisory committees meet with the Commission periodically to discuss the status of our efforts to achieve our EEO goals and objectives. Our last meeting on this subject was held on September the 5th, 1989.

The Nuclear Regulatory Commission has made slow, but steady progress over the years in implementing the objectives of its EEO Program. The process of developing our employees and promoting them to positions of responsibility is a necessarily longer term effort than most of us would like. Yet it is of crucial importance to the future of our agency and our ability to carry out our regulatory responsibilities. Although not an easy task, it is one that enjoys the full support of the Commission and the NRC management alike.

Recently, issues related to fairness and job satisfaction have been increasingly identified in our EEO meetings and in other contexts as areas of

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1 concern. Issues associated with the adequacy of our
2 performance appraisal system, views expressed in
3 employee opinion surveys, and renewed interest in the
4 rotation program all point to the existence of an
5 additional layer of EEO-related issues affecting our
6 employees in their current positions. These issues
7 can and must be resolved if we're to insure that the
8 NRC work environment is one of satisfaction and
9 fairness. I ask employees and management alike to
10 work together to resolve these issues equitably.

11 Do any of my fellow Commissioners have any
12 comments they wish to make at this time?

13 If not, Mr. Taylor, please proceed.

14 MR. TAYLOR: Good afternoon. With me at the
15 table are the Chairpersons of the five advisory
16 committees on EEO matters who will report their views
17 and recommendations. In addition, Bill Kerr will
18 review statistics on Agency hiring, advancement of
19 women and minorities and the status of EEO complaints.
20 Paul Bird will address items of interest identified in
21 the staff requirements memorandum that resulted from
22 our last briefing.

23 Before we hear from the committees, I would
24 like to touch briefly on some highlights since the
25 last briefing. As Bill will show in detail, the

1 representation of women and minorities in the staff
2 has remained about the same since the last briefing,
3 with some slight increases at grade 11 and above. A
4 bright spot is the increase in the number of women in
5 grade 15, from 38 to 50 since the last briefing.

6 In addition, the number of women in the SES
7 increased by one, as did the number of minorities. I
8 am pleased to report that two black men have been
9 selected for the SES and will be appointed in the near
10 future. Those appointments are currently in progress.

11 I would also like to draw your attention to
12 two developments that hold significant promise for
13 future EEO gains. The first is the continuing growth
14 of the intern program. At present, we have 16 interns
15 on board. Ten of them are minority, five men and five
16 women, and six are women, five of whom are minority
17 women. There are 15 more in the recruitment pipeline,
18 six are minority, two men and four women and eight are
19 women, four of whom are minority. The program is
20 firmly in place in NRR and being established in other
21 program offices and regions. So we're getting a good
22 mix of minority representation in the intern programs.

23 The second program or development is a pilot
24 program to augment the career potential of minority
25 employees. I came away from the last EEO briefing

1 with a concern about the program of minority
2 employees. What I heard was that while the Agency was
3 making progress in the advancement of women and in the
4 hiring of minorities, the career development of some
5 groups was stalling out after several years.

6 So, I asked Bill Kerr to develop an
7 initiative to augment the career potential of under
8 represented groups. Bill has begun by targeting black
9 employees in grades 13 and 14 in the scientific and
10 engineering disciplines. He, with the assistance of
11 Office of Personnel people, have implemented a pilot
12 program which is currently in effect with the
13 participation of 16 black employees from five
14 Headquarters offices.

15 The focus of the program is the development
16 of specific, realistic, forward-looking individual
17 development plans based on detailed review of
18 employees' credentials and interviews with the
19 employees and their managers. It is also to very much
20 incorporate the desires as appropriate of the
21 individual employee.

22 The program to date has been well received
23 by both managers and employees. Most of the plans are
24 in place and Bill will be following up on their
25 implementation. I'm very pleased at the start of

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1 these black employees.

2 In addition to the development plans
3 themselves, the program has led to valuable
4 communication on related EEO issues. I believe the
5 initiative has shown enough promise at the front end
6 to warrant expanding it to other groups and we tend to
7 do that. Notwithstanding these positive trends, I'm
8 concerned about some other EEO areas and you'll hear
9 about those today. Preliminary assessment of the
10 fiscal year '89 performance appraisal results indicate
11 that the pattern, disparate results for some
12 minorities and age groups is continuing, an analysis
13 of the results is under way and I will see what
14 courses of action may be indicated when I have further
15 information, and what steps I can take.

16 Another area that concerns me is the
17 attrition rate of minority employees. As you will see
18 later on, it is higher for some minority groups and
19 for employees generally. Recent surveys indicate that
20 black employees may leave or plan to leave because
21 they are less satisfied with their jobs with the
22 Agency than are other employees. I will gauge what
23 effect the career development initiative and actions
24 taken in response to the employees' suggestion survey
25 have on improving this situation. I'm ready to take

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1 whatever other steps are appropriate.

2 Finally, it's clear we need to be more
3 successful in Hispanic recruitment. You'll see that
4 by the numbers. Paul has increased the outreach to
5 Hispanic sources for recruiting and hiring and will
6 continue to do so in the upcoming cycles of
7 recruitment.

8 Our agenda then for the near-term will focus
9 on expanding the intern program, extending the career
10 development initiative to other groups, continuing the
11 emphasis on Hispanic recruitment and doing whatever we
12 can to work out problems in disparate appraisal
13 results and minority attrition.

14 I'll ask Bill Kerr to introduce the
15 chairpersons of the advisory committees who will
16 present their individual reports.

17 COMMISSIONER ROGERS: Just before you start
18 on that, if I could just ask one question. Is anyone
19 going to say anything more about the intern program?

20 MR. TAYLOR: I think we're prepared to do
21 that and answer questions.

22 COMMISSIONER ROGERS: You'll do that a
23 little bit later?

24 MR. BIRD: That's not in my script, but I'd
25 be happy to respond.

1 COMMISSIONER ROGERS: Okay. We'll pick it
2 up then.

3 MR. BIRD: Okay.

4 MR. KERR: Mr. Chairman, the representatives
5 from the various constituency committees you're going
6 to hear from this afternoon are Neil Coleman from the
7 Committee on Age Discrimination; Ray Wharton,
8 Affirmative Action Advisory Committee; Elmo Allen from
9 the NRC Chapter of Blacks in Government; Carolyn
10 Stabler, Federal Women's Program Advisory Committee;
11 and Walter Schwink from the Joint Labor-Management/EEO
12 Advisory Committee. And we will have their
13 presentations in that order, starting with Neil
14 Coleman.

15 Neil?

16 MR. COLEMAN: Good afternoon. The Committee
17 on Age Discrimination was established in 1977 to
18 advise the EEO and the Director of the Office of Small
19 and Disadvantage Business Utilization and Civil
20 Rights, known as OSDBUCR, on matters related to age
21 discrimination and to make recommendations to help
22 ensure that age isn't a factor in job selection,
23 career development, promotions, training and other
24 employee-related matters.

25 The Age Discrimination in Employment Act of

1 1967, as amended, pertains to people over 40 and under
2 the age of 70. This is the age span that we focus on,
3 since by Congress' definition this is the protected
4 age group. Although our committee is primarily
5 concerned with impacts on employees over age 40, I'm
6 pleased to tell you that our committee has always
7 included members under age 40.

8 Performance appraisals play a major role in
9 overall career development at NRC. Any possible
10 discrimination in the appraisal process can become
11 manifest in the broader range of individual career
12 development, possibly influence promotions, training
13 and other advancement opportunities. Performance
14 ratings are also a factor that is considered during
15 reductions in force.

16 Our committee has been evaluating non-SES
17 performance appraisals since 1982. We've advised
18 management in a number of reports that there has been
19 strong statistical evidence of possible age
20 discrimination with respect to appraisals for non-
21 supervisory engineers and scientists. The statistical
22 imbalances are particularly pronounced for engineers
23 and scientists over age 50. In their analyses of the
24 '87 and '88 non-supervisory performance appraisal
25 data, the Office of Personnel said that age does not

1 seem to be a factor in assigning ratings. We continue
2 to disagree with this conclusion.

3 We have analyzed the '87, '88 and '89
4 appraisal data for non-supervisory male engineers and
5 physical scientists. These are two job categories
6 where there are enough employees to do meaningful
7 statistical analyses as opposed to the general agency-
8 wide population. The '87 data indicated strong
9 statistical evidence of possible age discrimination in
10 that engineers and scientists over age 50 receive
11 substantially lower rating than those under age 50.
12 For '88 and '89, these imbalances intensified.

13 We're gratified that the imbalances in the
14 FY '88 appraisals were brought to the attention of NRC
15 managers and supervisors by the EDO in a memorandum
16 dated September 6th of last year. However, we are
17 still concerned and do not understand why NRC's most
18 senior staffers who work with health and safety issues
19 are rated lower on average than their more junior
20 colleagues.

21 Finally, we wish to thank the Office of
22 Personnel for their cooperation and assistance in
23 giving us the data that we need for our analyses. We
24 look forward to continuing to work with the Office of
25 Personnel in our advisory capacity on age-related

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1 matters.

2 CHAIRMAN CARR: Any questions?

3 Thank you very much.

4 MR. KERR: We'll now hear from the
5 Affirmative Action Advisory Committee, Ray Wharton.

6 MR. WHARTON: Good afternoon, Mr. Chairman,
7 Commissioners.

8 I'd like to focus on four major areas.
9 Number one, our assessment of the fiscal '87 and '88
10 performance appraisal data; number two, our analysis
11 of the NRC employee suggestion survey; number three,
12 our review of the rotational assignment program; and
13 number four, minority retention.

14 In our assessment of the 1987 performance
15 appraisal data, we noticed a sharp contrast in the
16 appraisal ratings based on age, gender and ethnicity.
17 For fiscal year '88, we did not notice a similar
18 contrast based on gender and ethnicity. Our major
19 concern is with the appraisal ratings of older male
20 employees in grades 13 through 15. In fiscal year
21 '87, white males over aged 35, followed by Asian and
22 black males, received lower ratings than their younger
23 counterparts. In fiscal year '88, a similar trend
24 continued, except the age shifted to 45 years.

25 This observation is disturbing since nearly

1 50 percent of the Agency's work force is in this
2 category. Therefore, nearly half of the Agency's
3 population is either performing at a lower level or
4 are not being appraised fairly. Our recommendations
5 include obtaining qualified outside assistance to
6 establish the root causes of these disparities and
7 develop strategies to address them, considering long-
8 term intra office assignments to diversify staff,
9 enhance morale and productivity and examine the
10 feasibility of a case by case early retirement.

11 Our analysis of the employee suggestion
12 survey indicated that minority respondents expressed a
13 more negative position of questions related to
14 promotion, career, EEO, stay beyond three years,
15 recognition, awards and discipline.

16 We identified the following concerns: number
17 one, fair treatment of minorities; two, retention of
18 minorities; three, EEO for minorities; and career and
19 promotional opportunities for all NRC employees.

20 Among other recommendations, we suggested
21 that the root causes of these negative responses
22 should be independently identified, assessed and
23 evaluated.

24 Our review of the rotational assignment
25 program covers a period from April 1987 to June 1989.

1 During this period there were 134 employees that
2 participated in the rotational assignment program.
3 All the program offices and most of the staff offices
4 had individuals involved in this program. This
5 representation is commendable and indicates Agency-
6 wide support. However, we believe the program could
7 be utilized more widely whereby enhancing the entire
8 work force. We recommend some incremental assessment
9 of the program including interview with participants,
10 evaluation of the interviews and a feedback mechanism
11 using the participants' input.

12 Regarding minority retention, we believe it
13 is related to three interdependent factors, effective
14 recruiting, fair and equitable treatment, and
15 assessing why minorities wish to leave. We commend
16 the Agency's commitment to recruit minorities and
17 encourage its continued efforts. We recommend that
18 minority employees play a greater role in recruitment
19 efforts.

20 Based on the results of the employee
21 suggestion survey, previous year's appraisal data, and
22 minority representation in senior management
23 positions, it is not clear that minorities are fairly
24 treated -- are fairly or equitably treated. This
25 issue warrants some attention. We believe an effort

1 should be employed to determine the root cause of why
2 higher percentages of minorities indicate a likelihood
3 to leave within three years. We recommend that exit
4 procedures be expanded to determine these root causes.

5 In summary, the Affirmative Action Advisory
6 Committee believes that, if addressed, our concerns
7 will increase productivity of the entire NRC work
8 force and benefit employees by improving the work
9 environment, enhancing morale and ensuring fair
10 treatment.

11 CHAIRMAN CARR: Questions?

12 COMMISSIONER ROGERS: Well, on the
13 rotational assignment program, you mention here the
14 lack of specific guidance or procedural direction. Is
15 there anything that you're aware of that's being done
16 to improve that?

17 MR. WHARTON: No, I'm not. I haven't really
18 spoken with the Office of Personnel in reference to
19 that. As a matter of fact, we had just completed the
20 previous review. We were going to recommend or make
21 some recommendations based on that to the Office of
22 Personnel and request some more current additional
23 information on a rotational assignment program.

24 COMMISSIONER ROGERS: Well, I'm under the
25 impression that there could be more specific

1 information that would be helpful to people
2 considering -- interested in rotational assignments,
3 just how to do it, how to break into it, who to go to,
4 who makes the decisions or makes a decision on making
5 a recommendation for the length of the assignment. If
6 there's a replacement that's required, is it the
7 obligation of the individual who wants to get into the
8 program to find a replacement or is that taken care of
9 some other way?

10 These are questions that I think have come
11 up and it's my understanding that some people just
12 really don't quite know how to deal with breaking into
13 that opportunity.

14 MR. TAYLOR: I think we'll look at that. We
15 have encouraged this and have really set guidelines
16 and starting in SES, as examples, both region to
17 Headquarters and vice versa, but also all staff as
18 appropriate. It's taken both the agreement of the
19 sending supervisor and the agreement of the receiving
20 supervisor to rotate. One of the guidelines of the
21 office is a very disciplined specific so you don't
22 have a couple of idle people out on rotation at the
23 same time or otherwise the mission suffers. So,
24 there's a great deal of negotiation, but your points
25 are well taken and we'll look at that and see if we

1 can get out more specific guidelines, particularly for
2 those who may want to do it and don't --

3 COMMISSIONER ROGERS: Just don't know how to
4 get started. Yes. Fine.

5 CHAIRMAN CARR: Commissioner Curtiss?

6 COMMISSIONER CURTISS: Could I just ask, Ray
7 suggested expanding the exit procedures to evaluate
8 whether and, if so, why we have greater attrition and
9 focus on the root causes. Could you expand upon what
10 we're doing in that area to try to get at that
11 problem, Paul?

12 MR. BIRD: Well, we've done a couple of
13 things recently. I guess the most recent is to
14 administer a short survey to former NRC employees and
15 we reached about 137 employees who responded. I have
16 a part of my briefing that I will cover those
17 responses for those employees and I'd be happy to
18 address it at that point.

19 COMMISSIONER CURTISS: Okay. Thank you.

20 CHAIRMAN CARR: In your comment about the
21 half of work force performing at a lower level, was
22 there a complaint about the -- when you did the
23 analysis, was there an overall unsatisfactory
24 performance or was it just a matter of the level--
25 was there a complaint about the marks themselves or

1 was it just the fact that younger people seemed to be
2 marked higher than the older ones?

3 MR. WHARTON: Well, there's a trend --

4 CHAIRMAN CARR: If everybody is excellent--
5 I mean we're talking about the difference between
6 excellent and outstanding or are we talking about the
7 difference between average and excellent?

8 MR. WHARTON: Well, I think it's more so
9 that there's a trend that appears, and I guess the
10 Committee on Age Discrimination is aware of it also
11 and has spoken of it, where at a certain age for this
12 particular grade range that performance appraisals
13 appear to drop. For, I guess, at least the last three
14 years or so, it's a significant --

15 CHAIRMAN CARR: I guess what I'm trying to
16 probe is is the employee's performance mark going down
17 on an individual performance basis or is it the fact
18 that the younger guys are overall getting higher
19 marks?

20 MR. WHARTON: I don't know if the data
21 presents -- I guess the data exists and that answer
22 could be found. Our data doesn't address that. It
23 just said there is a drop in performance --

24 CHAIRMAN CARR: Let me ask Neil if they
25 looked at it that way. Can you help me out any?

1 MR. COLEMAN: The way it was looked at is we
2 assigned a numerical score to the numbers of
3 outstanding ratings, excellent ratings, fully
4 successful ratings and so on. That way we're really
5 getting a score for the entire group of people in that
6 category.

7 CHAIRMAN CARR: Yes. I --

8 COMMISSIONER ROBERTS: But that doesn't
9 answer your basic question.

10 CHAIRMAN CARR: No, it doesn't help me out,
11 but I understand what you did, I guess. Really, I
12 guess, I'm trying to focus on whether the older guys
13 are being marked too low or the younger guys are being
14 marked too high. Everybody is not going to be average
15 in the Agency.

16 MR. WHARTON: Our position is generally that
17 either the older guys are not working at the level
18 they had once worked at or they're not being marked
19 fairly. Either their performance is dropping off or
20 they're not being marked fairly.

21 CHAIRMAN CARR: Or the competition is
22 getting tougher.

23 MR. WHARTON: That possibility does exist.

24 CHAIRMAN CARR: Okay. I understand.

25 Any other questions?

1 Thank you.

2 MR. ALLEN: My name is Elmo Allen. I'm here
3 today to speak on behalf of the NRC Chapter of Blacks
4 in Government.

5 NRC BIG is a local chapter of a national
6 organization established to work towards the
7 realization of equal employment and the cultural and
8 professional development of black people. We serve
9 many roles, including that of an EEO advisory
10 committee at NRC, which explains our being here today.

11 We have participated in these briefings for
12 a number of years now and, as usual, appreciate the
13 opportunity to comment on the NRC's EEO program. We
14 believe it is the responsibility of NRC BIG to speak
15 candidly about the issues that affect black employees.
16 We further believe that our candid presentations have
17 been largely responsible for the progress that the
18 Agency has made in this area.

19 In this regard, I would like to address an
20 issue that we have raised before, and that is the lack
21 of black employees in management or supervisory
22 technical positions and technical positions at the EDO
23 or Commission levels.

24 Since we began our participation in these
25 briefings, we have seen the Agency expend a lot of

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1 energy on enhancing opportunities for blacks and we
2 applaud those efforts. It is still disheartening,
3 however, to see that despite the Agency's efforts,
4 this is an area where those efforts don't seem to have
5 had much impact.

6 This condition by itself is important to
7 note. But more important is the negative impact it
8 has had and continues to have on black employees.
9 Black employees see this condition as the real
10 evidence of the much talked about glass ceiling. We
11 can see through to the top, but somehow there seems to
12 be an invisible barrier keeping us from getting there.
13 As long as this condition exists, it won't be easy for
14 black employees to strive for something they perceive
15 will never be.

16 Many explanations have been offered as
17 reasons why there are no black employees in such
18 positions. In our opinion, however, these
19 explanations amount to little more than speculation or
20 conjecture. While there continues to be a discussion
21 of these supposed reasons, black employees continue to
22 miss out on appointments to these positions. We think
23 it is time for a critical analysis of the causes of
24 this effect and the determinations of actions -- I'm
25 sorry -- determination of actions that will make a

1 difference.

2 Yet we are not here to criticize. Our goal
3 is to seek out effective solutions to a problem that
4 simply will not go away. We are aware that there is
5 an initiative underway through which the medium of
6 IDPs may eventually have some impact. We encourage
7 the Commission and staff to continue their efforts.
8 We also believe that continued emphasis by the
9 Commission to all levels of NRC management on showing
10 commitment by actions rather than words will have a
11 significant impact on this problem.

12 This concludes my short comments and I stand
13 ready to answer any questions you might have regarding
14 this.

15 CHAIRMAN CARR: Commissioner Remick?

16 Commissioner Roberts?

17 Thank you very much.

18 MR. KERR: Okay. We'll now hear from
19 Carolyn Stabler.

20 MS. STABLER: Mr. Chairman, Commissioners,
21 my name is Carolyn Stabler and I am representing the
22 Federal Women's Program Advisory Committee. The
23 members of our committee are happy to have this
24 opportunity to talk with you.

25 Today we would like to focus on several

1 issues that are of great concern to the Federal
2 Women's Program Advisory Committee. Our major
3 emphasis centers around the under representation of
4 women in Senior Executive Service positions.

5 NRC's work force is approximately 33 percent
6 women, yet in the Senior Executive Service only ten
7 out of 206 members are women. This is approximately
8 five percent of the SES are women and less than one
9 percent of the women in the NRC are in the Senior
10 Executive Service. What is even more disturbing is
11 the fact that there are no blacks or other minority
12 women within the SES.

13 Previously, this might have been justified
14 by the lack of technically trained women in our Agency
15 or of the women in grades 14 and 15 who qualify for
16 administrative SES positions. The perceptions that
17 support jobs are women's jobs or that we do not have
18 competent, qualified women are no longer valid. But
19 consistently, men with technical backgrounds are
20 selected to fill even the administrative support SES
21 jobs when competent women are available for these
22 opportunities.

23 The Federal Women's Program believes that
24 NRC has sufficient numbers of women in grades 14 and
25 15 who are highly qualified to serve in these SES

1 positions. Seventy-seven of these women are in
2 technical classifications. One hundred and two of
3 these GS-14 and 15 women are in administrative
4 positions, including, but not limited to program
5 planning, budget, security and legal.

6 Now, let's look more closely at the NRC SES
7 positions. Out of the 206 positions, 153 are
8 classified as technical which leaves 53 SES positions
9 classified as non-technical. Women have traditionally
10 held most of the administrative positions in the NRC,
11 but not at the upper levels. We would like to know
12 why women are not being given the chance to be
13 considered for administrative support or technical SES
14 positions.

15 A review of the Agency's past practices
16 reveal that technical men are almost always selected
17 for administrative SES positions. Some extremely well
18 qualified women have started in clerical jobs at NRC,
19 have been promoted on merit to grades 13, 14 or even
20 15, but then they hit the glass ceiling. We would
21 like to know what steps can be taken to change this
22 pattern.

23 NRC's Office of Personnel has been
24 instrumental in providing both men and women at all
25 grade levels the opportunity to develop and advance

1 into positions of greater responsibility. As a matter
2 of fact, the FWPAC feels strongly that NRC's
3 developmental programs have helped women achieve
4 training and visibility. However, these benefits have
5 not resulted in women being chosen for SES positions.
6 Programs like the Women's Executive Leadership
7 Program, the Executive Program for Mid-Level Employees
8 have been in existence since 1985, yet out of 42
9 participants, 28 of them women, only two have made it
10 to the SES and they were both males.

11 FWPAC acknowledges that statistically there
12 have been significant gains for women in grades 9
13 through 12. But now it is time to focus on women in
14 grades 13 and above and facilitate their natural
15 progress in to higher management positions.
16 Increasing numbers of women are entering the work
17 force with technical and scientific degrees.

18 We are all familiar with the Office of
19 Personnel Management's booklet *Civil Service 2000*. If
20 NRC is to stay in tune with demographic trends, we
21 must start now to utilize fully available skills and
22 competencies regardless of race, sex or national
23 origin.

24 We would like to ask your active support in
25 establishing a goal for achieving more equal

1 representation of women in SES positions, in selection
2 of SES candidates. We would ultimately like to see
3 representation in SES proportionate to the number of
4 women in grades 14 and 15.

5 In the interim, we would like to suggest a
6 short-term goal. For example, out of the next four
7 SES vacancies, we would recommend a goal of selecting
8 one qualified woman. We are not asking for special
9 consideration, but when a vacancy does arise and a
10 qualified woman applies for the position, we would
11 like a firm commitment from management to judge these
12 women solely on their merits. We also request the
13 Commission's attention to this issue through a semi-
14 annual review of progress to achieve greater
15 representation of women in the higher management
16 positions.

17 Thank you for your time.

18 CHAIRMAN CARR: Questions? Commissioner
19 Remick?

20 Commissioner Roberts?

21 Let me ask you a question on the comment
22 about more equitable representation of women in SES
23 positions and selection of SES candidates. The
24 impression I get is they aren't putting SES women on
25 the selection boards?

1 MS. STABLER: Well, to be -- I am not really
2 sure of how many women are on the selection board.
3 However, the numbers indicate that not many women are
4 getting into these positions.

5 CHAIRMAN CARR: Oh, I understand the
6 difficulty in selections, but it looked like your
7 point was that we need to make sure that the panels
8 have women on them who are already SESs. Was that the
9 point?

10 MS. STABLER: Well, that would certainly
11 help increase the chances, yes.

12 CHAIRMAN CARR: Thank you.

13 MR. KERR: Our last mini-presentation will
14 be made by Walt Schwink.

15 MR. SCHWINK: Mr. Chairman and
16 Commissioners, thank you for the opportunity to speak
17 to the Commission today. My name is Walt Schwink.
18 I'm the recently elected Chairman of the Joint Labor-
19 Management/Equal Employment Opportunity Committee. I
20 am here to represent the committee.

21 The Joint Labor-Management/Equal Employment
22 Opportunity Committee was created by NRC and NTEU
23 Collective Bargaining and is included in the NRC/NTEU
24 Collective Bargaining Agreement.

25 I would like to highlight some of the

1 information in the handouts that you have.

2 The committee is chartered to advise NRC
3 management concerning EEO generic matters. The
4 committee's charter calls for an agenda, monthly
5 meetings, meeting announcement and summary,
6 recommendations to management with supporting
7 rationale and reports and records of the committee's
8 business.

9 The committee's current agenda calls for
10 information gathering, including obtaining documents
11 and conducting interviews with selected managers and
12 staff, identification and prioritization of matters
13 for committee consideration, and a general schedule
14 for committee consideration of selected matters.

15 The committee's recent accomplishments
16 include a proposal for a secretarial survey to help
17 understand why secretaries apply for but do not
18 complete training. Also, we've recently selected new
19 committee members and leadership for the committee.
20 We've also developed a new committee charter
21 consistent with Article 48 of the Collective
22 Bargaining Agreement, and we've developed a new
23 committee agenda specifying what the committee is
24 going to do for the next year. Other than the
25 handouts that you have, I have no other comments.

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1 CHAIRMAN CARR: Any questions?

2 Thank you very much.

3 MR. KERR: I'd like to thank all the
4 committees for their presentations. They serve as a
5 valuable service to my office as well as the Office of
6 Personnel and we appreciate their input.

7 Mr. Chairman, I'd like to at this time take
8 you through some charts which will give you the status
9 of EEO in the Agency as of the end of March.

10 (Slide) On the first chart, which reflects
11 the number of minorities and women in the Agency,
12 there's a slight drop in women over the period shown,
13 from 1056 to 1033. However, during the last six
14 months, there was an increase of 11 women, as well as
15 an increase in Asians, from 134 to 140.

16 (Slide) If we go to the next page, on chart
17 number 2, minorities and women 11 and above, women
18 show an increase of 21 percent while blacks and Asians
19 are increases of nine and ten percent respectively.

20 (Slide) Number three, chart 3 shows the
21 non-minority males 11 and above. It shows a steady
22 decline since 1984. In fact, the decline is about 13
23 percent.

24 (Slide) On the following chart, number 4,
25 men in grades 13 through 15 show a decrease of 8.5

1 percent at grade 13, 20 percent decrease at grade 14
2 and a very slight increase at grade 15.

3 (Slide) If you contrast that with the next
4 chart, the data on chart 5, women in grades 13 through
5 15, there's been a dramatic increase in grades 14 and
6 15, a 49 percent increase in grade 14 and a 64 percent
7 increase in grade 15. As Mr. Taylor indicated
8 earlier, we went from 38 to 50 women from 1989 to 1990
9 in grade 15.

10 In the next chart, we were asked to stratify
11 by ethnic groups certain data and that's what we'll do
12 in the next few charts.

13 (Slide) On chart 6, the distribution of
14 blacks in grades 13 through 15, the increase over the
15 period was 20 percent at grade 13 and an increase of
16 three people or three persons, if you will, at grade
17 15, from 13 to 19.

18 (Slide) On your next chart, which is number
19 7, Asians in grades 13 through 15, there's a dramatic
20 increase at grade 15, going from 18 to 48, an increase
21 of 63 percent. Thirty positions were gained.

22 (Slide) If we continue, the distribution of
23 Hispanics in grades 13 through 15, the numbers are
24 relatively small. We show a gain of three Hispanics
25 at grade 13 and a loss which offsets the gain, a loss

1 of four at grade 15.

2 (Slide) On the next page, which shows
3 Native Americans, there is no significant change.

4 (Slide) As we continue, page 10 reflects
5 the demographic makeup of our SES. Women have
6 increased from four to ten over the period shown and
7 the increase of Hispanics from zero to three. This
8 may answer the loss of Hispanics at grade 15 shown on
9 an earlier chart. As mentioned earlier by Carolyn
10 Stabler, there are no minority women in our current
11 SES work force.

12 (Slide) And my last chart, which is number
13 11, shows the status of discrimination complaints
14 since our last briefing, which was last July. At that
15 time we had 38 active complaints. Since July, we've
16 settled 35 complaints, 33 of which were age
17 complaints. We currently only have three active
18 complaints which are working.

19 Unless you have some questions concerning
20 the data, we'll now go to Paul Bird who will continue
21 the briefing.

22 CHAIRMAN CARR: Any questions?

23 COMMISSIONER ROGERS: Well, just a general
24 comment, and that is that I don't see any breakdown in
25 here by regions. I think in the past you did show us

1 regional numbers.

2 MR. KERR: We can do that. In fact --

3 COMMISSIONER ROGERS: Sometimes there were
4 some significant differences in some categories from
5 region to region and this irons those all out and you
6 don't see them.

7 MR. KERR: It depends on the regions which
8 are in a metropolitan area such as Atlanta where they
9 have a greater majority of minorities, especially in
10 the Atlanta area. But we can do that in future
11 briefings.

12 COMMISSIONER ROGERS: Well, it might be--
13 you know, every once in awhile, rather than just
14 dropping it from the presentation. Maybe we don't
15 have to see it every time, but we ought to see it
16 occasionally anyhow.

17 MR. KERR: Certainly.

18 Paul?

19 COMMISSIONER CURTISS: Let me ask just one
20 general question. Using these numbers as a point of
21 departure, could you, maybe just in narrative fashion,
22 give us a few brief thoughts on what you think the
23 Agency's strengths and weaknesses are from what you're
24 seeing here in these numbers, what the trends are.

25 MR. KERR: Well, I would have to echo some

1 of the comments from the committees. . We had seen
2 little or no movement in the technical positions
3 within the Agency for black employees to supervisory
4 and management positions, as well as no minority women
5 in the SES.

6 As far as our data, and Paul will, I'm sure,
7 reflect upon this, as compared to government-wide,
8 we're doing quite well as far as minorities are
9 concerned compared to government-wide data, but not
10 near as well as women within our SES work force.

11 As we have said earlier, and continue to
12 say, the Agency is making slow progress. It's
13 continuing to move, not as rapidly as some would like
14 for it to be, but we are continuing to make slow but
15 steady progress.

16 COMMISSIONER CURTISS: Are there specific
17 initiatives or areas where you think we could redouble
18 our efforts to address those shortcomings?

19 MR. KERR: Well, we're trying to do that
20 through our recruitment efforts. As you can see,
21 there's a shortcoming of Hispanics in the Agency and
22 we are making recruitment efforts to concentrate on
23 those areas where we feel as though we can fill our
24 void. Other than that, we are continuing the patterns
25 we have in the past. I think that is reinforced by

1 the steady progress the Agency has been making.

2 CHAIRMAN CARR: We're self-defeating if we
3 recruit them but don't have opportunities for them.

4 Any other questions?

5 MR. KERR: Paul?

6 MR. BIRD: In September of '89, the
7 Commission sent us a staff requirements memorandum
8 asking the staff to present and discuss a variety of
9 EEO-related data and information at the next EEO
10 briefing. We've responded to all these SRM items and
11 are prepared to present this information in support of
12 the charts provided to you and to discuss the other
13 items covered in the SRM.

14 In order to fully address all the items on
15 which the Commission requested information, the
16 presentation time will very likely run in excess of an
17 hour. If your time does not permit this, I suggest
18 that I briefly highlight each chart and if you would
19 like me to discuss it, I will. On the other hand, if
20 you'd like me to proceed with the full briefing, I'm
21 ready to do so.

22 CHAIRMAN CARR: Well, why don't you proceed
23 and when we get part way through we'll speed you up if
24 you're taking too long.

25 MR. BIRD: Okay.

1 (Slide) If I could have the first chart,
2 please --

3 CHAIRMAN CARR: I want to know what I would
4 be missing.

5 MR. BIRD: On the first chart, the
6 Commission asked that we compare ethnic data for NRC
7 with other government and private industry data. The
8 Commission also asked that data throughout the
9 briefing be broken out by specific ethnic groups, and
10 we've tried to do that.

11 This chart compares the civilian labor
12 force, CLF, with the federal civilian work force, FCW,
13 and the NRC work force. It shows that white
14 representation at NRC is higher than white
15 representation in the civilian labor force and in the
16 federal civilian work force. Black representation at
17 NRC is higher than in the civilian labor force and
18 approximately three-quarters of the federal civilian
19 work force. Asian representation at NRC is almost
20 double the civilian labor force and well above the
21 federal civilian work force. Hispanic representation
22 is less than both the civilian labor force and the
23 federal civilian work force. Native Americans
24 constitute a small fraction of the NRC work force, and
25 their representation at NRC is less than the civilian

1 labor force and the federal civilian work force.

2 CHAIRMAN CARR: Are the civilian labor force
3 numbers out of government data?

4 MR. BIRD: Yes. That's from the BLS.

5 CHAIRMAN CARR: Okay.

6 MR. BIRD: And it generally includes
7 everybody in the United States work force, U.S. work
8 force.

9 (Slide) If I could have the next chart,
10 please.

11 This chart shows the predominance of
12 professional staff at NRC compared to government-wide.
13 Certainly NRC's predominance of professional staff has
14 ramifications for EEO.

15 Let me just briefly define what's on the
16 chart. Professional, in this terminology, in this
17 context, includes occupations which have positive
18 degree requirements for certification. This includes
19 engineers, scientists, lawyers, medical doctors, CPAs,
20 and so forth. Administrative includes occupations of
21 a professional nature, but which don't require degrees
22 for certification. This would include analysts,
23 administrators, specialists, and so forth. Technical,
24 on the chart, in this context means technician or
25 paraprofessional, not professional engineers and

1 scientists. That's a little confusing with our data
2 here, but generally you could say that this is
3 technician or paraprofessional. And the clerical and
4 blue collar I think are self-explanatory.

5 But you can see the balance of our staff
6 compared to government-wide here. We do have some
7 blue collar, by the way, but they weren't a
8 significant enough population to show on the chart.

9 (Slide) If I could have the next chart,
10 please.

11 This chart compares the nuclear and general
12 engineering population at NRC with government-wide.
13 These two are the primary engineering occupations at
14 NRC. As you see, representation of whites and Asians
15 is higher than government-wide, while blacks,
16 Hispanics, and Native Americans is lower.

17 Please keep in mind that populations in the
18 minority groups may be small, and therefore are very
19 sensitive to fluctuations by minor changes in absolute
20 numbers.

21 (Slide) Could I have the next chart,
22 please?

23 This chart shows that for the general
24 engineering population at NRC compared to government-
25 wide, female representation at NRC is slightly greater

1 while male representation is about the same as
2 government-wide. For nuclear engineering, female
3 representation at NRC is about three-quarters of
4 government-wide, while male representation is about
5 the same as government-wide.

6 (Slide) Could I have the next chart,
7 please?

8 This chart shows the population of physical
9 scientists and health physicists at NRC compared to
10 government-wide. These are the primary scientific
11 occupations at NRC. Again, populations in the
12 minority groups tend to be small. As you can see, NRC
13 representation is about the same as government-wide,
14 except that the representation of Hispanics at NRC in
15 this category is higher.

16 (Slide) Could I have the next chart,
17 please?

18 This chart shows that for physical
19 scientists, representation by gender at NRC is about
20 the same as government-wide. For health physicists,
21 female and male representation at NRC is about the
22 same as government-wide.

23 I'd like to also point out here that 27
24 percent of all female HPs in government and 28 percent
25 of all male HPs in the government work force work for

1 the NRC.

2 COMMISSIONER ROGERS: I was going to just
3 say that one of the important points that this way of
4 displaying the data hides is the effect of our being a
5 very technical organization compared -- when you say
6 government-wide, well, I mean, there are some
7 government agencies that have very few technical
8 people in them --

9 MR. BIRD: Absolutely.

10 COMMISSIONER ROGERS: -- and a lot of
11 employees. So I'm not sure what these say when one
12 takes a look at it from that point of view. I haven't
13 thought about it enough. I wonder if we are the same
14 as government-wide in terms of ethnic or other
15 distributions within a particular science category or
16 engineering category, but we are very heavily science
17 and engineering oriented and I don't know what one
18 should conclude from that. I just don't know what one
19 can say about --

20 MR. BIRD: I think we wanted to at least
21 make the comparison to see if there were disparities
22 in the numbers.

23 COMMISSIONER ROGERS: Yes. It's a lot
24 tougher for us to --

25 MR. BIRD: Yes, it is. I don't think we're

1 trying to draw conclusions beyond that, but it's more
2 a matter of looking to see how we stack up against
3 others in the federal work force and to the extent we
4 can draw any conclusions from that to pursue that.

5 COMMISSIONER ROGERS: Yes.

6 MR. BIRD: If we have wide disparities,
7 certainly we should be looking at whether or not we
8 have a problem in that regard.

9 (Slide) Okay. If I could have the next
10 chart, please?

11 The Commission asked that we update, in the
12 SRM, that we update the data on NRC minorities women
13 in the SES compared to government-wide. This chart
14 shows that for SES, the representation of women at NRC
15 is about half that of government-wide. Black
16 representation is slightly over half that for
17 government-wide. Asian representation is more than
18 three times the government-wide rate. Hispanic
19 representation is slightly higher than government-
20 wide. And Native Americans constitute about the same
21 as government-wide.

22 (Slide) Could I have the next chart,
23 please?

24 In the SRM, the Commission also asked for a
25 variety of data on employee attrition. This

1 particular chart shows NRC attrition of full-time
2 permanent employees compared to government-wide. As
3 you can see, we historically have a lower attrition
4 rate than the government overall.

5 (Slide) Next chart, please.

6 This chart shows that over the last six
7 years, black attrition has been higher than overall
8 NRC attrition. Hispanic attrition fluctuates due to
9 small numbers, but overall it averages higher than the
10 NRC overall attrition. Asian attrition is very low
11 comparatively. Attrition for Native Americans is also
12 low. Again, the numbers were so small that we
13 couldn't display that on the graph.

14 (Slide) Could I have the next chart,
15 please?

16 This chart shows that NRC encounters
17 significant losses in the age 20 to 29 grouping and in
18 the age 60 and over grouping. Attrition by gender is
19 fairly evenly distributed in the 20 to 29 and 50 to 59
20 groupings. Attrition for women tends to run higher
21 through age 39, then runs about the same or lower for
22 age 40 and over. Again, we really haven't drawn
23 conclusions from this, but it's shown us where we need
24 to apply some attention in terms of trying to get
25 retention to take place.

1 COMMISSIONER ROGERS: I think I asked this
2 question some time ago, when we're looking at this
3 attrition number. Some of your other graphs you do it
4 two ways. You do by gender and then you do
5 government-wide comparisons. I wonder how we stack up
6 with respect to attrition on a government-wide
7 comparison by age group.

8 MR. BIRD: By age group?

9 COMMISSIONER ROGERS: Yes. In other words,
10 this same kind of a table, but instead of comparing
11 males and females and total NRC, NRC compared to some
12 other comparable agencies, if we could, one or two
13 other scientific and technical-oriented agencies.

14 MR. BIRD: I believe we can do that, if the
15 data is available. We did not do it in the context of
16 this particular briefing to look at it in that manner.

17 COMMISSIONER ROGERS: Well, I think it would
18 be a good thing to look at, because we do -- seems to
19 me it's about the same as it was last year. I think
20 we had about the same kind of distribution you have, a
21 concern with this 20 to 29 age group. And of course,
22 those are perhaps first job people, perhaps just out
23 of college or something like that and we're losing a
24 fair number of them. But maybe everybody loses those
25 people, and so it would be interesting to see whether

1 we're more or less attractive than another technical
2 agency to people in the 20 to 29 age group.

3 MR. BIRD: Okay. We can do that comparison.
4 We'll try to do that and feed that back.

5 (Slide) Okay. Could I have the next chart,
6 please?

7 This chart shows that attrition of
8 minorities is significantly higher for employees under
9 40. Blacks under age 50 tend to leave at a higher
10 rate. And as you can see, Asian and Hispanic
11 attrition is low to nonexistent over age 39. That
12 seems to be a groups -- there's a lot of stability in
13 that particular -- in those particular groups after
14 that age of 39.

15 (Slide) Could I have the next chart,
16 please?

17 The SRM also asked us to provide information
18 on the reasons for NRC attrition. This chart
19 indicates the result of the survey that I mentioned
20 earlier of former employees which was conducted to
21 obtain more detailed information on the reasons for
22 leaving NRC. We asked that they respond to us without
23 giving their names. Some employees who responded
24 provided us with more than one reason, therefore we
25 were working for the purpose of this chart with a

1 total of about 200 reasons given by 137 employees or
2 respondents.

3 The reasons given for leaving were widely
4 distributed, as you can see. Among the economic
5 reasons, employees cited higher pay and opportunity
6 for advancement more frequently than the other
7 choices. Better commute was the most often personal
8 reason given. In the job specific category,
9 dissatisfaction with supervisor or manager was the
10 leading reason. Eight responses cited discrimination
11 as a reason for leaving. Of those, four were for age,
12 two for sex, and two for race.

13 CHAIRMAN CARR: It's interesting that 16
14 percent were either dissatisfied with their supervisor
15 or management or their job.

16 MR. BIRD: Right. That's a notable
17 percentage.

18 COMMISSIONER ROGERS: I was just wondering
19 if you could comment on that dissatisfaction with
20 supervisor or management number, whether that -- I
21 don't know. Somehow it strikes me as a little bit
22 high, but --

23 MR. BIRD: It struck me that way. Again, we
24 are not able at this point to have gotten beyond just
25 collecting the data and presenting it. Some follow-up

1 on that would certainly be warranted, in my opinion.
2 That appeared to me to be high and probably the most
3 significant feedback we got from this particular
4 survey.

5 COMMISSIONER ROGERS: That might be an area
6 that suggests more attention to supervisor training in
7 communications or something like that. It may be that
8 there is a human factor skill problem with supervisors
9 to some extent that might be trained out.

10 CHAIRMAN CARR: Well, it also points out the
11 high mobility in the 20 to 29 age groups, because
12 they're the ones that can figure they can go find
13 something else to do, whereas if you keep them a
14 little longer they're pretty well looked into a career
15 if they want to retire in the government. So it's --

16 MR. BIRD: It may also be impacted by people
17 who left under less than favorable conditions. I'm
18 sure that some of the people that were in the survey
19 group were those that were in probationary periods and
20 weren't faring very well, and I think that might have
21 had some impact. It is a significant number in any
22 case.

23 (Slide) Okay. Could I have the next chart,
24 please?

25 This chart is the follow-on to that which

1 groups the reasons for leaving. You can see how the
2 distribution looks on a pie chart.

3 (Slide) If I can flip to the next chart,
4 please, the Commission specifically asked us to
5 present reasons for attrition of black employees.
6 This chart shows the major categories of responses to
7 the questionnaire from former black employees. The
8 results here -- I would like to have gotten both these
9 graphs on a single sheet, but it didn't show up well.
10 But the results here show that there were similarities
11 from the overall population that responded.

12 CHAIRMAN CARR: It's the same group of data
13 as the first one?

14 MR. BIRD: Yes, with just the black
15 respondents shown on this pie chart. And by
16 comparison, the reasons --

17 COMMISSIONER ROGERS: About the same.

18 MR. BIRD: -- seem to line up reasonably
19 well.

20 (Slide) Okay. If I could have the next
21 chart, please.

22 The Commission also asked that a model be
23 developed to project the growth of women and
24 minorities in SES technical positions. And we are
25 currently working with Oak Ridge Associated

1 Universities in the development of two models to
2 address the expected change in work force demographics
3 in the NRC technical staff and eventually in the SES
4 over the next five years. In that regard, I'd like to
5 go through several charts.

6 (Slide) This particular chart, this next
7 chart, if we can get it up, responds to a concern
8 expressed at the last EEO briefing about aging of the
9 NRC technical staff. Keep in mind that these charts
10 that I'll go through represent the technical staff and
11 not the whole NRC staff.

12 But in this case, review of the actual data
13 shows that the technical staff average age is
14 decreasing, while the Agency-wide average age is
15 continuing to increase. This may reflect our recent
16 initiatives to bring more entry level technical
17 employees on-board, but you can certainly see the
18 trend for the Agency going in one direction and the
19 trend for the technical staff moving in the other
20 direction and essentially, in the 1990 grouping,
21 balancing out at 44. And it was interesting when we
22 looked at it in this context.

23 (Slide) If I could have the next chart,
24 please.

25 This chart shows the projected age

1 distribution of the technical staff through fiscal
2 1995. The projection is based on a variety of
3 factors, including historical attrition, historical
4 hiring patterns, and current population and occupation
5 distribution.

6 As the chart indicates, the NRC technical
7 staff is expected to continue to cluster in the 30 to
8 50 age range over the next five years. We got a sort
9 of a continuum bell curve effect when we tried to look
10 at the next five years. We will try to look over a
11 longer period downstream. We are working on the model
12 at this point, and as we perfect it I think we can be
13 able to forecast a little further out.

14 CHAIRMAN CARR: I'm trying to figure out
15 what I'm looking at.

16 COMMISSIONER ROGERS: Yes, so am I.

17 MR. BIRD: Okay.

18 COMMISSIONER ROGERS: What does it tell me?

19 MR. BIRD: What we tried to do was display
20 the number of people that we would have in these age
21 groupings over the next five years. So if you look at
22 the column that is 21 to 30, it represents for each of
23 these years the number of people, the number of
24 employees in technical positions that we would expect
25 to have in the Agency by a particular -- in a

1 particular year.

2 COMMISSIONER ROGERS: That's got to have
3 some assumptions about hiring in it.

4 MR. BIRD: Yes, it does. The assumption on
5 hiring was that we would go up 45 positions next year
6 and that we would stay stable in the out years.

7 CHAIRMAN CARR: So it's a spread. If you
8 just take the 1991 blue, start of fiscal year 1991,
9 you can read across there and get the spread of ages?

10 MR. BIRD: That was the intent, yes.

11 CHAIRMAN CARR: The same all the way down.
12 Okay, I got it.

13 MR. BIRD: Yes. And again, if you look at
14 it in this graph form, you see that the 30 to 50 age
15 group is the bulk of our -- represents the bulk of our
16 technical staff. So it appears that over the next
17 five years the 30 to 50 age group would continue to be
18 the predominant age group for the technical folks in
19 the Agency.

20 CHAIRMAN CARR: You're predicting a rather
21 steady flow in and out?

22 MR. BIRD: Yes, sir.

23 (Slide) Okay. If I could have the next
24 chart, please.

25 As you can see on this chart, the average

1 age of our SES population has fluctuated only slightly
2 from 1985 to present and it's essentially at age 50
3 and holding. Government-wide, the average age of SES
4 members is 50.1. So we're essentially right on mark
5 or right in line with the government average here.

6 (Slide) Could I have the next chart,
7 please?

8 Some of the committees have mentioned, and
9 as Bill has mentioned in his earlier presentation, the
10 technical staff feeder group populations are a key
11 factor in determining the future makeup of NRC's
12 technical staff. Data from this chart is being used
13 in developing the model for future SES technical
14 staff. In addition, the following assumptions are
15 being applied to that model. That is that about 75
16 percent of NRC's total SES positions will continue to
17 be technical positions. The majority of the technical
18 SES positions will continue to be filled from within,
19 primarily from the feeder groups depicted on this
20 particular chart.

21 We're assuming that no change will occur in
22 the number of SES positions that OPM has allocated to
23 the Agency. We're assuming that the Agency's
24 attrition for the next five years will be impacted by
25 the outcome of the pending SES pay raise. If the pay

1 raise occurs, we would assume that the current average
2 SES attrition rate of around seven percent may drop to
3 a two to four percent rate until about 1994 and then
4 at that time it would go up sharply. On the other
5 hand, if the pay raise does not occur, we estimate
6 that attrition will rise to ten to 15 percent as early
7 as FY '91 and should remain high over the period of
8 years displayed.

9 Based on preliminary results from this
10 effort, we're projecting small increases in women and
11 minority representation in SES technical positions
12 through 1995. As the number in the feeder groups
13 continue to improve, their effect on the SES profile
14 should become more significant. We expect the bulk of
15 women in minority hiring to continue to occur at grade
16 12 or below and the impact on hiring on the SES
17 occurring mostly likely after 1995. I think that's
18 when we'll see the big shift beginning to occur.

19 Of course more SES and higher level grade 14
20 and 15 hiring from outside the Agency of people with
21 technical credentials could accelerate the demographic
22 change in the SES technical profile. It's very hard.
23 We have tried in our recruitment efforts to seek out
24 qualified minority women at higher levels. Generally
25 we find that they are happy in their employment, that

1 they're well paid with their other employers and it's
2 very hard to attract them over. So, most of our
3 recruiting success has been with the grades 12 and
4 below. So, we're putting quite a bit of emphasis
5 there, as we mentioned earlier, among other things
6 with the intern program.

7 We're continuing to work with Oak Ridge
8 Associated Universities to refine our modeling and
9 data on availability of women and minorities. We are
10 working with them on the numbers that are being
11 graduated from school and might be available to us in
12 the future and we'll continue to do that and continue
13 to refine this.

14 CHAIRMAN CARR: Let me ask -- while you're
15 on that chart, let me ask Carolyn, when you see the
16 ratios there of males to females in the feeder groups
17 and you've got your recommendation that we pick -- if
18 we've got four openings and we pick one female, it
19 says we're going to be discriminating against those
20 tall stacks of males there.

21 MS. STABLER: Well, we weren't really
22 planning to discriminate against anybody. What we are
23 looking for is to have some type of mechanism where
24 women get adequately recognized for their
25 qualifications.

1 CHAIRMAN CARR: Yes.

2 MS. STABLER: And despite these low numbers,
3 that's what we want to do, we want to get more women
4 into the higher graded positions.

5 CHAIRMAN CARR: But not at the expense of
6 somebody else, is what you're talking about?

7 MS. STABLER: No, right.

8 CHAIRMAN CARR: All right.

9 MS. STABLER: Fair.

10 CHAIRMAN CARR: But when I look at that
11 chart, then I look back on the comparison of SES
12 composition by gender, ethnicity, government versus
13 NRC government-wide, what it says is there's a lot
14 more opportunity for minorities outside the NRC than
15 there is the NRC by two to one.

16 MR. BIRD: In terms of being available to
17 other --

18 CHAIRMAN CARR: In terms of how many SESs
19 there are in the government versus how many there are
20 here.

21 MR. BIRD: That's correct.

22 CHAIRMAN CARR: That's right.

23 MR. BIRD: If you look -- if you --

24 CHAIRMAN CARR: What that tells me is you're
25 going to have a hard time recruiting women into the

1 NRC at the SES levels --

2 MR. BIRD: That's correct.

3 CHAIRMAN CARR: -- because why should they
4 come over here when they've got much more opportunity
5 somewhere else.

6 MR. BIRD: That's my assessment also. If
7 you look at -- now, of course, this is just technical
8 positions we're looking at here. If you look at the
9 SES positions for other than technical and you then
10 try to assess the number of women and do it by
11 percentage, compared to government-wide you would find
12 that 12 percent of our non-technical positions, or
13 over 12 percent, are filled by women compared to the
14 ten percent government-wide. So, if you took that
15 group aside, you would have a different outcome.

16 CHAIRMAN CARR: Oh, I see. So the non-
17 technical opportunity is better here than government-
18 wide.

19 MR. BIRD: That would be my assessment, yes.

20 CHAIRMAN CARR: But we've got -- what did
21 you say, 53 or 50 plus non-technical SES positions out
22 of 206?

23 MS. STABLER: Correct, 53.

24 CHAIRMAN CARR: But one out of four is a
25 non-technical position.

1 MR. BIRD: Yes, that's about -- yes. Yes,
2 it's about 75/25.

3 CHAIRMAN CARR: Thank you.

4 MR. BIRD: Okay.

5 (Slide) Could I have the next chart,
6 please?

7 A question which came up in the presentation
8 of the briefing had to do with rotational assignments.
9 Chart 30 shows the distribution of rotational
10 assignments by gender. As you can see, women have had
11 a slightly greater percentage of rotational
12 assignments than their representation of the
13 population, although I think this -- all in all it
14 compares very favorably with the population.

15 (Slide) Could I have the next chart,
16 please?

17 This indicates the distribution of rotations
18 by age and indicates that the 40 to 49 age group has
19 received a greater share or rotation than their
20 representation to the population while all the other
21 age groups have received somewhat less than their
22 representative share of population. I think you might
23 expect that the younger employees might not rotate as
24 often. One might also expect that the older
25 employees, again, might not want to rotate. However,

1 I think this was an effort to try to show the
2 distribution and comparatively it comes up fairly
3 good.

4 (Slide) Could I have the next chart,
5 please?

6 This chart shows that the distribution of
7 rotations by ethnicity approximates the distribution
8 in the NRC population. I thought this one was
9 remarkably close when you look at the two pie charts
10 there.

11 Okay. That concludes the portion that
12 involves the charts. The Commission also asked for
13 information on the availability of EEO training and
14 refresher training for managers and data on the number
15 of managers who have received training. The EEO
16 training available to NRC managers consists of, first,
17 the basic course offered to all new managers and
18 supervisors. This is a two day in-house course which
19 is provided twice a year. The Agency periodically
20 provides also a three to four hour EEO refresher
21 briefing. Over the past eight years --

22 COMMISSIONER ROGERS: How often does one get
23 that?

24 MR. BIRD: The refresher briefing?

25 COMMISSIONER ROGERS: Yes.

1 MR. BIRD: We do that periodically. It's
2 sort of as needed. Every two years, Bill does another
3 cycle of the EEO briefing that we work with him on.
4 We suggested that now we want to introduce a session,
5 or a group of sessions because we do move this around
6 to various organizational locations, every year. They
7 wouldn't quite be the same. One would be emphasizing
8 the implications for managers in dealing with the
9 EEOC. The other would be more a sensitivity type
10 training just on trying to deal with a population that
11 has more ethnic diversity. So, one would be more
12 sensitivity, the other would be what the law requires
13 in terms of EEO training.

14 So, right now, our approach on that is that
15 we would have a road show going on each year and they
16 would be based -- you know, taken to the regions and
17 then through the Headquarters offices and presented
18 there so that all the managers would have an
19 opportunity to get into the refresher.

20 COMMISSIONER ROGERS: They all would?

21 MR. BIRD: We would hope so. Over the past
22 eight years, 272 of our current on-board supervisors
23 and managers have attended the EEO training for new
24 managers and supervisors. In addition, 351 have taken
25 the EEO refresher training which has been given every

1 two years. Now we'll be moving that to every year and
2 offsetting. So, I would hope --

3 COMMISSIONER ROGERS: Do you have any
4 records on whether there are any managers that have
5 never taken a refresher after they've had the initial
6 one?

7 MR. BIRD: We tried a cross cut of that and
8 we couldn't produce that out of the data that we had
9 gathered. In the refresher training, we don't record
10 that through a formal action. So we didn't have any
11 way to really go back and cross check that, cross tab
12 that data, although I had the same thought that you
13 did. We'll probably move to a --

14 COMMISSIONER ROGERS: You may find to some
15 extent that somebody who really ought to go to the
16 refresher never goes and those who probably don't
17 really have to go are faithful attenders.

18 MR. BIRD: Yes, the previous EDO and this
19 EDO are very strong on encouraging people to attend
20 those courses and I think that we'll certainly get a
21 good turnout for these sessions that we're about to
22 give. I expect that.

23 MR. KERR: This is not the only opportunity
24 we have for talking to the managers. We go out on a
25 regular basis, at least once every couple years, and

1 people from my staff or I go out on an annual basis to
2 talk to the managers. We've gone out and talked to
3 the residents when we've had residency meetings and
4 we'll continue to do that. We have all the regions
5 scheduled and we'll hit them all before the year is
6 over. So, we do this on a fairly regular basis, going
7 out with -- it's not a formal training, but at least
8 talk about the EEO program and our expectations.

9 CHAIRMAN CARR: But you don't have to go far
10 to get to two-thirds of our employees.

11 MR. KERR: That's true.

12 MR. BIRD: Okay. The staff requirements
13 memorandum that followed the last EEO briefing also
14 asked the staff to take a number of specific actions.
15 I'll just briefly comment on each of those, if I
16 could.

17 The Commission asked us to distribute the
18 analysis of the employee suggestion survey to all
19 managers and bring to their attention the comments
20 received on management's technical and managerial
21 capabilities. We did this in January of this year by
22 memorandum from the EDO to the office directors and
23 regional administrators and we're now following up on
24 some of the suggestions that were made there to see
25 that we can get them in place.

1 The SRM also asked us to review the employee
2 comments provided by the suggestion survey to
3 determine which ones can be easily resolved and to
4 submit a list and schedule for implementing these to
5 the Commission. We reviewed these and have developed
6 a schedule for the implementation of the suggestions
7 that would be easy to resolve. Comments were provided
8 and the employee suggestion survey was submitted to
9 the Commission on January the 17th, 1990.

10 We were also asked to conduct a study of
11 NRC's non-SES performance appraisal system. We have
12 done that. We looked particularly at two performance
13 appraisal areas in the NRC and they were the project
14 manager appraisals and the resident inspector's
15 appraisals. We were focused primarily on the elements
16 and standards to see if those elements and standards
17 were actually associated with the duties of the job.
18 We assured ourselves that they weren't just taken out
19 of the position descriptions, but in fact we found a
20 fairly good standard and element for these two
21 categories of positions. Certainly we think there are
22 some improvements that can be made in performance
23 appraisals. We're going to look at some other
24 categories. This included 105 appraisals for this
25 particular grouping. But as we look at those, I think

1 you're going to see us recommending some refinements
2 in trying to have the system be as valuable as it can
3 be.

4 We've also discussed with the EDO having
5 managers meet more often with employees to discuss
6 their performance and we think that's a good idea.
7 We're developing additional supervisory training,
8 refresher training on how to administer appraisals and
9 how to deal with employees in the appraisal process.
10 I guess, in short, there's a lot of activity going on
11 here to try to improve this particular mechanism or
12 this particular communication link. I think more than
13 anything else performance appraisal was intended for a
14 manager to communicate with his employees and that's
15 what we're trying to get accomplished here.

16 So there's quite a bit going on as a
17 response to the SRM and then on beyond that. There's
18 a group of senior managers that I'm meeting with that
19 are beginning to look at the whole performance
20 appraisal system to see if we can make refinements
21 that would be valuable to the Agency. I think we'll
22 probably get some outcome from that.

23 The Commission -- the SRM also asked us to
24 emphasize implementation of career planning to aid and
25 encourage employee development. Career planning has

1 been emphasized through continued emphasis on
2 individual development plans. Guidance has been
3 distributed on how to complete IDPs. We're actively
4 stressing the IDP concept as well as encouraging
5 people to get involved in a variety of other career
6 development programs that we have in place now.

7 One of those that's fairly newly established
8 is the individualized learning center wherein our
9 employees can come over on their own to the Woodmont
10 Building and take some training in this area on their
11 own time and within their own scheduling alternatives.

12 In addition to that, as Mr. Taylor mentioned
13 earlier, we are working a pilot program for enhancing
14 career development for certain employee groups. This
15 has, so far, proved to be successful and we're
16 planning to expand that effort.

17 We were asked to ensure that managers are
18 currently trained on EEO requirements and are
19 appropriate sensitive to EEO issues. I think I've
20 already covered that in my earlier remarks.

21 We were asked to encourage managers to hold
22 arrival conferences with all new employees. The EDO
23 issued a memorandum to office directors and regional
24 administrators encouraging this. We have made follow-
25 up calls through my regional and satellite offices to

1 see if this was occurring and we found that most
2 supervisors were meeting with new employees on their
3 first day of work or during the first week and that
4 many of the office managers were beginning to get
5 involved in meeting with new employees.

6 In the regions, the regional administrator
7 or deputy regional administrators actually get
8 involved in the first day orientation and we think
9 that's a very good sign.

10 The SRM asked us to encourage supervisors to
11 periodically discuss employee performance with
12 individual employees. I think, again, I've already
13 covered that in some of my earlier remarks.

14 At that point, I'll conclude and open up for
15 any comments.

16 COMMISSIONER ROGERS: I had a question about
17 the interns as to what the breakdown of those 16 is
18 into technical and non-technical.

19 MR. BIRD: All the interns at this stage are
20 technical.

21 COMMISSIONER ROGERS: They're all technical?

22 MR. BIRD: Yes. We target it that way and
23 at this point that's the nature of the beast. We may
24 expand that later on, but at this point that's the
25 focus.

1 COMMISSIONER ROGERS: All right. Good.
2 Thank you.

3 CHAIRMAN CARR: Commissioner Remick?

4 COMMISSIONER REMICK: I have first a comment
5 and then a question. It's not completely on target
6 with our subject today, but definitely is related.

7 Whatever our goal is, whether we're out to
8 change distributions of people in different positions
9 and we're doing it by trying to hire people, we're
10 always in competition with others, whether we're
11 trying to hire women, minorities or the very best
12 student or what have you.

13 A couple of years ago for one of the
14 national laboratories, they came to me and indicated
15 that they were disappointed they weren't able to hire
16 some people from the institution that I was formally
17 employed by. So, I did an informal survey with a
18 number of students. What I found is that some of the
19 competitors that were trying to hire those same
20 students were authorized -- if they saw somebody that
21 they wanted to hire, within 24 hours they got back to
22 that individual and invited them for a plant visit or
23 office visit and so forth. And the particular
24 national laboratory that was trying to compete, it
25 took one or two months to make that type of decision.

1 So, my question is, how do we rate from that
2 standpoint if we're out -- no matter who we're trying
3 to hire, a minority or what --

4 MR. BIRD: I can comment on that.

5 COMMISSIONER REMICK: How are we able to
6 respond?

7 MR. BIRD: In terms of recruiting on campus,
8 when we are linked with the program offices, that is
9 to say the program selecting official that goes to the
10 recruitment is authorized to be the hiring official.
11 When we're there to make sure that all the checks and
12 security concerns are accommodated, we can make a
13 tentative offer, a tentative offer on campus. That
14 puts us in a good bidding position with those that can
15 do it in 24 hours. We then, of course, go through a
16 security clearance process which sometimes can be
17 lengthy, but hopefully we get the wheels in motion, we
18 have the commitment made and we can basically get them
19 to commit to us right on campus.

20 Let me just say one thing beyond that. That
21 is many employers now are identifying students for
22 hiring before they graduate or matriculate. We are
23 developing a program now wherein we would try to do
24 the same thing with our coop program where we might
25 encourage somebody to work with us on a semester basis

1 and then if they prove to be good candidates,
2 encourage the by some support for their education, to
3 keep them linked up with us. On completion of a coop
4 program, the coop can come into the Agency non-
5 competitively. If we identify them early, I think
6 we'll be in a good bidding position for that kind of
7 input.

8 COMMISSIONER REMICK: Good. Thank you.

9 CHAIRMAN CARR: Any other questions?

10 Commissioner Roberts?

11 COMMISSIONER ROBERTS: Well, a quick
12 observation on chart 11. I think it's astounding that
13 you went from July '89 with 38 pending EEOC
14 discrimination complaints down to three. That's
15 amazing. How did you do that?

16 MR. KERR: We had outstanding cooperation
17 from the office which was being complained against,
18 which was NRR because most of these were age
19 complainants.

20 COMMISSIONER ROBERTS: Most of these were
21 NRR?

22 MR. KERR: Age complainants within NRR, and
23 with their outstanding cooperation, we were able to
24 equitably, for the Agency and for the individuals, to
25 solve the complaints. It just so happened that they

1 all happened to fall about the same time.

2 COMMISSIONER ROBERTS: Thank you.

3 CHAIRMAN CARR: Commissioner Rogers?

4 COMMISSIONER ROGERS: The executive
5 potential programs, what's the proportional
6 representation in there? It's a question with respect
7 to minorities. Are they proportionally represented in
8 that or --

9 MR. BIRD: I haven't looked at that
10 specifically. Off the top of my head, I would say so.
11 I know my staff works very hard at getting a balanced
12 representation when we initiate those programs. I
13 would have to go back and look at that to answer it
14 specifically, but I do know that women and minorities
15 have been well represented in the mix for that.

16 COMMISSIONER ROGERS: Well, other than that,
17 the following question is what happens after they've
18 gone through that? I mean how able are they to use
19 whatever experience they've gained through that
20 program, to actually move into some kind of an
21 executive --

22 MR. BIRD: Again, I haven't examined this
23 specifically but my observation is that some have come
24 through those programs and moved right up into higher
25 level positions. Others who have been through the

1 program have not. It's a mixed bag. If you go back
2 and look at the candidates, the same thing would apply
3 to the SES candidate development program wherein we
4 were getting people precertified for SES. We did that
5 on a competitive basis and then in the end some were
6 placed out fairly rapidly, others were not placed as
7 quickly. So, it's a mixed result and, again, that's
8 something we want to continue to focus on.

9 CHAIRMAN CARR: The real question there is
10 what weight do the selection panels give those
11 courses?

12 COMMISSIONER ROGERS: Yes.

13 MR. BIRD: That's the question.

14 CHAIRMAN CARR: Is it a bennie to have that
15 on your record or is it just an oh-by-the-way?

16 COMMISSIONER ROGERS: Yes. Well, you
17 wouldn't expect anything that makes it automatic in
18 any way for selection, but it would be interesting to
19 see whether people who go through those programs
20 really do have opportunities to use what they've
21 learned.

22 MR. BIRD: Yes, sir.

23 COMMISSIONER ROGERS: Obviously there will
24 be some that fall by the wayside.

25 What is the general awareness of EEO

1 activities within NRC? I know that the Women's
2 Advisory Committee publishes articles in NR&C, but
3 what about some of the other committees? How
4 generally are people aware of what committees are
5 doing that might be of interest to them?

6 MR. KERR: Well, the makeup of the
7 committees is from the broad spectrum of the Agency.
8 I would venture to say that the membership of
9 committees spans into every office that we have in the
10 Agency. With their supervisors permitting them to
11 serve on the committees, I'm sure there's some
12 awareness of what their activities are. We encourage
13 the committee members to keep their offices apprised
14 of what they are doing and I'm sure that most of them
15 are doing this.

16 COMMISSIONER ROGERS: Well, that's okay for
17 the supervisor who -- so he knows that the individual
18 is doing something that's worthwhile doing. But what
19 about the general population of the staff, knowing
20 what that committee is up to and looking at --

21 MR. KERR: Other than our consolidated EEO
22 plan that we put together on an annual basis to submit
23 Agency-wide, as well as to office directors, there's
24 little opportunity for them to become acquainted. But
25 we think that is one of the primary reasons -- that is

1 one of the primary mechanisms for them becoming
2 acquainted with what the Agency is doing in EEO is
3 with our consolidated plan that they get on an annual
4 basis.

5 MR. TAYLOR: But NR&C is available to any of
6 them that have appropriate information.

7 COMMISSIONER ROGERS: Well, maybe there
8 should be a little more encouragement to put something
9 in there about their activities.

10 MR. TAYLOR: We edit that out of my office,
11 so it's available.

12 COMMISSIONER ROGERS: It's the Women's
13 Advisory Committee that's most obvious, I guess, in
14 using that vehicle, but the other committees could
15 keep people alert to their existence and activities
16 using that medium.

17 How do the committees coordinate with one
18 another now? How do they actually communicate with
19 each other so that they are somehow or other not
20 trying to do exactly the same thing, but are looking
21 more practically at different aspects of possible
22 areas of interest?

23 MR. KERR: I meet with the committee chairs
24 on a fairly regular basis, about once every four or
25 five months to discuss mutual problems, discuss

1 generic issues. We encourage them to meet
2 individually or collectively so they can discuss
3 whatever they may have on their agenda. If you'll
4 recall, Walt Schwink indicated that he has put
5 together an agenda for the EEO Labor-Management
6 Committee and in doing so he talked to the other
7 committees about their plans for the coming year. I'm
8 sure that he worked out what each one of them are
9 going to be working on.

10 But we encourage them to talk on a periodic
11 basis so they will not be overlapping too much and
12 stepping into each other's areas.

13 CHAIRMAN CARR: Yes, Carolyn?

14 MS. STABLER: Actually, the committees have
15 met periodically. We are now doing it once a month,
16 where we are discussing the important issues of each
17 committee and we're reflecting on how it's going to
18 affect all the committees. So, that has begun.

19 COMMISSIONER ROGERS: Has the Affirmative
20 Action Advisory Committee received responses to their
21 comments and recommendations that were in the March
22 report?

23 MR. WHARTON: The March report? We received
24 comments in January from Bill Kerr's office and from
25 the EDO's office in response to the employee

1 suggestion survey. I don't believe we've -- I'm not
2 sure that I know which March report you're speaking
3 of.

4 COMMISSIONER ROGERS: Well, it's my
5 understanding there was a March report, but that's not
6 important. The question is, are you getting responses
7 to your --

8 MR. WHARTON: Generally, yes, we do.

9 COMMISSIONER ROGERS: I think that's all I
10 have, Mr. Chairman.

11 CHAIRMAN CARR: Commissioner Curtiss?

12 COMMISSIONER CURTISS: No questions. Thank
13 you.

14 CHAIRMAN CARR: I've got a couple here. Do
15 you all get distribution on the slides that Personnel
16 puts together? I mean the things that we use today,
17 are they generally available to the committees?

18 And I would ask you, as I have before, to
19 please keep my office informed as to the time, place
20 and date of your meetings because every now and then I
21 can drop in, if it fits my schedule. But just because
22 you gave me the date and time and place doesn't mean
23 I'll be there, but I might surprise you. I do like to
24 attend. I made some, not as many as I would like to
25 have, but it's an important thing we're doing.

1 Well, I want to thank all of you for an
2 excellent briefing. I believe the staff has done a
3 good job in responding to our requests at the last
4 briefing and in preparing the viewgraphs. Please
5 convey to all of your staffs who worked on this
6 presentation my personal appreciation for their hard
7 work.

8 I also want to commend the representatives
9 of our EEO advisory committees for their excellent and
10 candid comments. You're an essential part of our EEO
11 process and we count on your constructive comments to
12 assist us in moving ahead on EEO matters.

13 Finally, I would like to emphasize that
14 behind the statistics and numbers that have been
15 discussed today are real people who are looking to us
16 to ensure fairness and objectivity in their work
17 environments and assistance in preparing for their
18 futures. As an Agency, we cannot afford to lose the
19 talent and energy these individuals represent, nor can
20 we allow those talents to wither in place.

21 I would ask the EDO to make every effort to
22 provide rotational opportunities, improve our
23 performance appraisal system within the limits allowed
24 by OPM, and to carry out the staff's program for
25 addressing the concerns expressed in the employee

1 survey.

2 And I would ask our managers and supervisors
3 at all levels of the Agency to be more attentive to
4 the needs of one resource we cannot do without, our
5 human resources.

6 Thank you very much.

7 We stand adjourned.

8 (Whereupon, at 3:36 p.m., the above-entitled
9 matter was concluded.)
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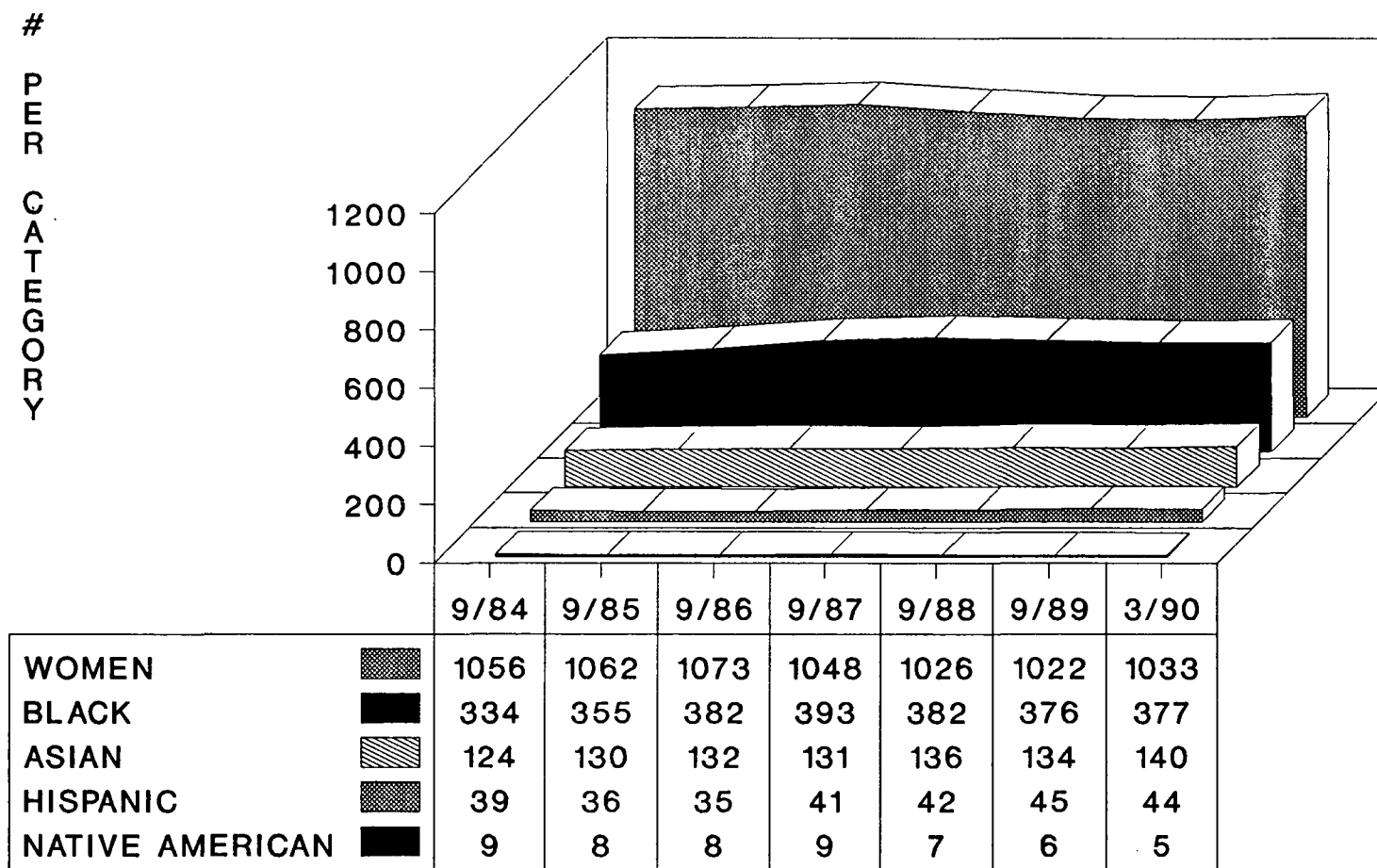
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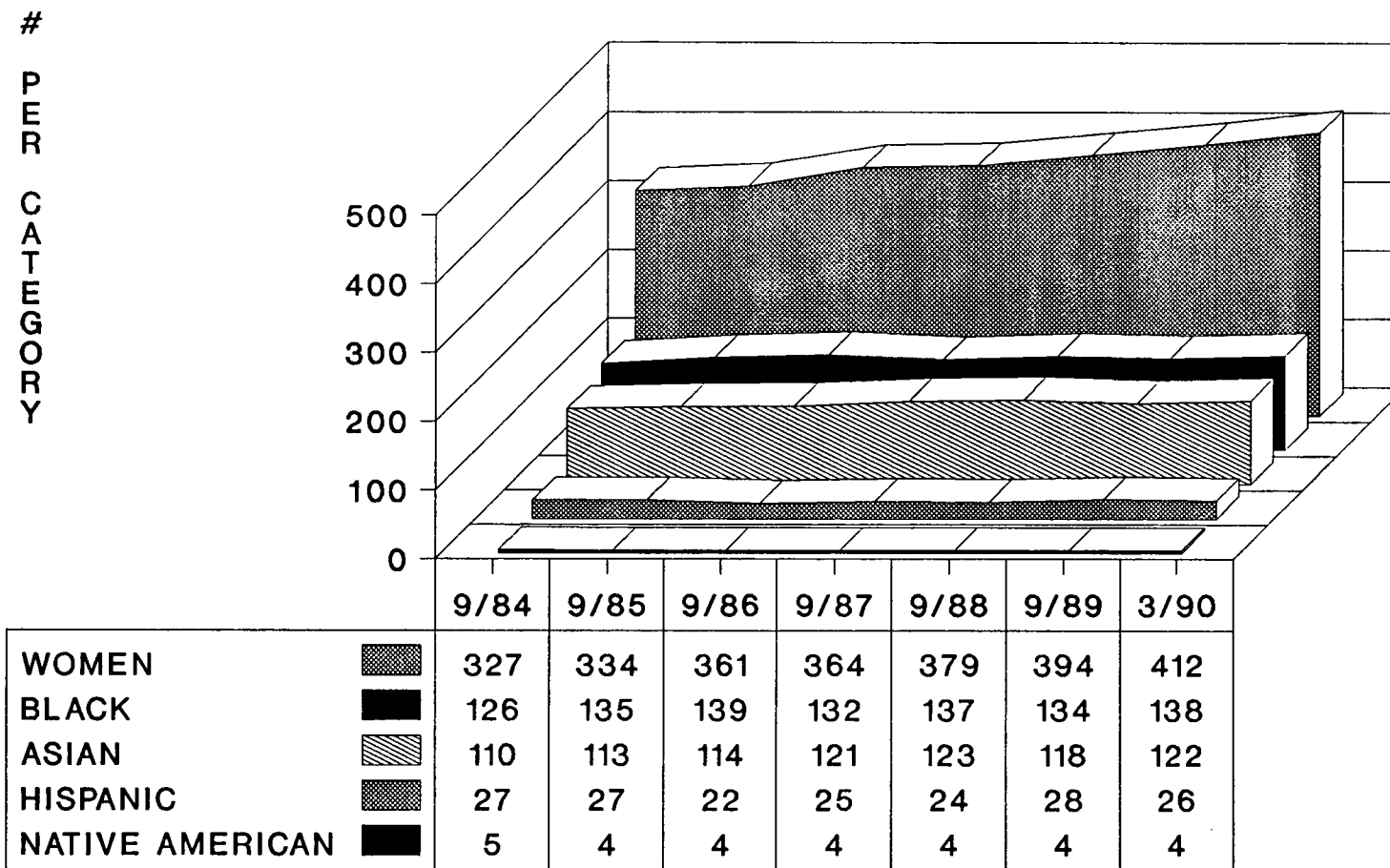
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NUMBER OF MINORITIES AND WOMEN FULL TIME PERMANENT STAFF



DATA AS OF MARCH 31, 1990

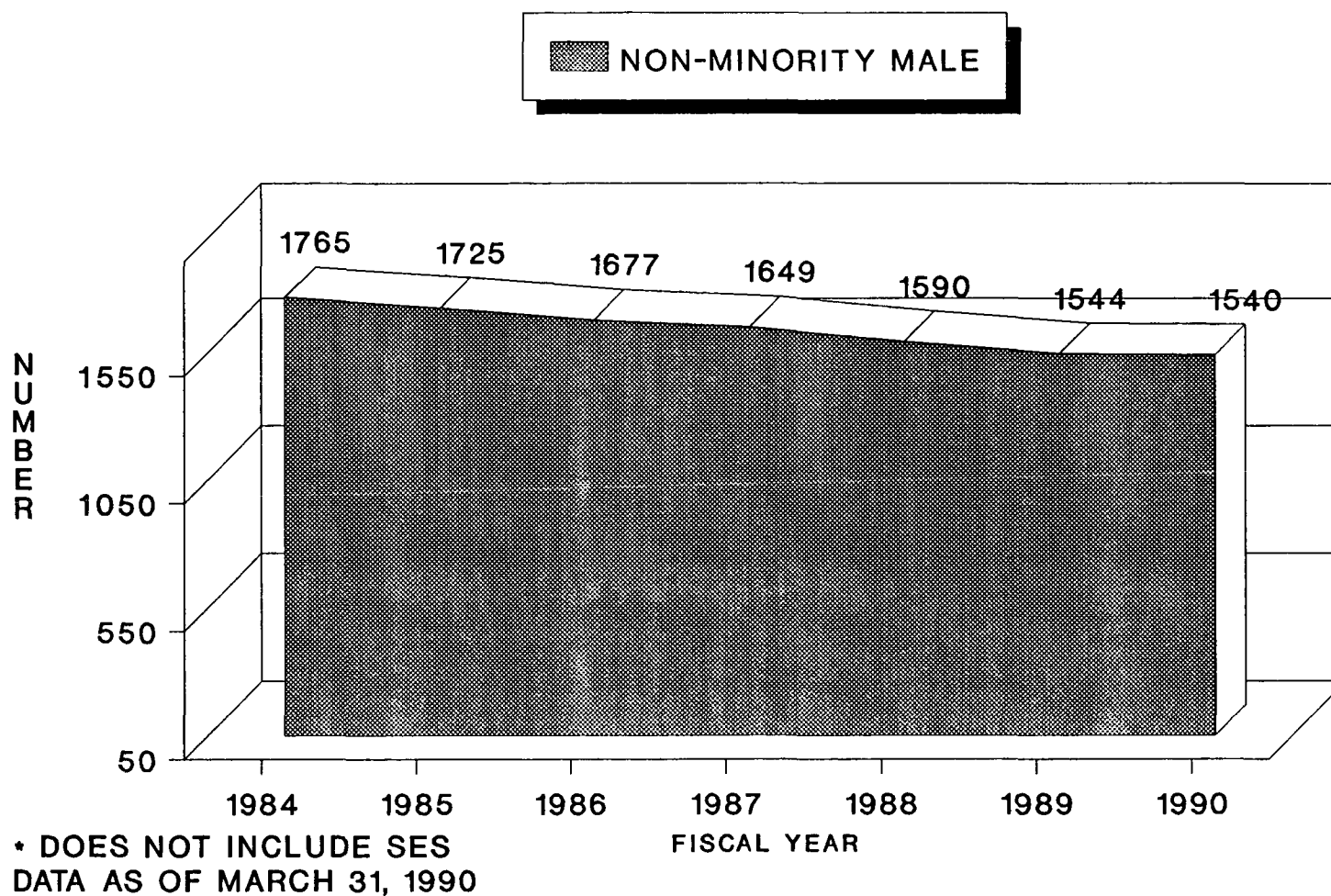
NUMBER OF MINORITIES AND WOMEN FULL TIME PERMANENT GG-11 AND ABOVE*



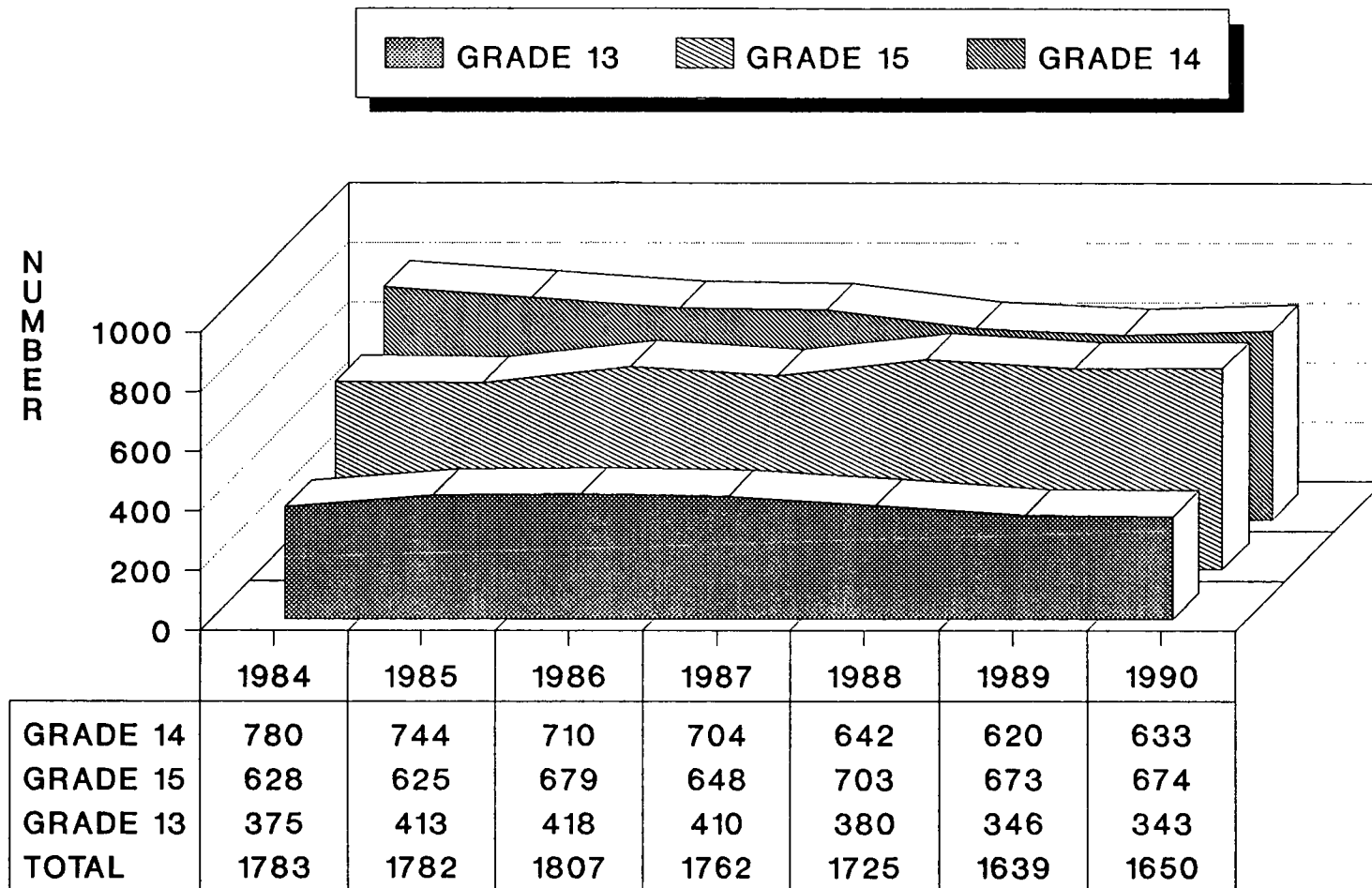
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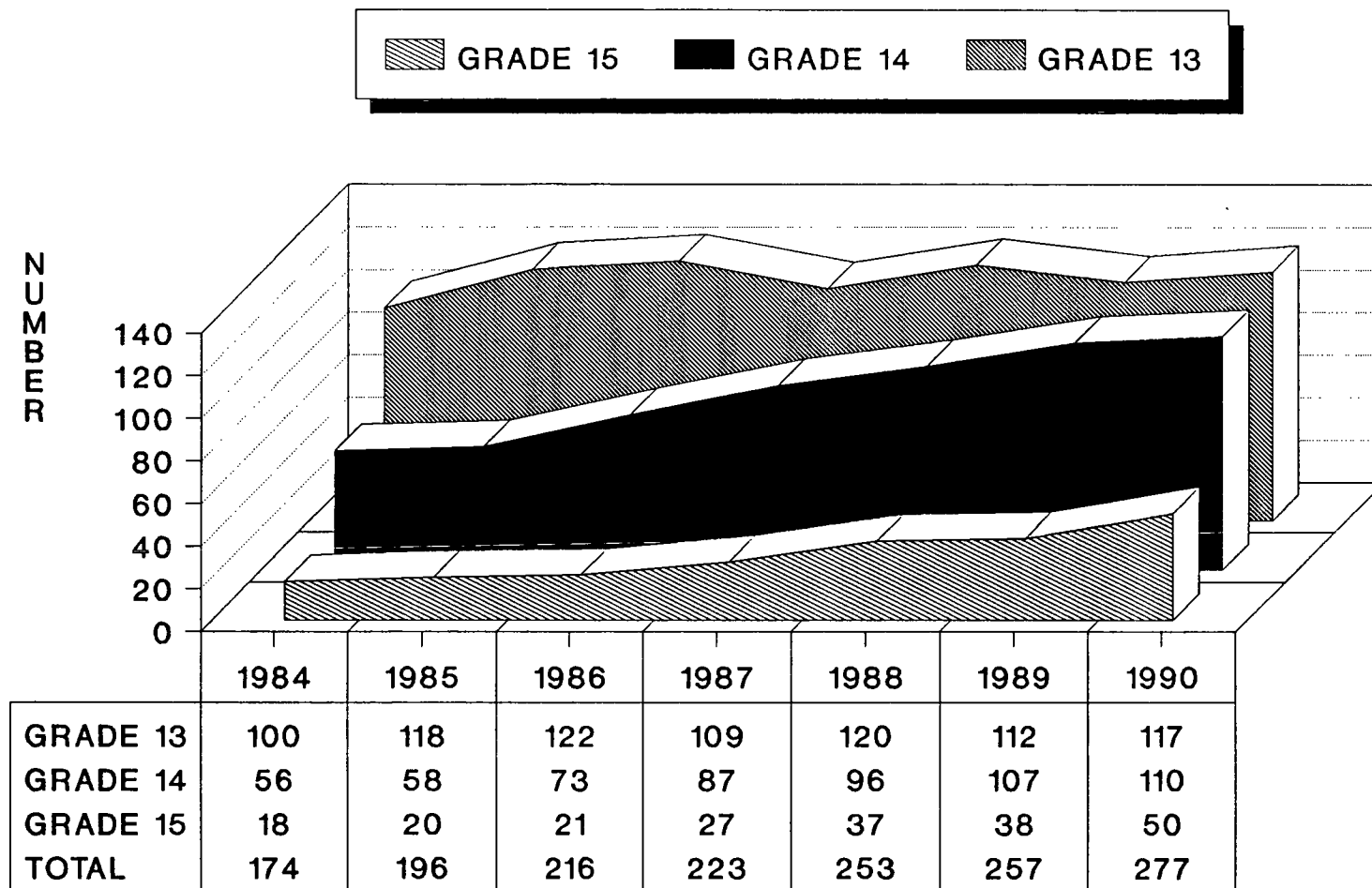
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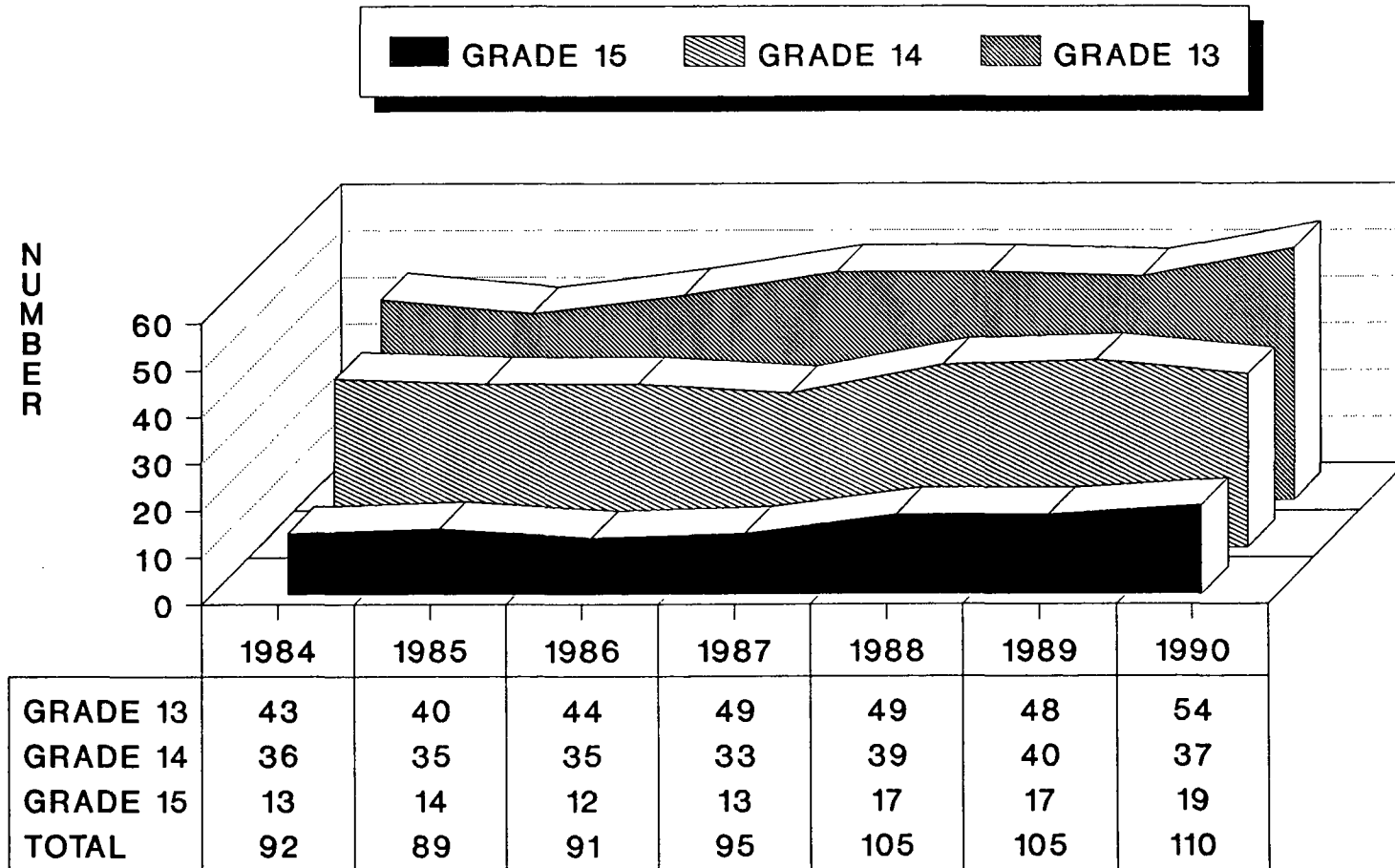
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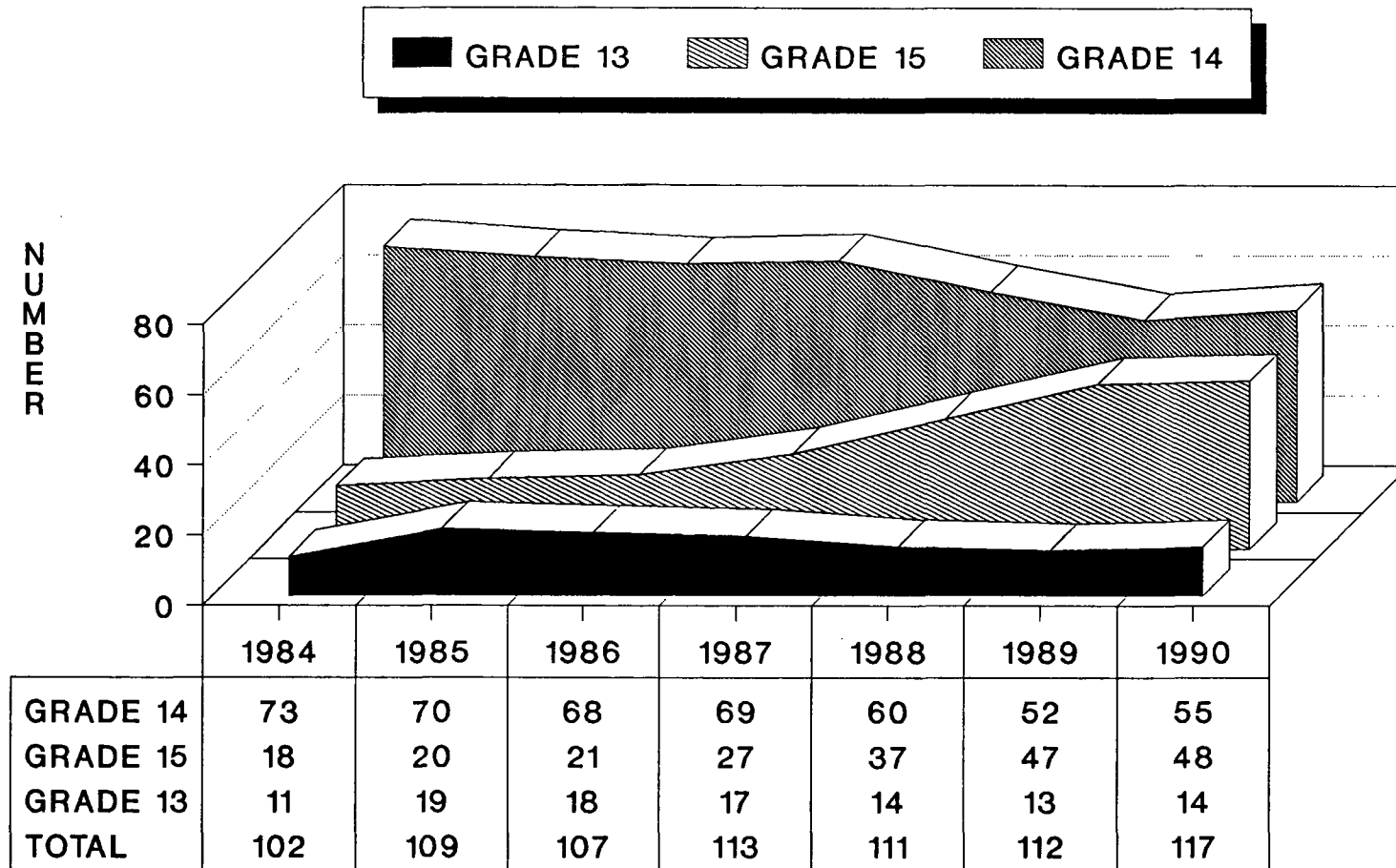
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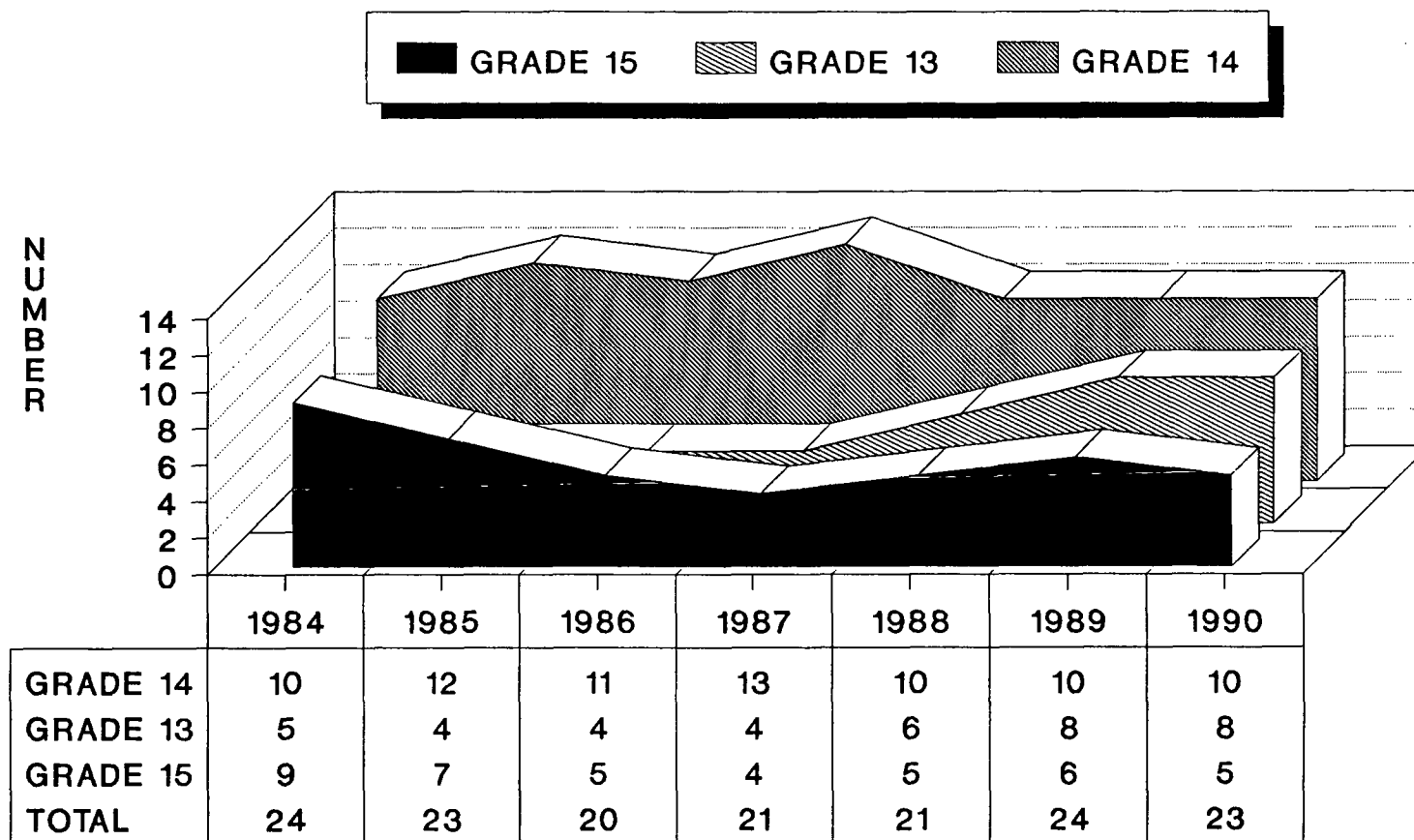
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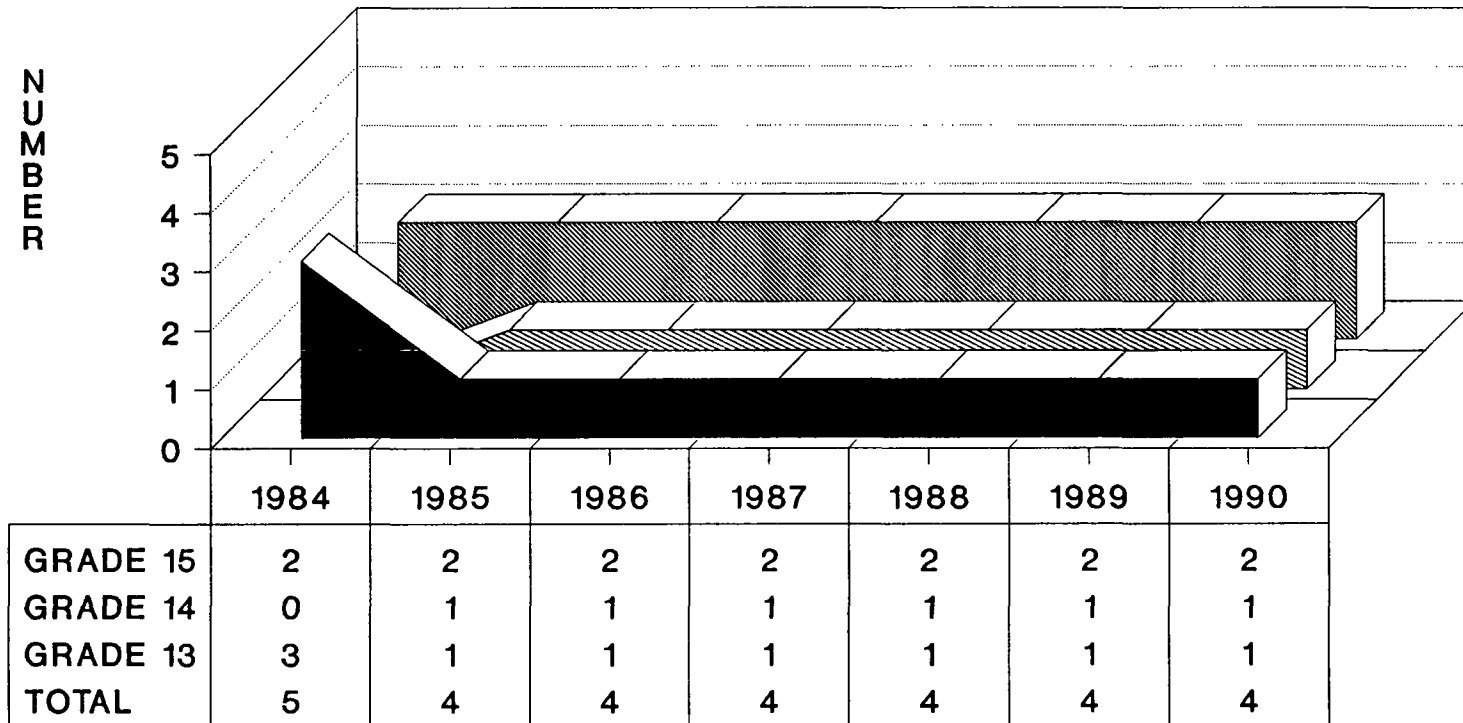


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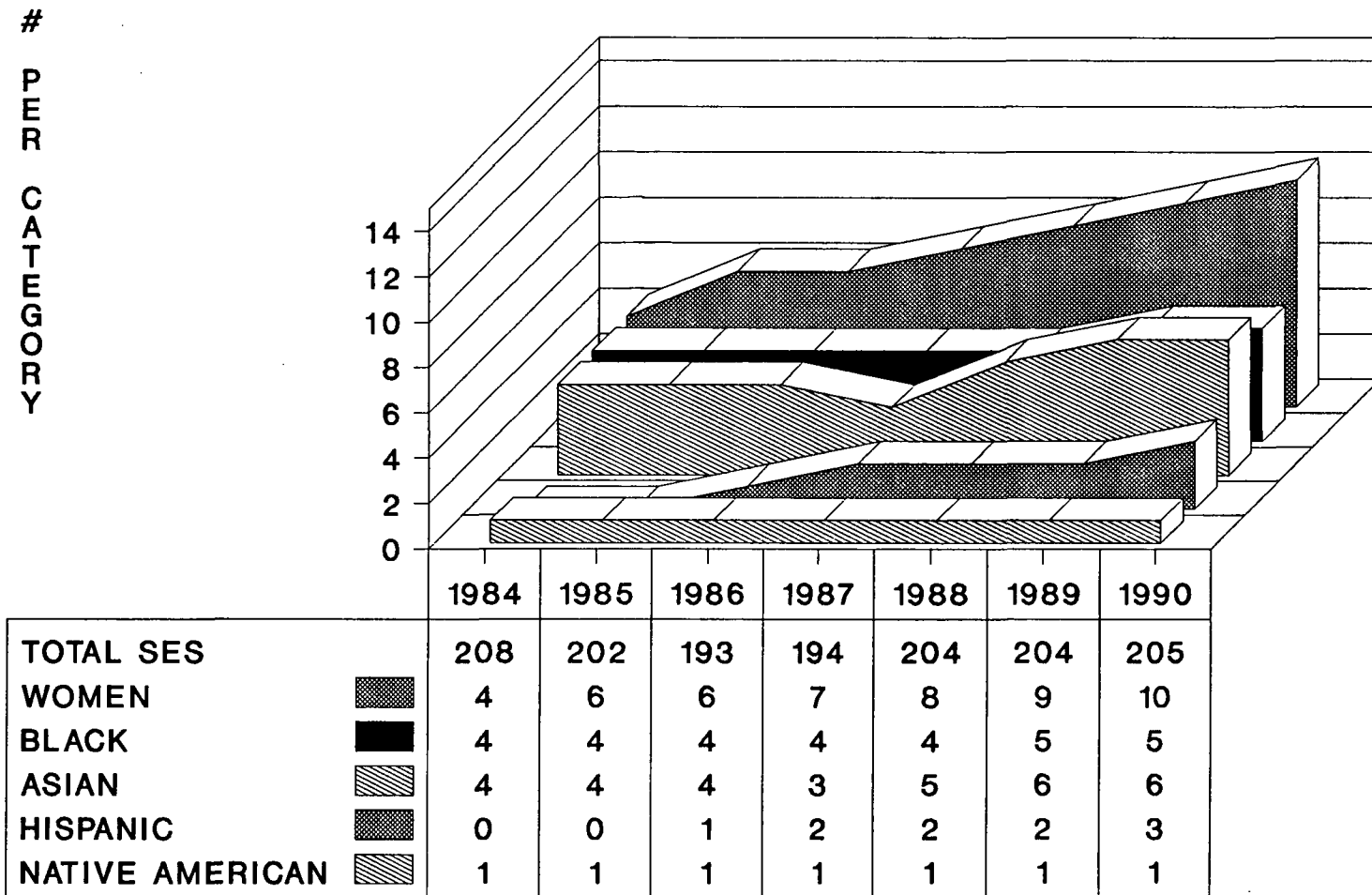


DISTRIBUTION OF NATIVE AMERICANS IN GRADES 13 - 15 FY 1984 THRU MARCH 31, 1990

GRADE 13
 GRADE 14
 GRADE 15

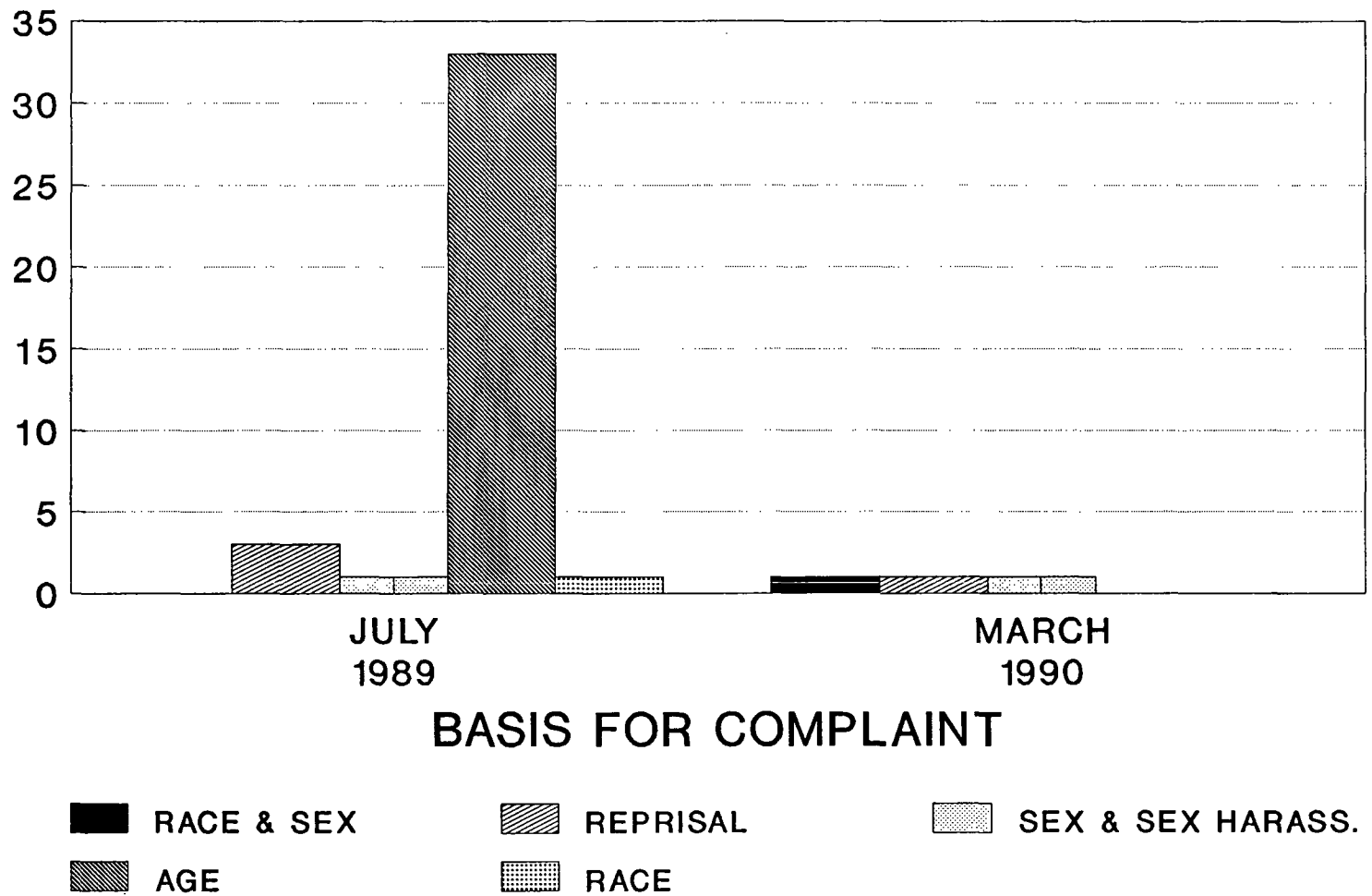


SES BY GENDER AND MINORITY STATUS (FULL TIME PERMANENT)

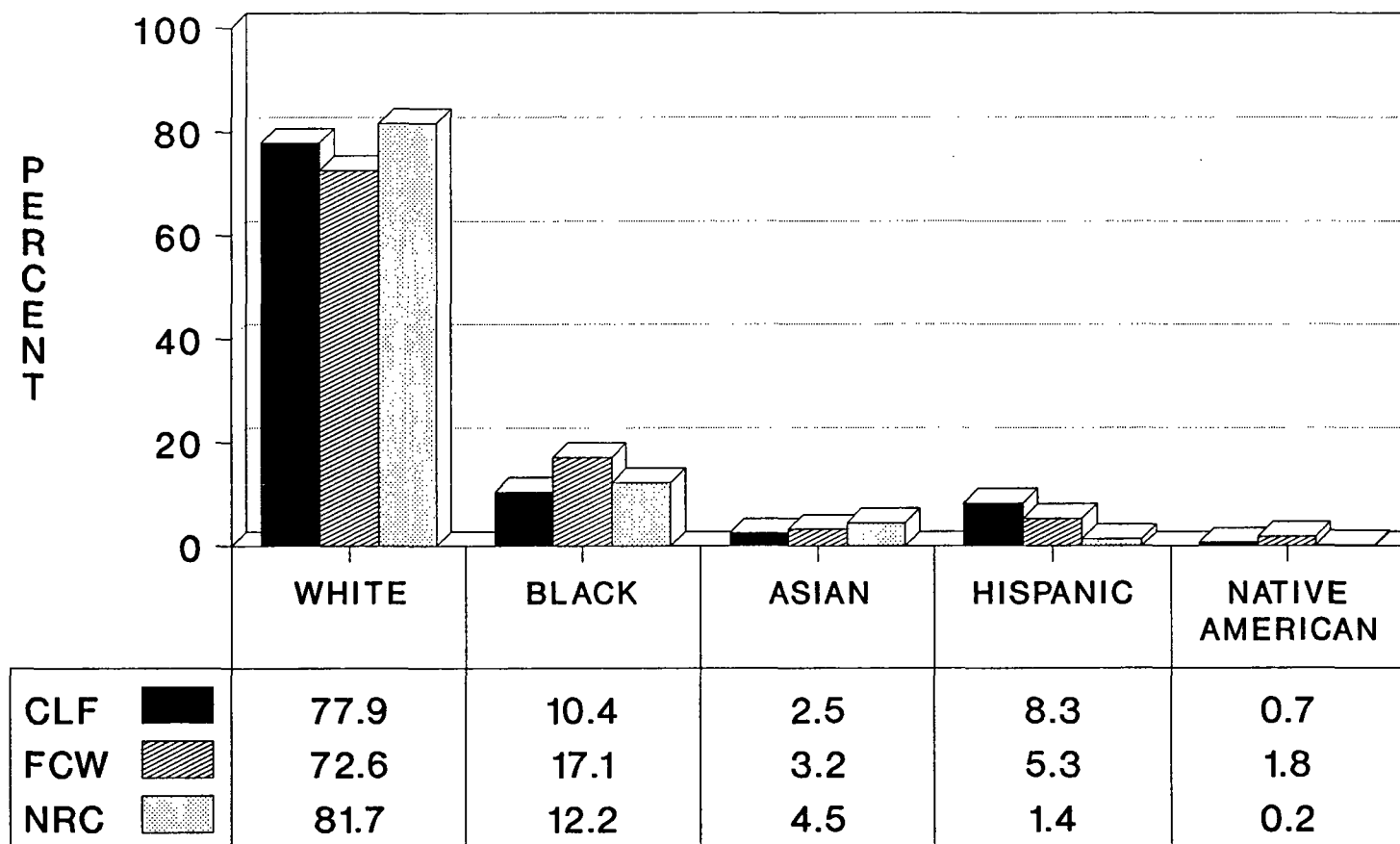


DATA AS OF MARCH 31, 1990

EEO DISCRIMINATION COMPLAINTS

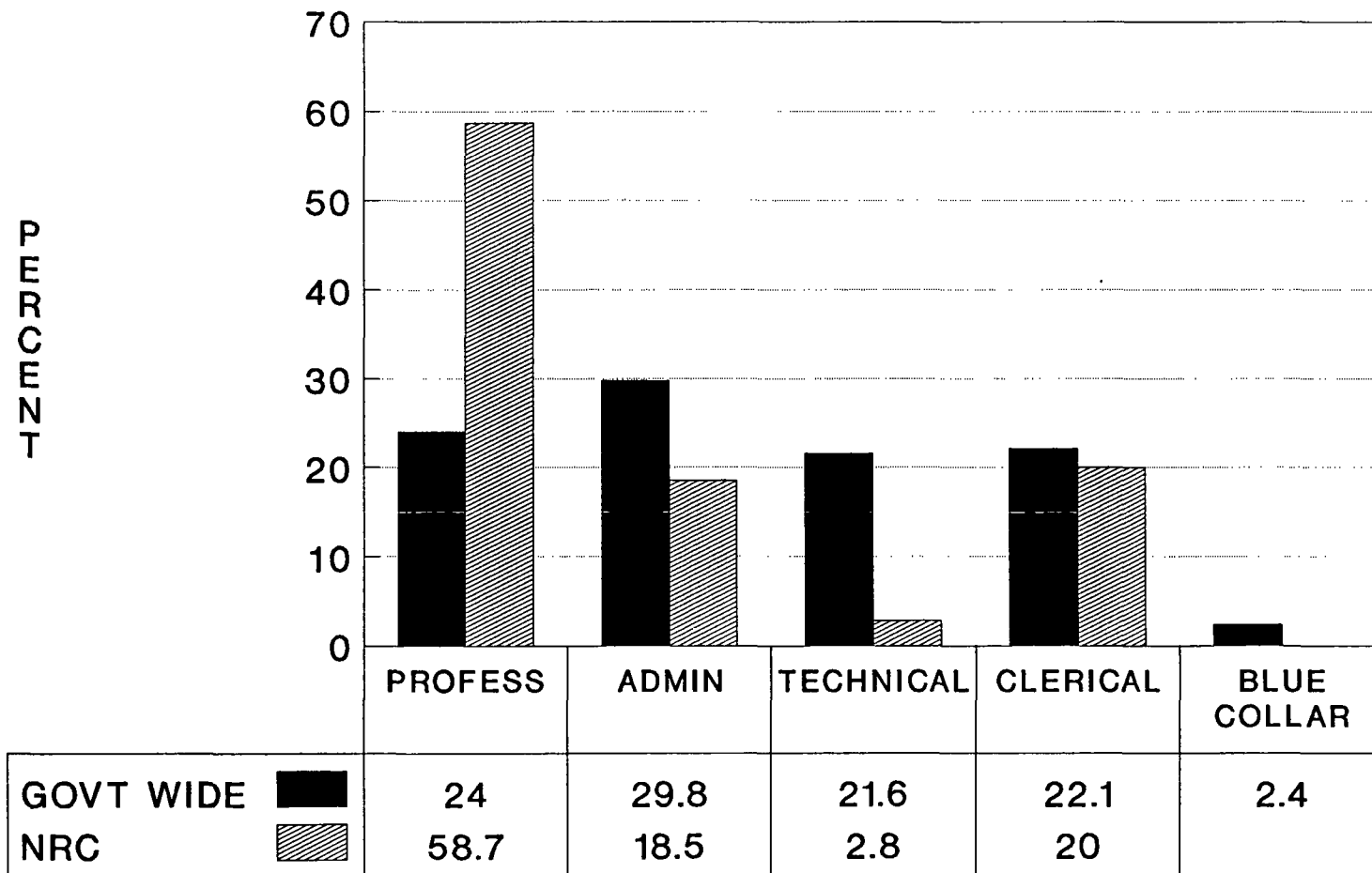


COMPARISON OF FEDERAL, CIVILIAN AND NRC WORKFORCE



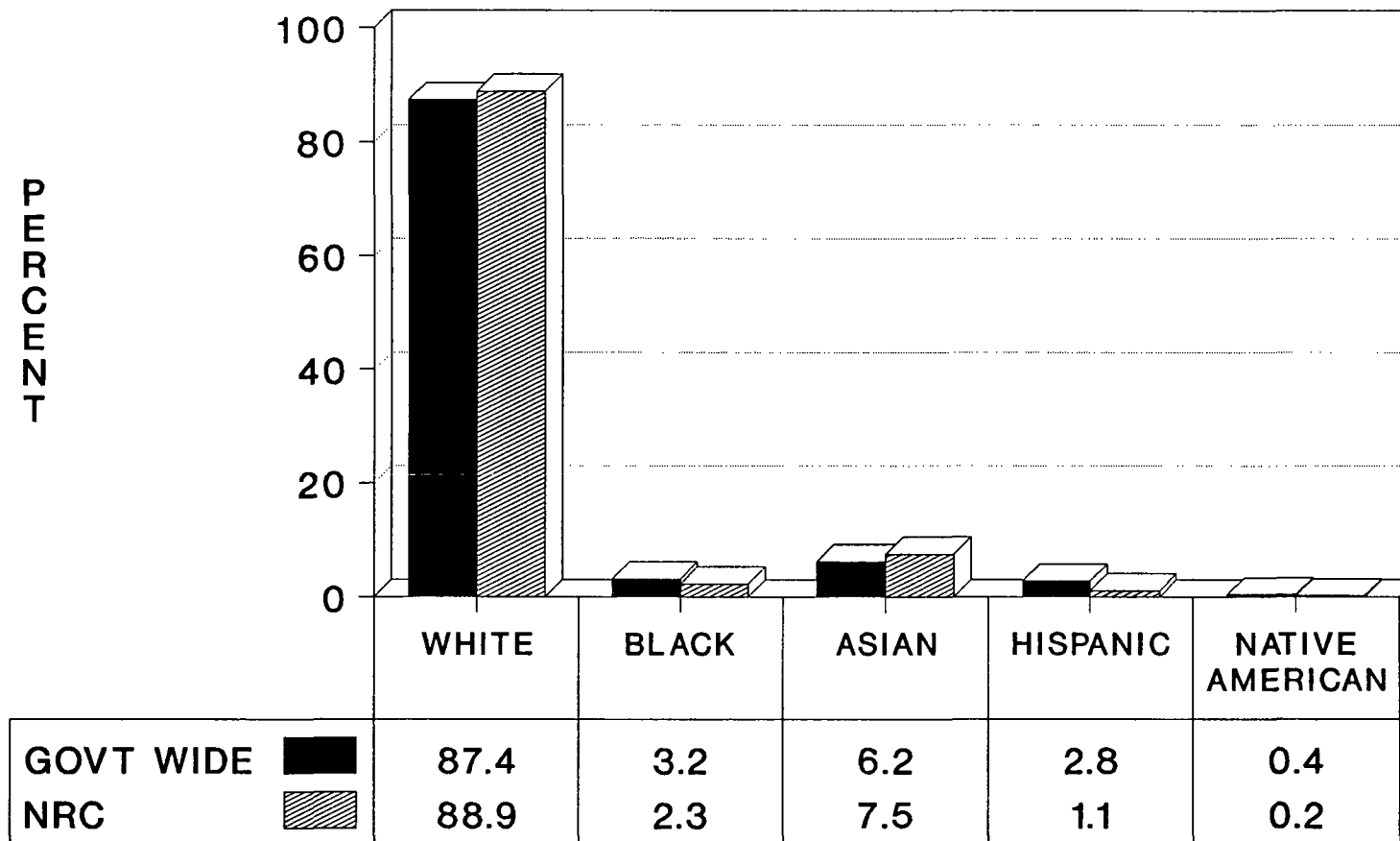
NRC DATA AS OF 3/90
GOVT DATA (MINUS NRC) AS OF 30 SEP 89

COMPARISON OF POPULATION BY FIELD GOVERNMENT WIDE VS NRC



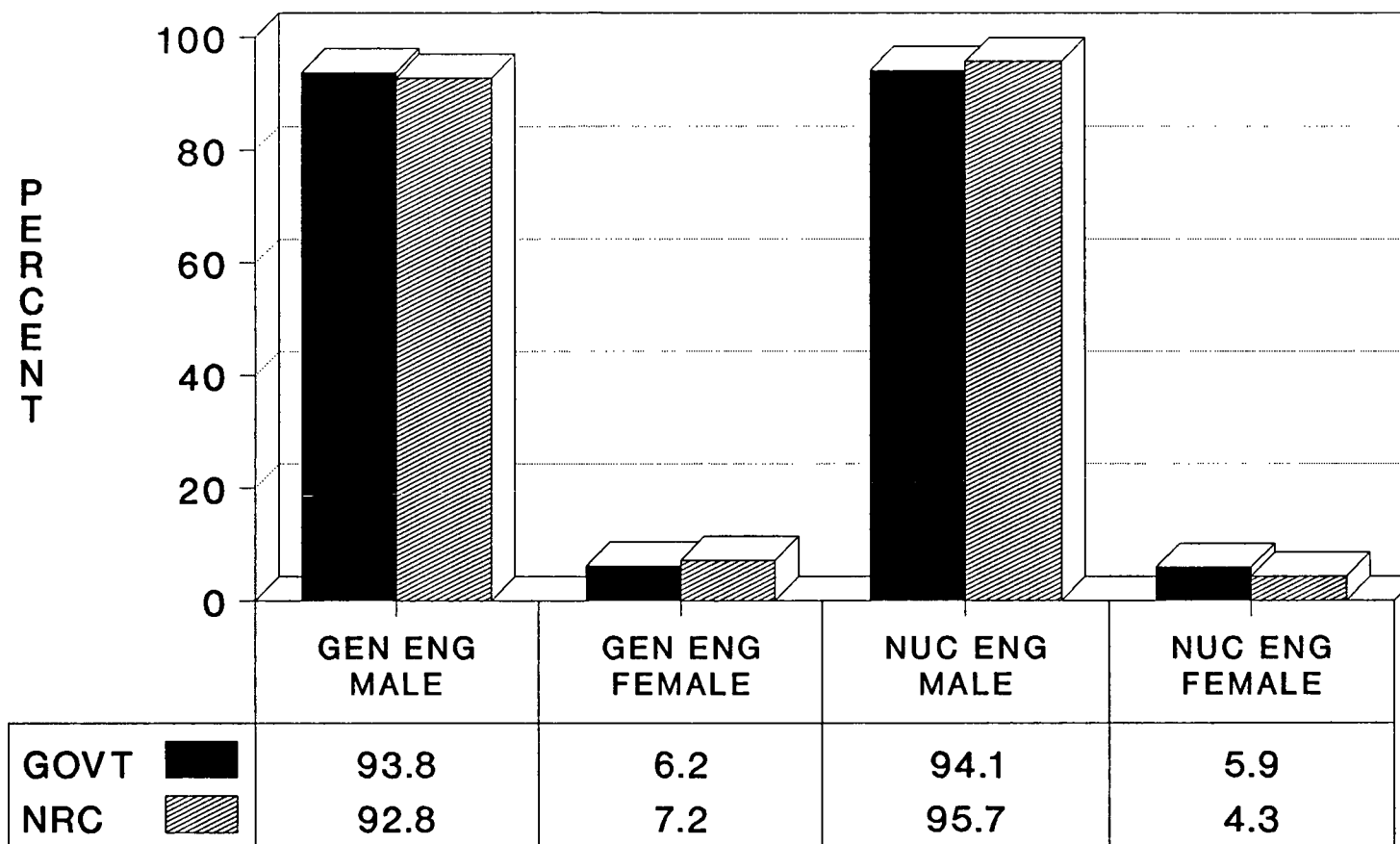
NRC DATA AS OF 3/90
GOVT DATA (MINUS NRC) AS OF 30 SEP 89

ENG SERIES BY ETHNIC GP GOVERNMENT WIDE VS NRC



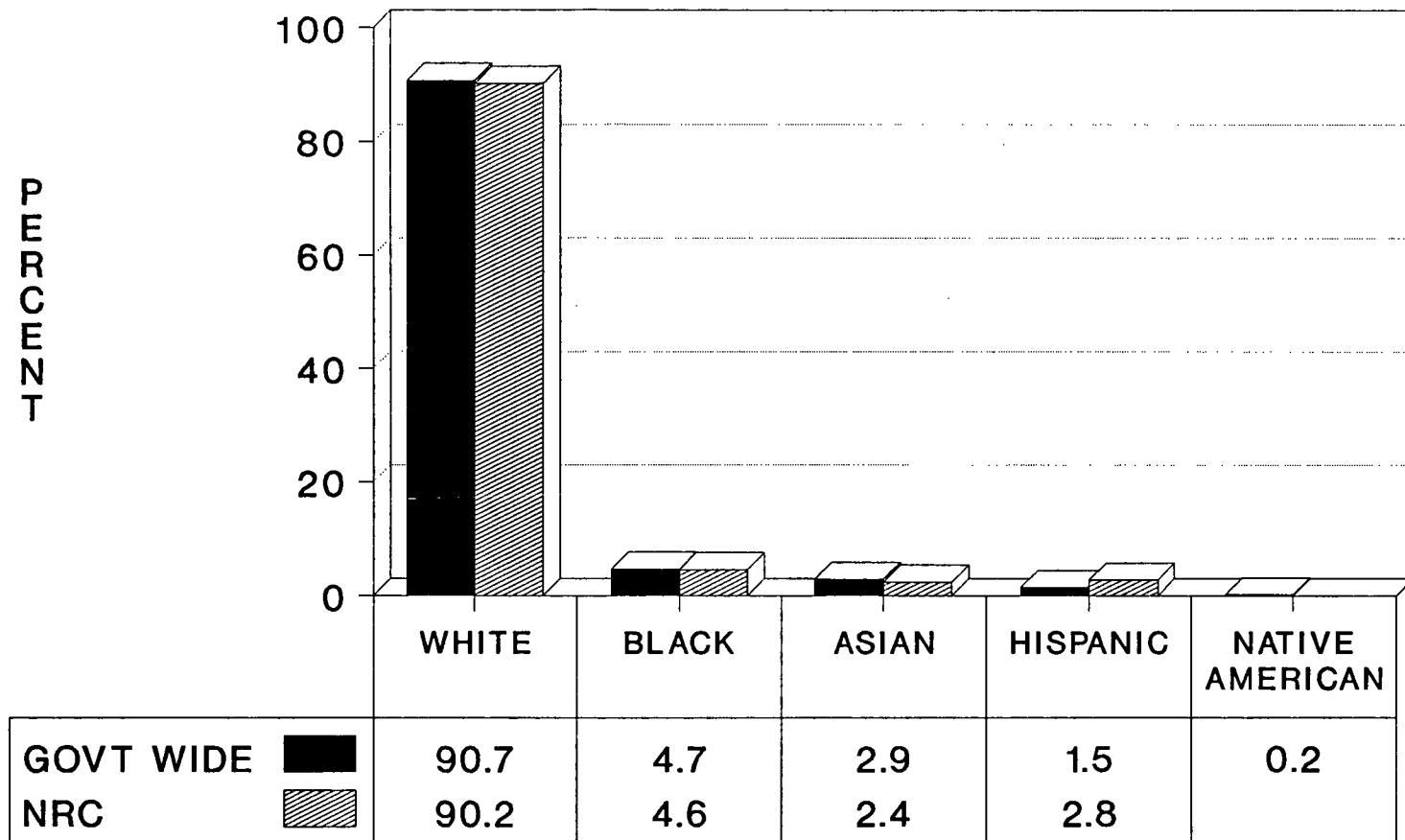
NRC DATA AS OF 3/90
GOVT DATA (MINUS NRC) AS OF 30 SEP 89

ENGINEERING SERIES BY GENDER GOVERNMENT WIDE VS NRC



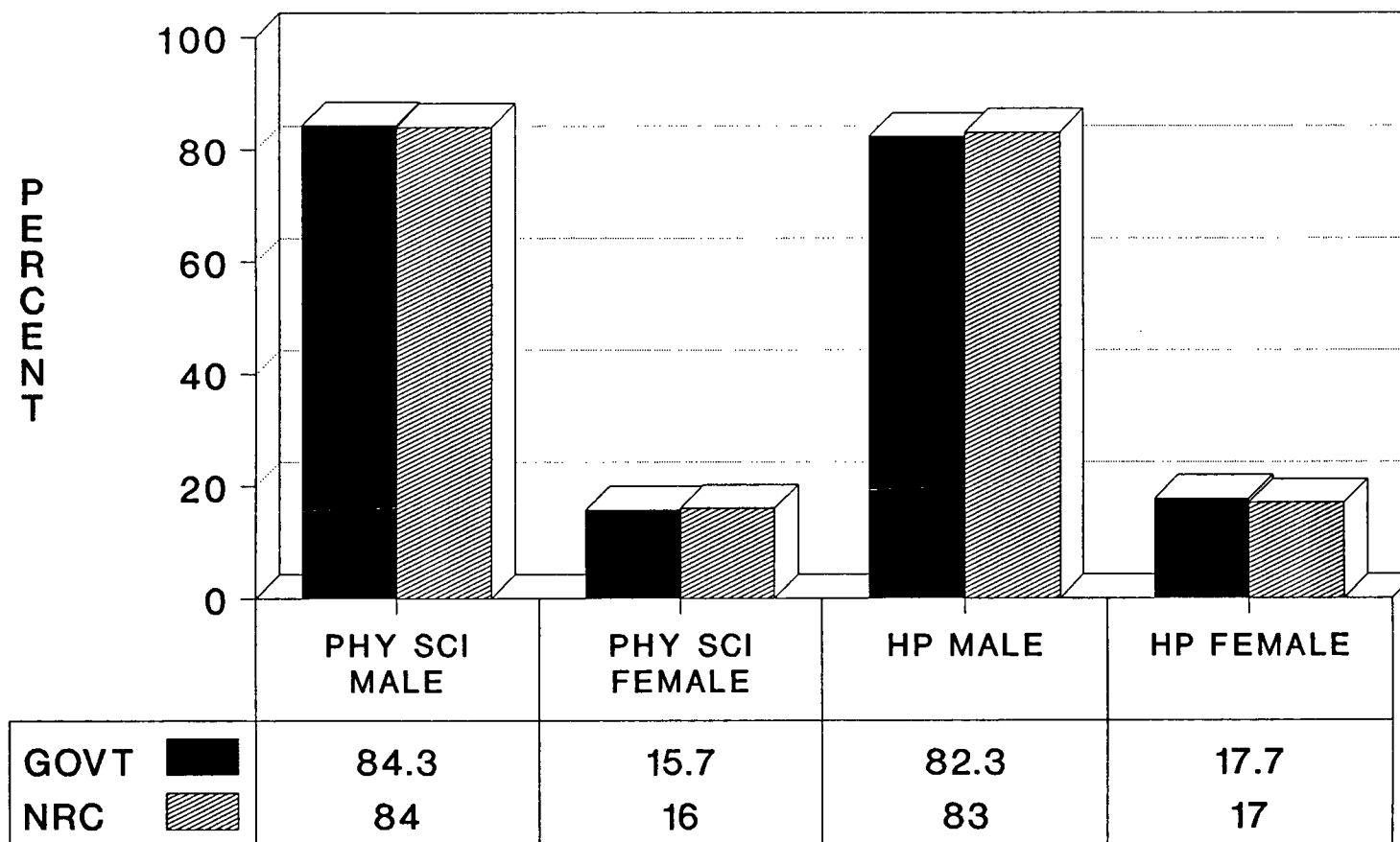
NRC DATA AS OF 3/90
GOVT DATA (MINUS NRC) AS OF 30 SEP 89

SCIENCE SERIES BY ETHNIC GP GOVERNMENT WIDE VS NRC



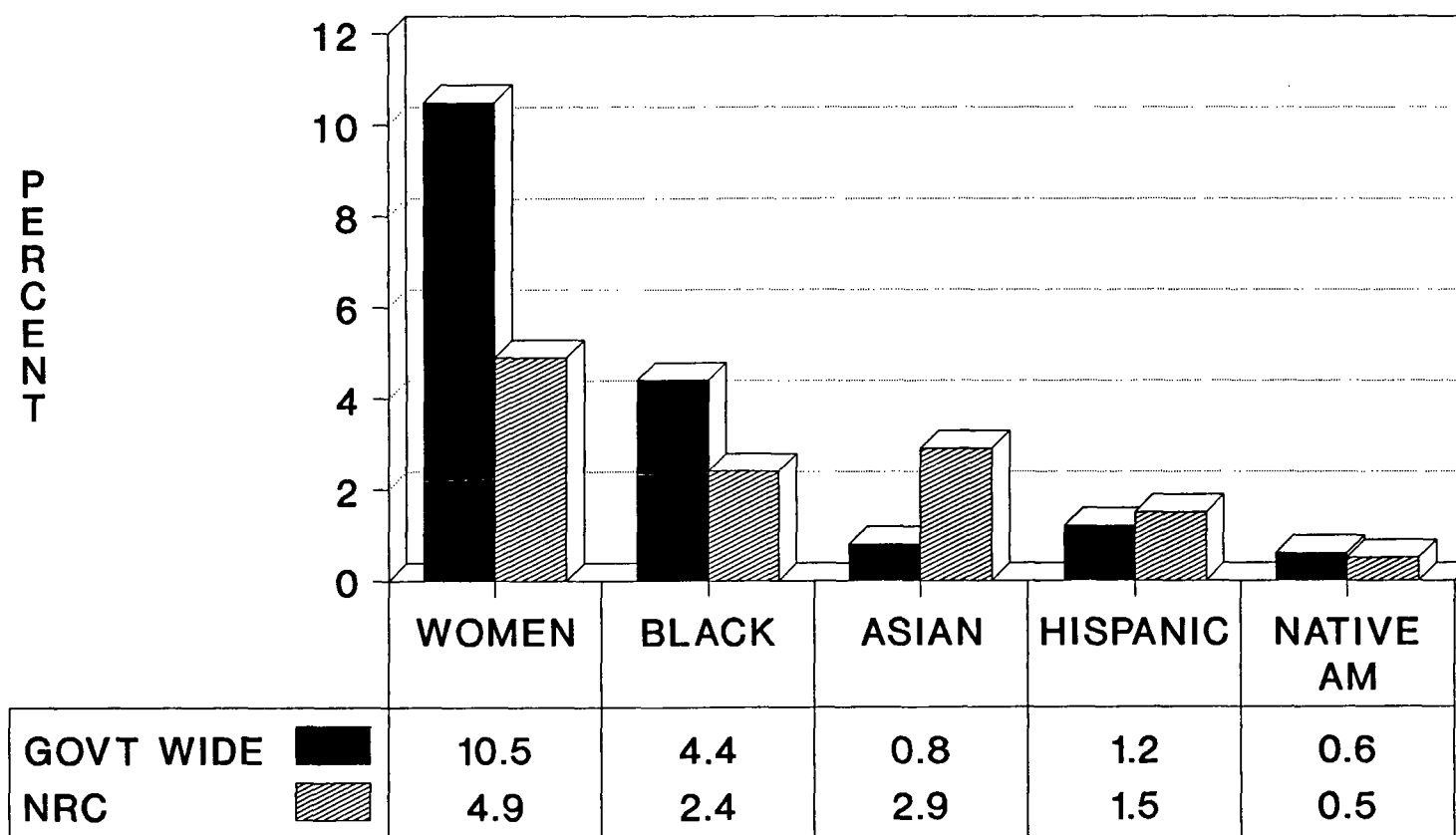
NRC DATA AS OF 3/90
GOVT DATA (MINUS NRC) AS OF 30 SEP 89

SCIENCE SERIES BY GENDER GOVERNMENT WIDE VS NRC



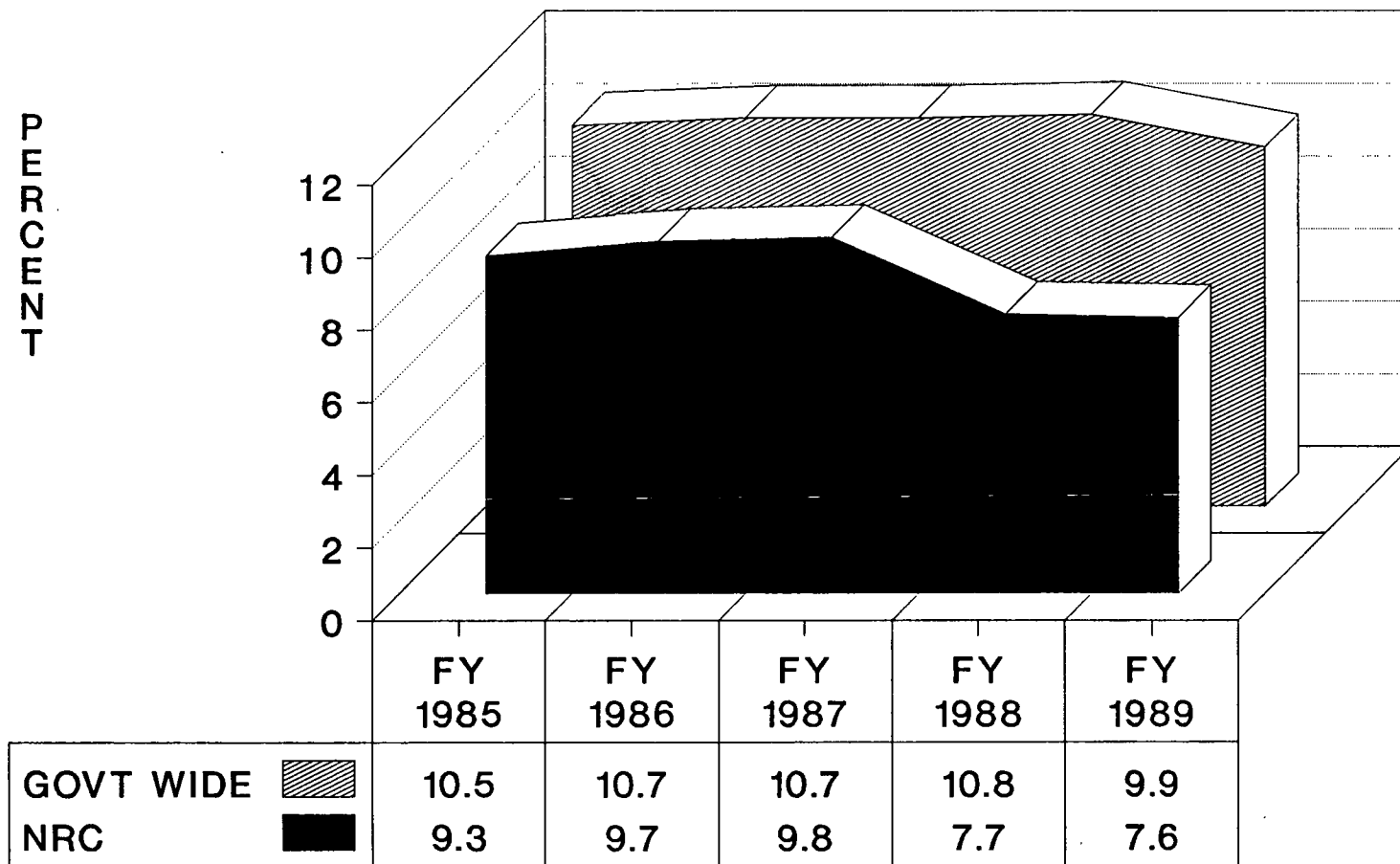
NRC DATA AS OF 3/90
GOVT DATA (MINUS NRC) AS OF 30 SEP 89

COMPARISON OF SES COMPOSITION BY GENDER/ETHNICITY GOVT VS NRC GOVT WIDE DATA AS OF 12/31/89*



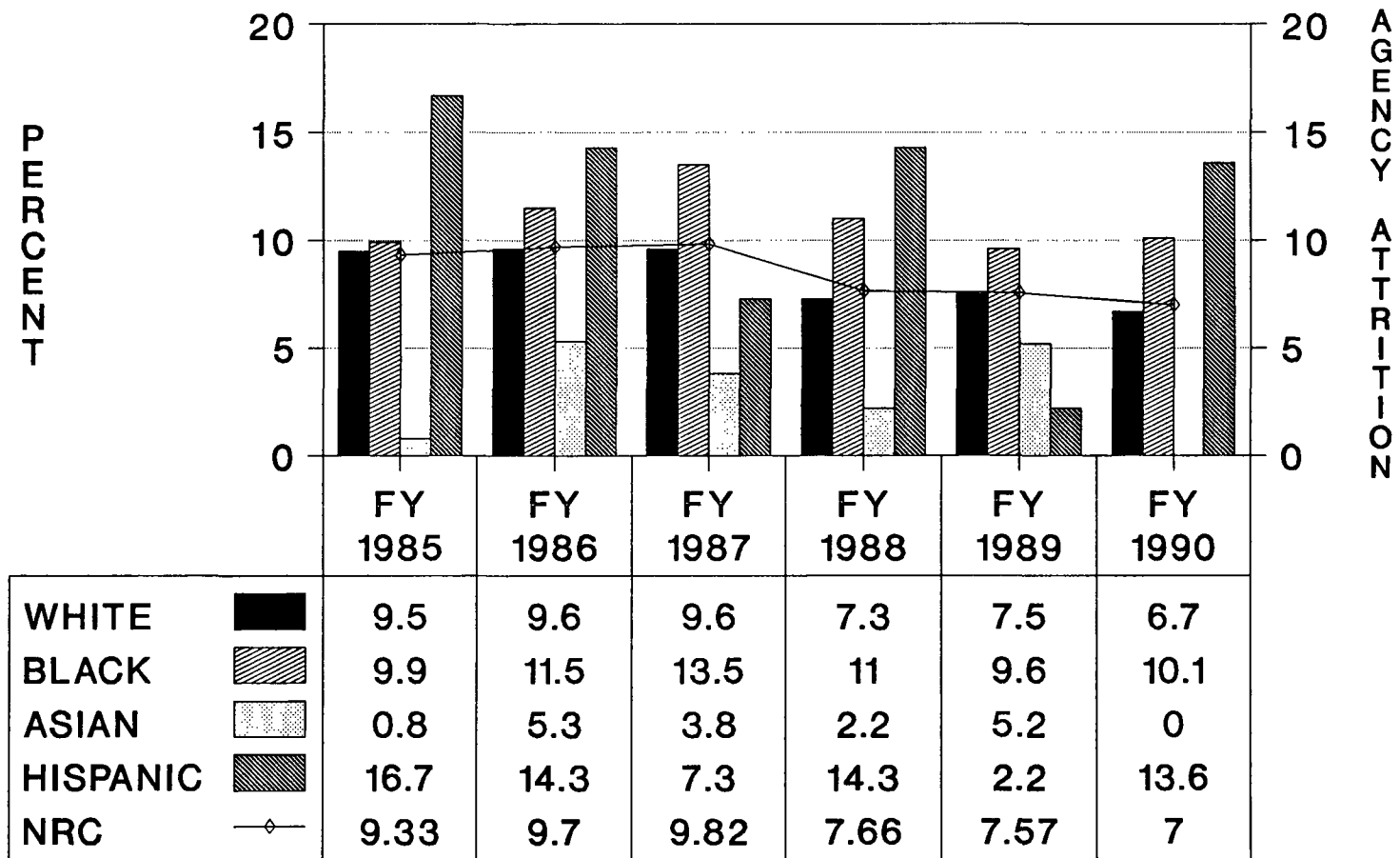
*GOVT WIDE DOUBLE COUNTS MINORITY FEMALE

COMPARISON OF ATTRITION GOVERNMENT WIDE VS NRC



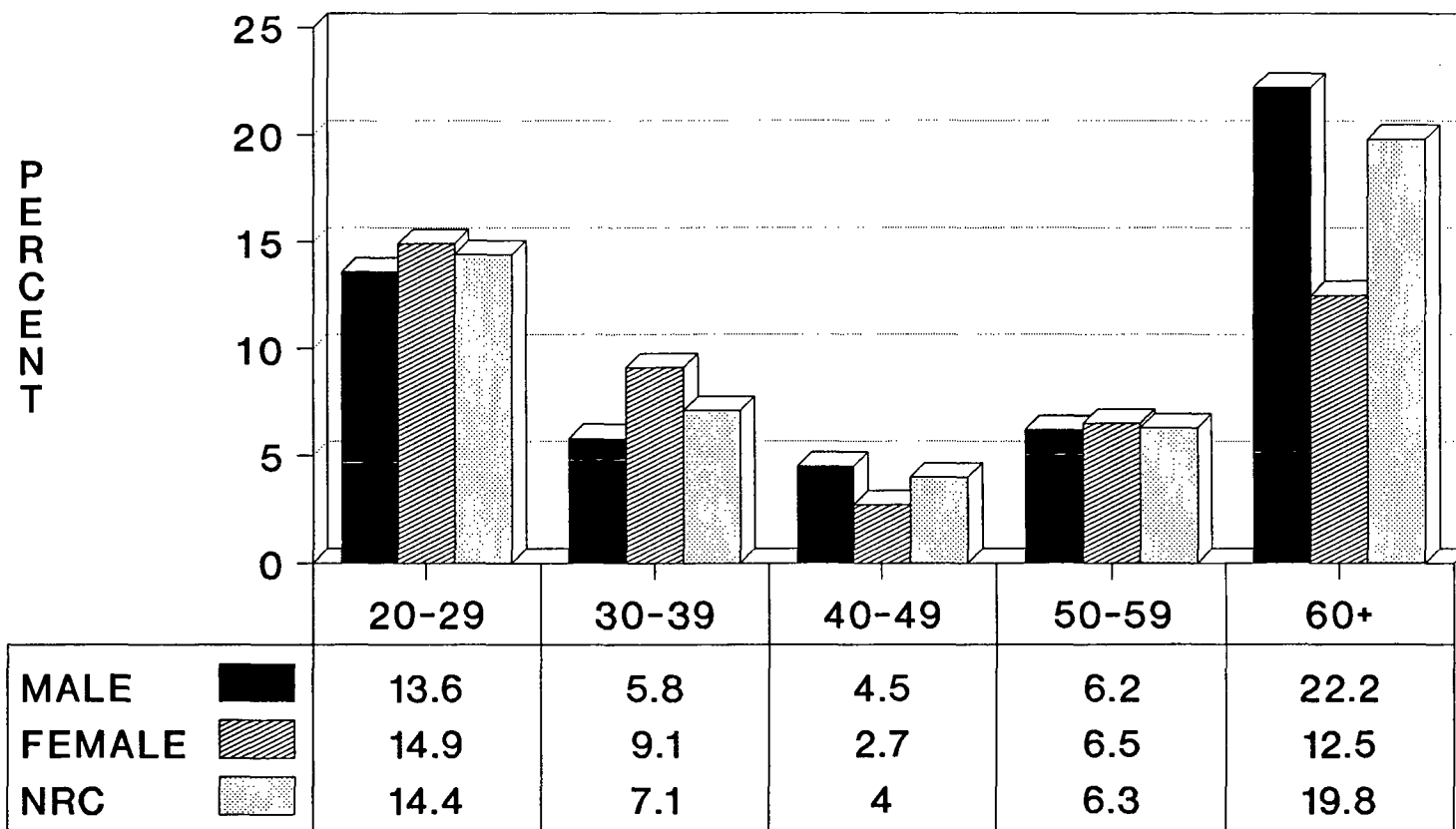
DATA AS OF 3/90

ATTRITION BY ETHNIC GROUP FY 1985 - FY 1990

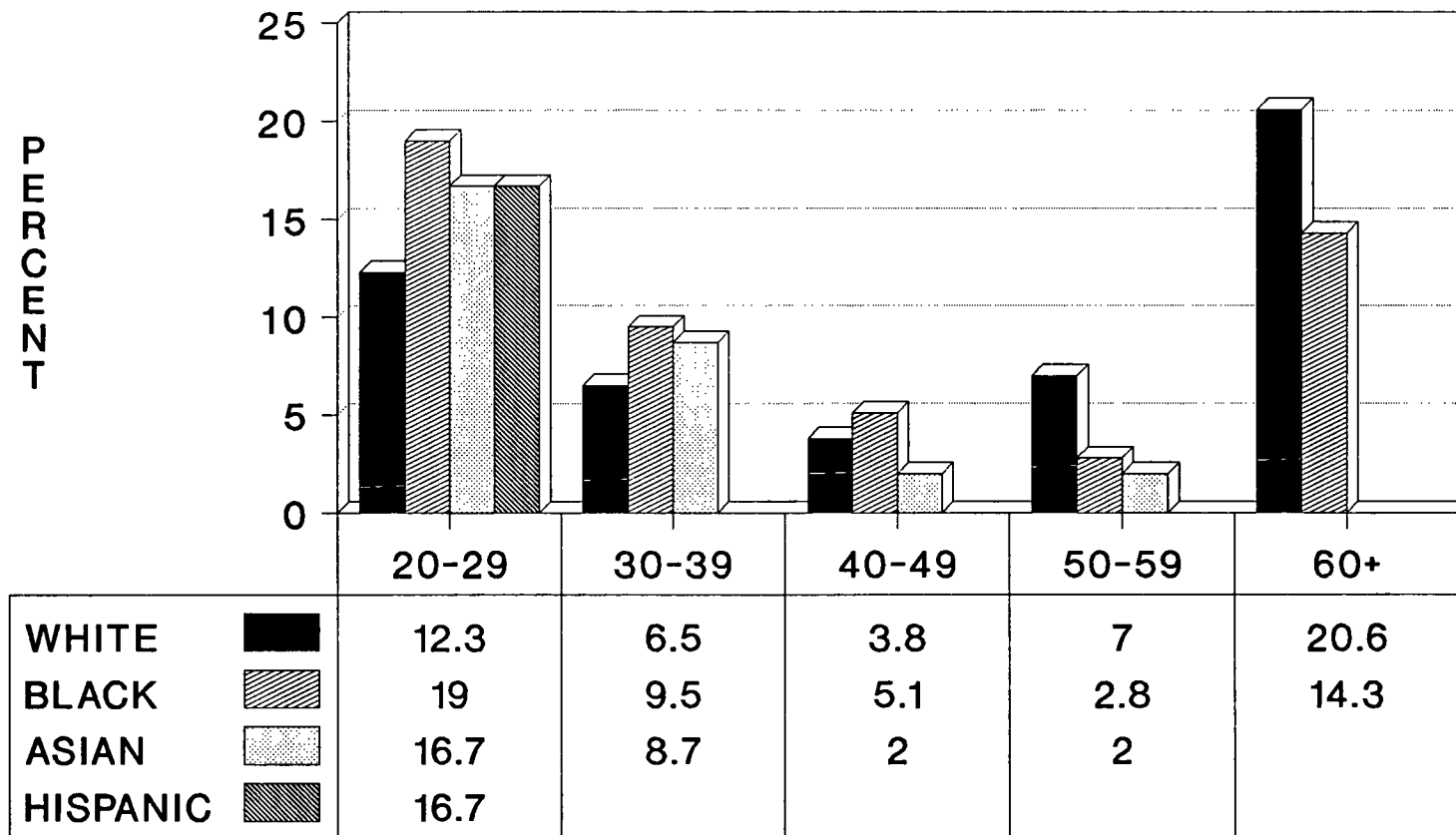


DATA AS OF 3/31/90

EMPLOYEE ATTRITION BY AGE GROUP AND GENDER FOR FY 1989



EMPLOYEE ATTRITION BY AGE AND ETHNIC GROUP FOR FY 1989 IN PERCENTS

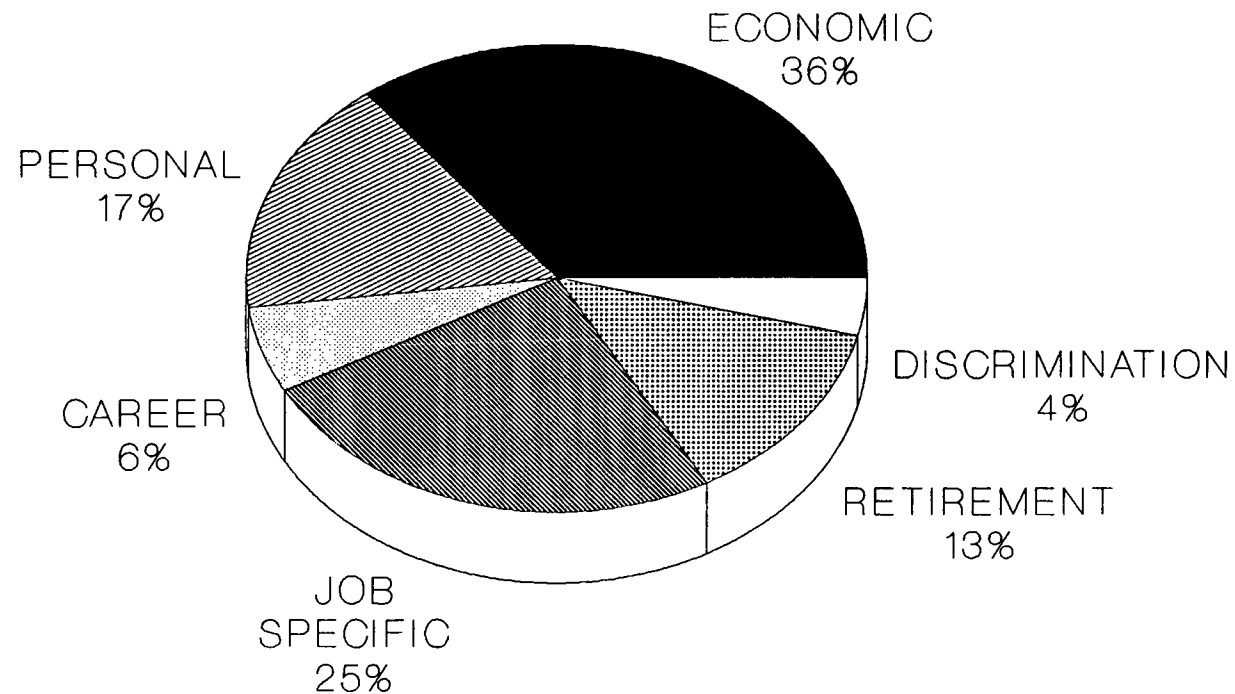


REASONS FOR ATTRITION

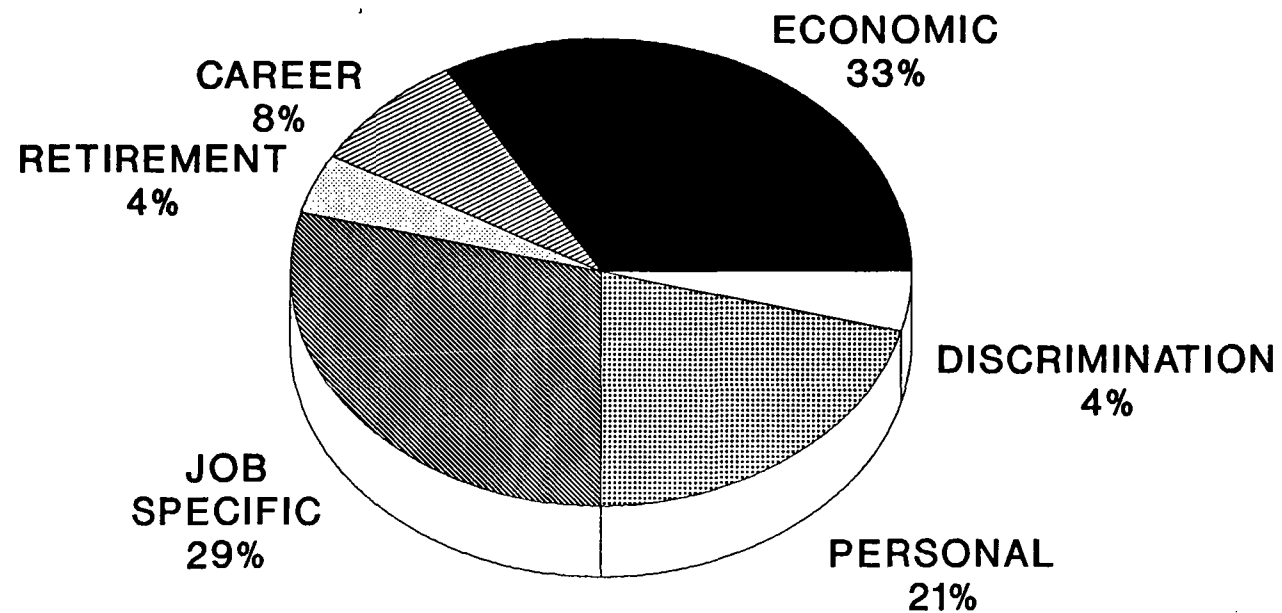
		<u>RESPONSES</u>
		<u>%</u>
<u>ECONOMIC</u> -	HIGHER PAY	15.5
	BETTER BENEFITS	2.0
	BETTER OPPORTUNITY FOR ADVANCEMENT	14.5
	JOB SECURITY	1.5
	PROMOTION POTENTIAL	2.0
<u>PERSONAL</u> -	BETTER COMMUTE	7.5
	BETTER AREA	1.0
	CARE FOR FAMILY MEMBER	3.0
	FAMILY RELOCATION	3.5
	RETURN TO SCHOOL	.5
	DISSATISFACTION WITH CO-WORKERS	1.0
<u>CAREER</u> -	RETIREMENT TO START NEW CAREER	1.0
	PURSUE A NEW CAREER	5.0
<u>JOB-SPECIFIC</u> -	LESS TRAVEL	1.5
	JOB DISSATISFACTION	6.0
	MORE RECOGNITION OF EFFORT	6.0
	BETTER OFFICE SURROUNDINGS	1.5
	DISSATISFACTION WITH SUPERVISOR OR MANAGEMENT	10.0
<u>RETIREMENT</u> -	NO OTHER REASON GIVEN	13.0
<u>DISCRIMINATION</u> -	AGE	2.0
	SEX	1.0
	RACE	1.0

*137 RESPONDENTS (SOME GAVE MORE THAN 1 REASON)

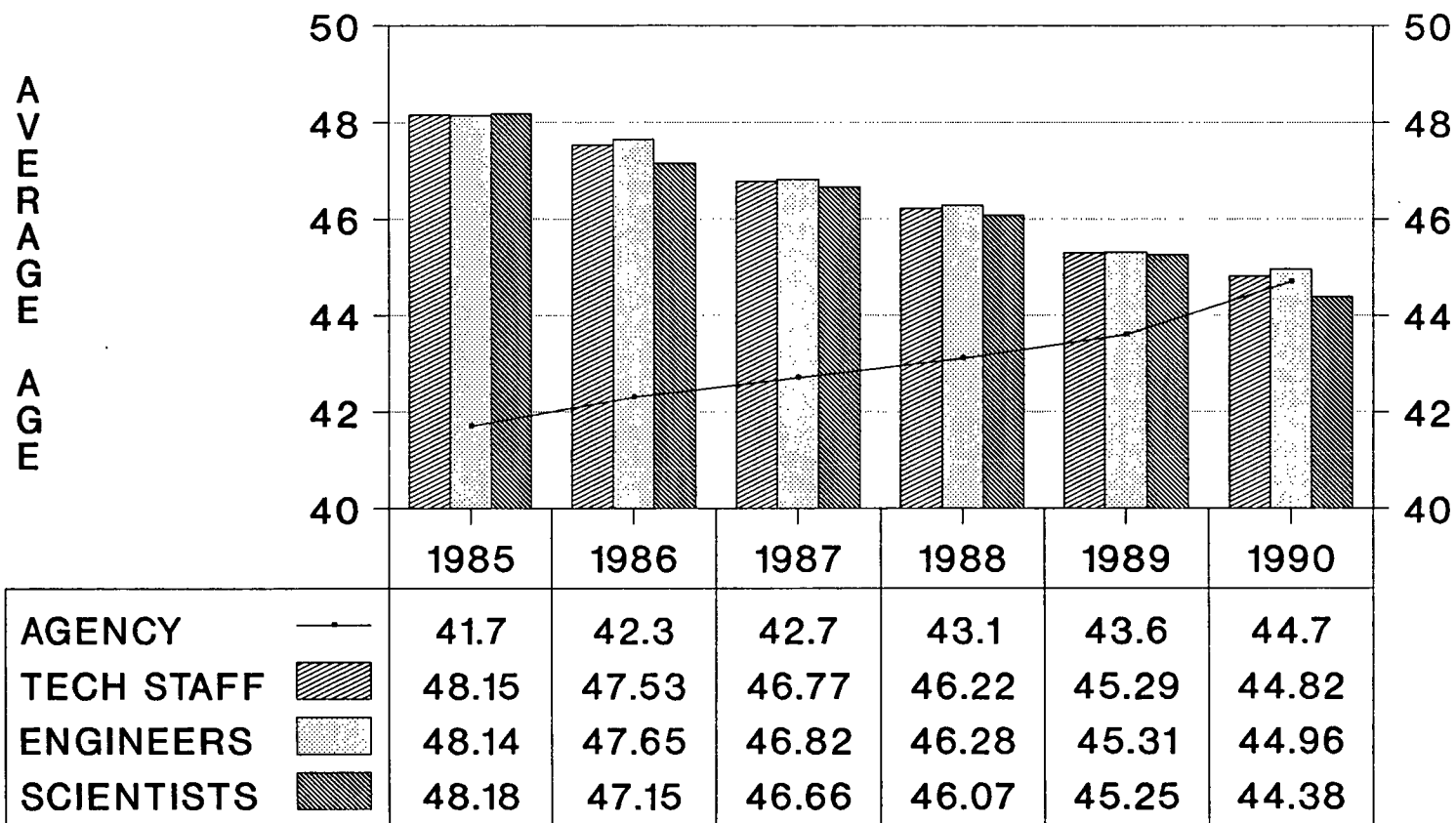
RESULTS OF THE QUESTIONNAIRE ON THE REASONS FOR ATTRITION 137 RESPONDENTS



RESULTS OF THE QUESTIONNAIRE ON THE CAUSES OF ATTRITION FOR BLACK EMPLOYEES

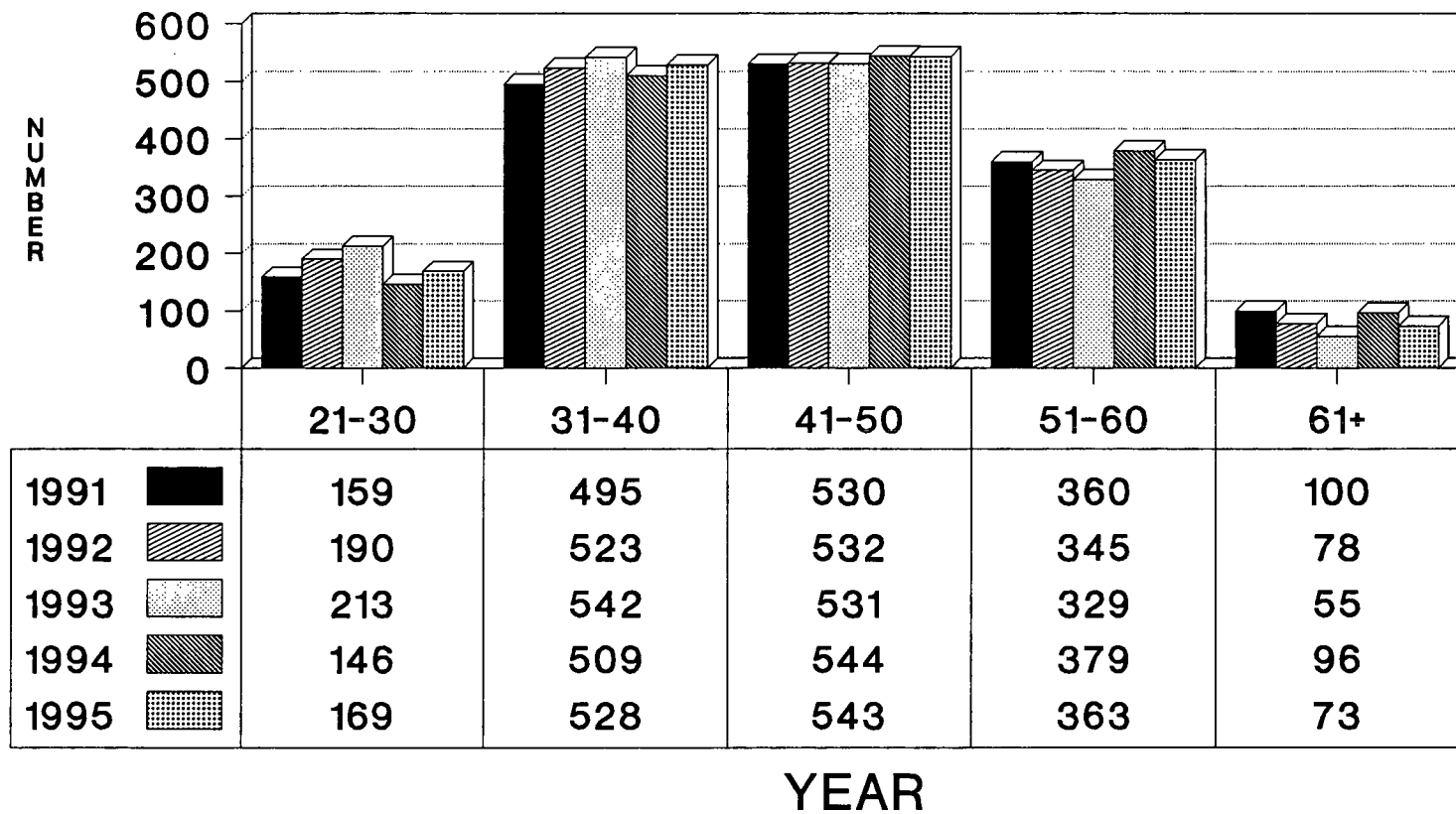


AVERAGE AGE OF THE TECHNICAL STAFF TO AGENCY WIDE

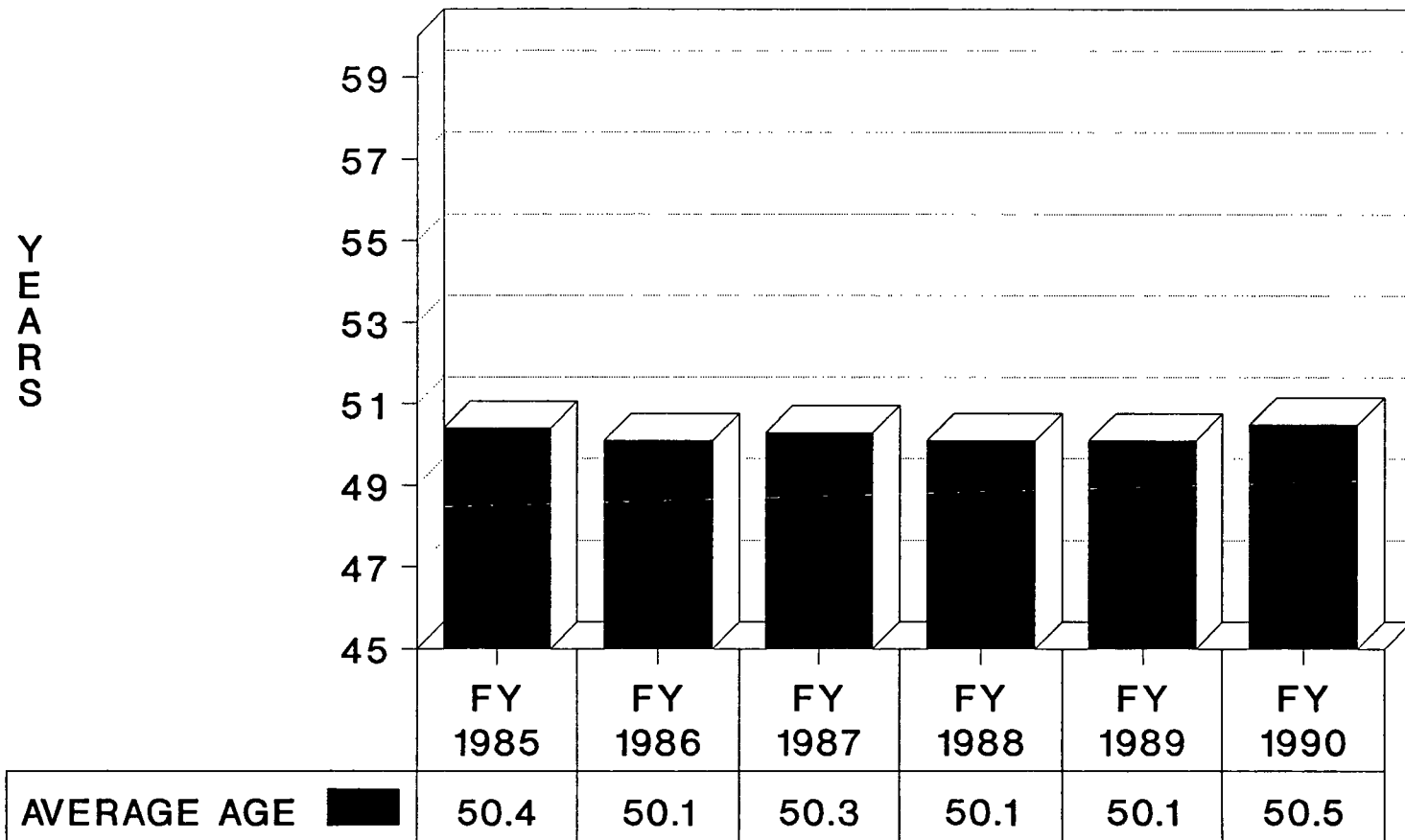


DATA AS OF 3/90

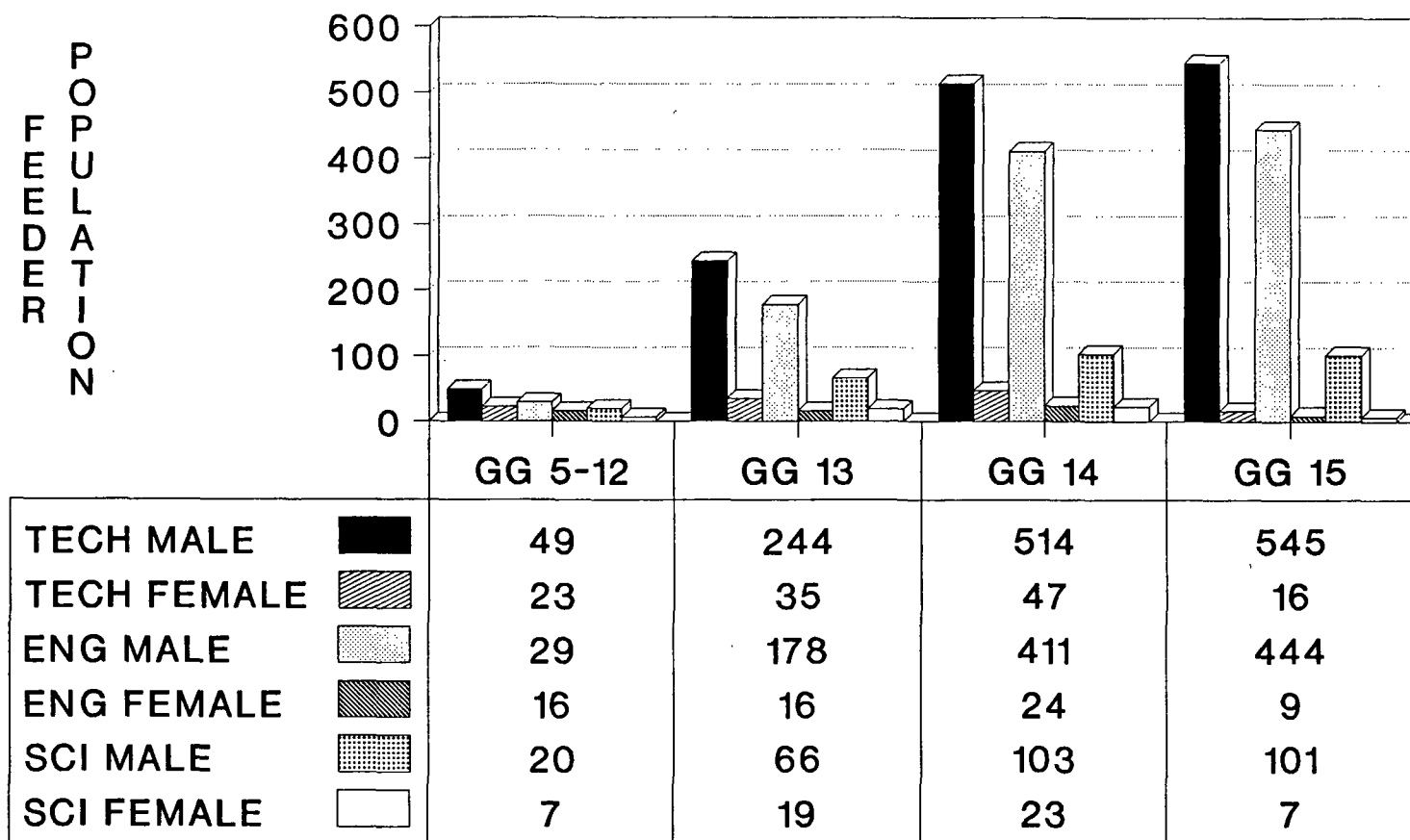
PROJECTED AGING OF THE TECHNICAL STAFF AT START OF FISCAL YEAR



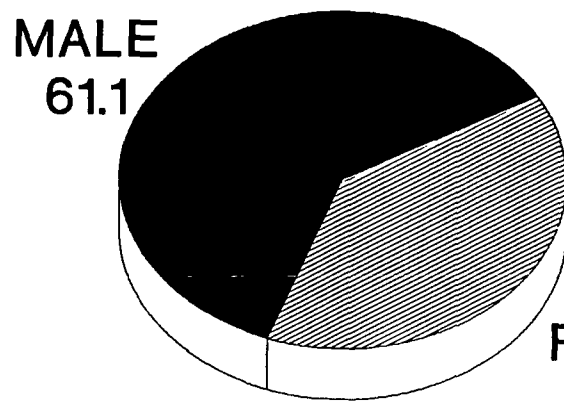
AVERAGE AGE OF THE SES IN NRC



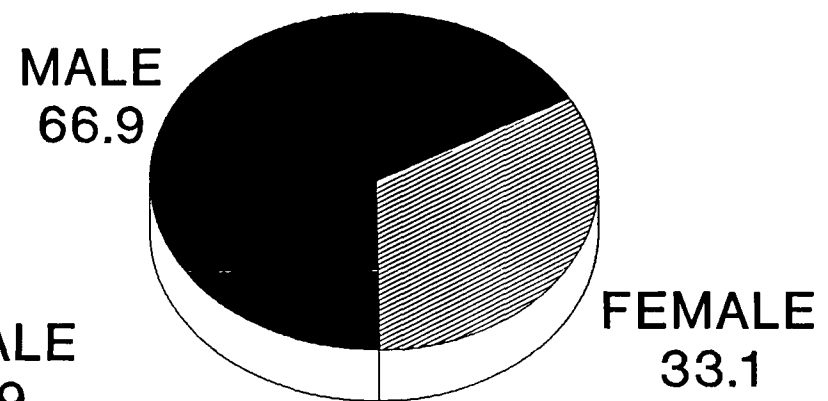
DISTRIBUTION OF FEEDER GROUPS POPULATIONS



PERCENT OF ROTATIONAL ASSIGNMENTS GENDER VS POPULATION

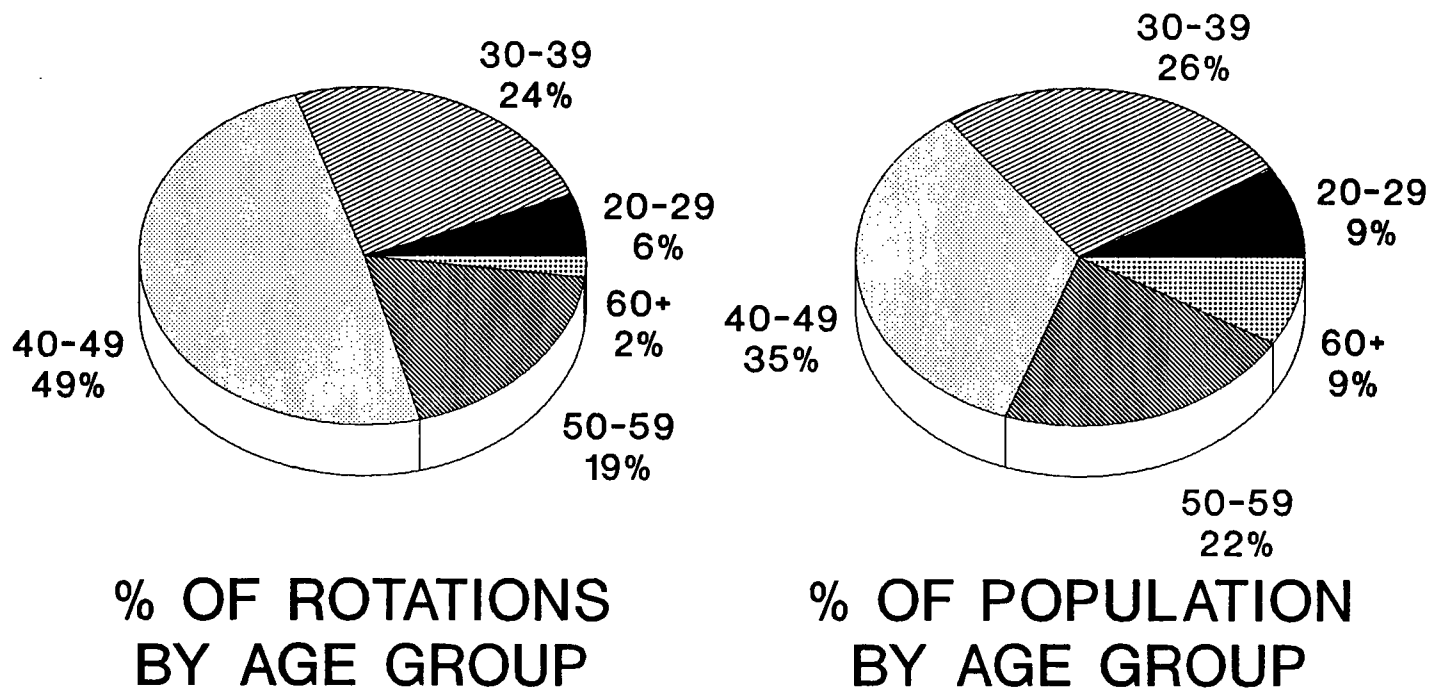


% ROTATIONAL
ASSIGNMENTS

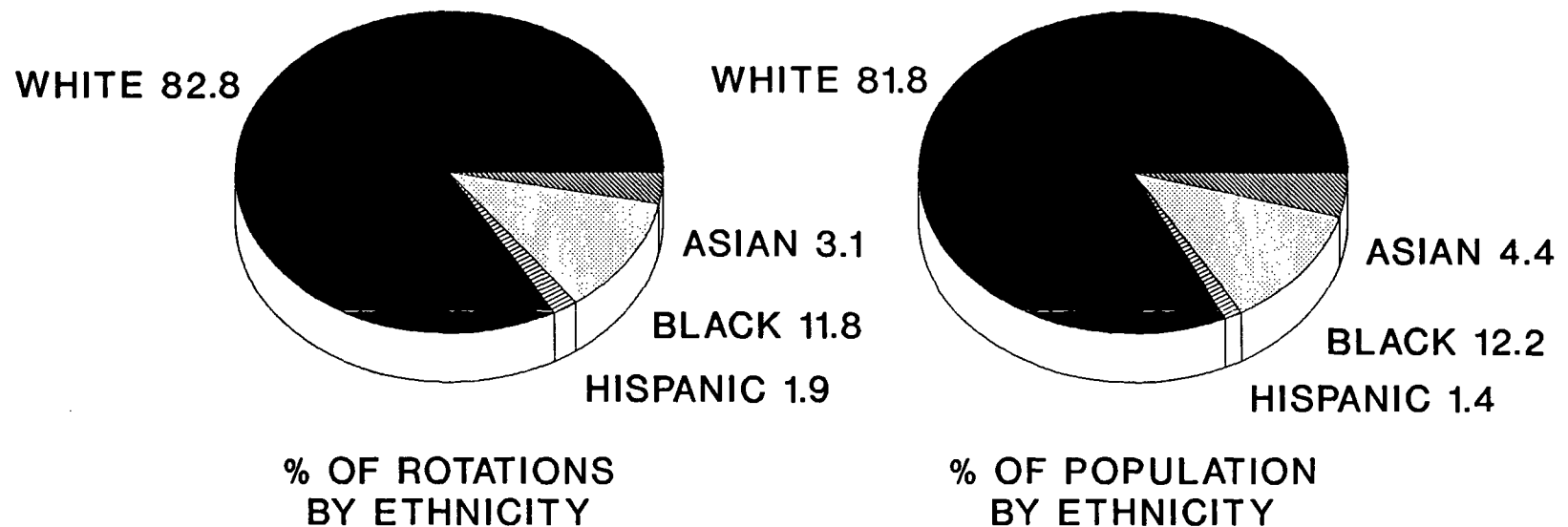


% POPULATION

ROTATIONAL ASSIGNMENTS BY AGE GROUP AND NRC



ROTATIONAL ASSIGNMENTS BY ETHNICITY



NATIVE AM (.4% OF POP/.2% OF ROTATIONS)

COMMITTEE ON AGE DISCRIMINATION
SEMI-ANNUAL EEO COMMISSION BRIEFING

APRIL 1990

The Committee on Age Discrimination (CAD) was established in 1977 to advise the Executive Director for Operations (EDO) and the Director, Office of Small and Disadvantaged Business Utilization and Civil Rights (OSDBU/CR), on matters related to age discrimination and to make recommendations to help ensure that age is not a factor in job selection, career development, promotions, training, and other employee related matters. The Age Discrimination in Employment Act of 1967, as amended, pertains to persons over forty years old and under the age of 70. This is the age span CAD focuses on since, by Congress' definition, this is the "protected" age group. Although it is primarily concerned with possible impacts on NRC employees over 40, I am pleased to inform you that CAD has always included members under age 40.

Performance appraisal ratings play a major role in general career development at NRC. Any discrimination in the appraisal process can become manifest in the broader range of individual career development, thereby influencing promotions, training, and other advancement opportunities. Performance ratings are also a factor considered during Reductions in Force.

The Committee has been evaluating non-SES performance appraisal ratings since 1982. As we have advised management in a number of reports, there has been strong statistical evidence of possible age discrimination with respect to performance appraisals for non-supervisory engineers and scientists at NRC. The statistical imbalances have been particularly pronounced for engineers and scientists over age 50. In their analyses of the FY-87 and FY-88 non-supervisory performance appraisal data, the Office of Personnel stated that "age does not seem to be a factor in assigning ratings." We continue to disagree with this general conclusion. The Committee has analyzed the FY-87, FY-88, and FY-89 performance appraisal data for non-supervisory male engineers

and physical scientists. These are two job classifications in which there are sufficient numbers of employees to perform meaningful statistical analyses, separate from the general agency-wide population. The FY-87 data indicated strong statistical evidence of possible age discrimination in that engineers and scientists over age 50 received substantially lower ratings than those under age 50. For FY-88 and FY-89 these statistical imbalances intensified.

We are gratified that the statistical imbalances in the FY-88 appraisals were brought to the attention of managers and supervisors by the EDO in his memorandum dated September 6, 1989. However, we continue to be concerned and do not understand why NRC's most senior staffers who work with health and safety issues are rated lower (on average) than their more junior colleagues.

We wish to express our Committee's appreciation to the Office of Personnel for their cooperation and assistance in providing the data needed for our analyses. We look forward to continuing to work with the Office of Personnel in our advisory capacity concerning age-related EEO matters.

FEDERAL WOMEN'S PROGRAM ADVISORY COMMITTEE

REPORT TO THE COMMISSION

Mr. Chairman, Commissioners -- My name is Carolyn Stabler. I am the Chair of the Federal Women's Program Advisory Committee. The members of our Committee are happy to have this opportunity to address you.

Today we would like to focus on several issues that are of great concern to FWPAC. Our major emphasis centers around the underrepresentation of women in Senior Executive Service (SES) positions.

NRC's work force is approximately 33% women, yet in the Senior Executive Service only 10 of the 206 members are women. That is, approximately 5% of the SES are women, and less than 1% of the women in the NRC are in the Senior Executive Service. And what is even more disturbing is the fact that there are no black or other minority women within the SES. Previously this might have been justified by the lack of technically trained women in our agency or the lack of women in grades 14 & 15 who qualified for administrative SES positions. The perceptions that support jobs are women's jobs or that we do not have technically competent women are no longer valid. But consistently men with technical backgrounds have been selected to fill even the administrative support SES jobs, when competent women were available for these opportunities. FWPAC believes that NRC has sufficient numbers of women in grades 14 and 15 who are highly qualified to be groomed for SES. Seventy-seven of these women are in technical classifications, 102 of the GG 14s and 15s are in administrative positions, including but not limited to program planning, budget, security and legal.

Now, let's look more closely at NRC SES positions. Out of 206 positions, 153 are classified as technical, which leaves 53 SES positions classified as non-technical. Women have traditionally held most of the administrative positions in the NRC, but not at the upper levels. We would like to know why women are not being given the chance to be considered for administrative support or technical SES positions. A review of the agency's past practices reveals that technical men are almost always selected for administrative SES positions. Some extremely well-qualified women have started in clerical jobs at NRC and been promoted on merit to grades 13, 14 or 15, but then they hit the "GLASS CEILING". We would like to know what steps you think can be taken to change this pattern.

Office of personnel has been instrumental in providing men and women at all grade levels the opportunity to develop and advance into positions of greater responsibility. As a matter of fact, FWPAC feels strongly that NRC developmental programs have helped women to achieve training and visibility. Programs like the Women's Executive Leadership Program and the Executive Potential Program for Mid-Level Employees have been in existence since 1985, yet out of 42 participants, 28 of them women, only 2 have made it into the Senior Executive Service and they were both males.

FWPAC acknowledges that statistically there have been significant gains for women in grades 9 through 12, but now it is time to focus on women in grades 13 and above and facilitate their natural progress into higher management positions. Increasing numbers of women are entering the work force with technical and scientific degrees. We are all familiar with the Office of Personnel Management's booklet Civil Service 2000. If NRC is to stay in tune with demographic trends, we must start now to utilize fully available skills and competence regardless of race, sex or national origin.

We would like to ask your active support in establishing a goal for achieving more equitable representation of women in SES positions in selection of SES candidates. We would like ultimately to see representation in SES proportional to the number of women in grades 14 & 15. For the short term, we would suggest mini-goals. For example, out of the next 4 SES vacancies we could set a goal of selecting one qualified woman. We are not asking for special consideration, but only when a vacancy does arise and qualified women apply for the position, we would like a firm commitment from management to judge these women solely on their merit.

We thank you for your time.

STATEMENT

Mr. Chairman;

I come before you today to speak on behalf of the NRC Chapter of Blacks In Government (NRC-BIG). NRC-Big is a local chapter of a national organization established to work towards the realization of equal employment and the cultural and professional development of Black peoples. We serve many roles including that of an EEO Advisory Committee at NRC which explains our being here today. We have participated in these briefings for a number of years now and as usual, appreciate the opportunity to comment on the NRC's EEO Program.

Over the years, we have seen the NRC make progress in its attempts to address employment disparities and we applaud the agency for its efforts. On the other hand that progress has been slight. There is still much to be done and we hope the agency will continue its efforts to enhance employment opportunities for Blacks as well as other minorities.

We believe it is the responsibility of NRC-BIG to speak candidly about issues that affect Black employees. We also believe that our candid presentations have been greatly responsible for the progress that the agency has made. In this regard, I would like to revisit an issue that we have raised before, and that is the lack of Black employees in management or supervisory technical positions and technical positions at the EDO or Commission levels. Despite the many efforts of the agency, this situation has persisted with no sign of change for the future. Although much evidence has been presented to demonstrate a measure of progress in the agency's EEO program, we believe the lack of Black employees in these positions is a much better barometer of the agency's progress and frankly Mr. Chairman, it doesn't look very good.

This issue is not some abstract notion, but rather a clearly recognizable condition that exists. One has but to attend a senior staff meeting or a meeting where technical policy issues are being discussed to see that Black employees are conspicuously absent. Its not easy to overlook the fact that there are few if any, Blacks attending these meetings.

This condition by itself is important to note but more important is the negative impact it has had and continues to have on us. Black employees see this condition as the real evidence of the much talked about "glass ceiling". We can see through to the top but somehow there seems to be an invisible barrier keeping us from getting there. As long as this condition exists, it won't be easy for Black employees to strive for something they perceive will never be.

The real question for us however, is the reason this condition

exists. We have heard it said that the reason is that White employees don't want to work for Black managers or that licensees will question the technical competency of the agency if women and minorities were in management positions, or that there are no qualified Blacks for such positions. We hope that if such excuses are being used to influence employment decisions when it comes to Black employees, those persons using them are identified and set straight. Notwithstanding these attitudes however, we do believe too little emphasis has been placed on preparing Blacks for management positions.

Yet, we are not here to condemn anyone. Our goal is to seek out effective solutions to a problem that simply will not go away. We are aware that there is an initiative underway through which the medium of IDPs may eventually have some impact. We encourage the Commission and staff to continue their efforts. We also believe that continued emphasis by the Commission to all levels of NRC management on showing commitment by actions rather than words, will have a significant impact on this problem.

This concludes my comments and I stand ready to answer any questions you might have in regards to my statement.

SEMI-ANNUAL EEO COMMISSION BRIEFING
MARCH 1990
AFFIRMATIVE ACTION ADVISORY COMMITTEE

Mr. Chairman and Commissioners, the AAAC is pleased to be here today and appreciates the opportunity to share with you our concerns regarding the status of current Equal Employment Opportunity (EEO) and Affirmative Action (AA) issues at the NRC.

We will focus our presentation on four major areas: 1) the AAAC assessment of the 1988 performance appraisal data and a comparison to the 1987 performance appraisals data; 2) the AAAC analysis of the NRC Employee Suggestion Survey and its implications; 3) the AAAC review of the NRC Rotational Assignment program; and 4) minority retention.

AAAC ASSESSMENT OF 1988 NON-SES PERFORMANCE APPRAISAL DATA

Since the August 1989 EEO briefing, the AAAC has completed assessments of the FY 1987 and 1988 performance appraisal ratings for the non-SES NRC staff. Copies of our assessments were forwarded to the Commission and the EDO on October 31, 1989 and January 2, 1990, respectively. For FY '87, we noticed sharp contrasts in the trends and patterns of performance appraisal ratings on the basis of age, gender and ethnicity. At all grades, White employees received higher ratings than their minority counterparts; White females received the highest ratings and Black males received the lowest ratings. In FY '88, we did not notice similar contrasts on the basis of gender and ethnicity. In fact, agency wide, there was an upward trend for all non-SES staff appraisals. During this appraisal period White females continued to receive the highest ratings while, White males in grades 1-8 received the lowest ratings. As we mentioned in the last EEO briefing, women consistently receive high performance ratings; however, very few hold supervisory positions.

Our major concern is still performance appraisal ratings of older male employees in grades 13-15. In FY '87, White males over age 35, followed by Asian and Black males, received lower ratings than their younger counterparts. A similar trend continued in FY '88 for White and Black males, indicating a dependence of appraisal ratings to age. The age at which the differences in appraisal ratings became significant shifted to age 45. For Asian males, age did not seem to be a significant factor. We did not attempt to identify the possible causes of this disparity. However, regardless of the reason, the observations are disturbing. Employees in these categories comprise about 50 percent of the NRC's non-SES work force. Therefore, nearly half of the agency's non-SES population is either performing at a lower level perhaps because they lack motivation, or the employees in this category are not being appraised fairly as their ratings exhibit a strong dependence on age.

In our November 16, 1989 memorandum to the EDO, we made several recommendations addressing our concerns with the Employee Suggestion Survey results. We reiterate some of them in the context of performance ratings:

- o The NRC should seek assistance of qualified outside professionals to conduct face-to-face interviews with randomly selected individuals in grades 13-15, as well as first and second line supervisors, to establish the root causes of the observed disparities in the performance ratings of the senior male employees in the agency, and to develop strategies to address them.
- o The NRC should continue to consider the feasibility of dual-track career.
- o Within an office, individuals should be moved every few years to give the staff diversity of experience. Similar to the interoffice rotational assignments, long-term intraoffice (interdivision and interbranch) assignments should be considered. Morale and productivity at work are closely linked to an optimum match between the aptitude and experience of an individual, and his/her work assignment and future career goals. They are also affected by the attitude and personalities of the first and second line supervision. Therefore, staff reassignments would prove to be beneficial in enhancing staff morale and productivity.
- o The non-SES appraisal system needs to be modified. Also, objective, measurable, and job-specific elements and standards must be prepared with the participation of the employees. Improved guidance needs to be developed for supervisors to ensure uniform "grading" across the agency.
- o The NRC should examine the feasibility of obtaining a Congressional approval for possible "early out" on a case-by-case basis. It might be best to "set free" a limited number of employees who feel trapped and are willing to leave, and replace them.

AAAC ANALYSIS OF NRC EMPLOYEE SUGGESTION SURVEY

At the August 1989 EEO Commission briefing, the AAAC commented on the results of the Employee Suggestion Survey. We indicated that an analysis of the negative responses by NRC employees was needed. The AAAC provided such an analysis in the attached memorandum to the EDO, dated November 16, 1989. The analysis indicated that minority respondents (Black, Asian/Pacific Islander, Hispanic, and American Indian/Alaskan) expressed a more negative position than the majority regarding questions related to promotion, career, EEO, stay beyond 3 years, recognition, awards, and discipline. Based on the results of our analysis and other findings, we identified the following concerns and believe the NRC should address them: (1) fair treatment of minorities; (2) retention of minorities, especially Blacks; (3) EEO for minorities; and (4) career and promotional opportunities for all NRC employees. We recommended that the root causes of the negative responses by minorities, particularly Blacks, be identified and evaluated. Among other recommendations, we suggested that greater use of Individual Development Plans (IDPs) be employed by the agency.

On January 22, 1990, we received a response to our specific recommendations from Mr. Kerr's office, on behalf of the EDO. We have seen some encouraging evidence that IDPs will be used in a pilot effort to enhance the promotional potential of Black employees. We believe this effort is commendable and if successful, the focused use of IDPs should be utilized to foster promotional potential by all NRC employees.

With regard to our recommendation for determining the root cause of negative responses by minorities, we do not believe this concern has been adequately addressed by the NRC. We recommend that the negative responses by minority employees be independently assessed to determine the root causes. Additionally, we recommend that the NRC evaluate the assessment and initiate some corrective or follow-up actions to eliminate the identified causes.

AAAC REVIEW OF NRC ROTATIONAL ASSIGNMENT PROGRAM

We have reviewed the rotational assignment program data that were provided to us by the Office of Personnel in July 1989. The data was compiled from April 1987 to June 1989. During that time period a total of 134 NRC employees participated in rotational assignments. All of the NRC program offices and most of the staff offices have had some individuals involved in rotational assignments. This representation is commendable and indicates an agency wide effort to support the program. However, the lack of specific guidance or procedural direction continues to raise many employee questions regarding who is eligible and how to initiate a rotational assignment.

The AAAC believes that a better defined rotational assignment program could be utilized more widely by NRC employees, thereby enhancing the entire agency workforce. Additionally, the AAAC recommends there be some incremental assessments performed of the rotational assignment program. These assessments should include: (1) interviews with program participants upon completion of the assignment, (2) an evaluation of the interview results, and (3) some feedback mechanism utilizing the participants' input.

MINORITY RETENTION

The AAAC believes that the retention of minorities at the NRC is related to three interdependent factors. These factors are (1) recruiting minorities effectively, (2) ensuring fair and equitable treatment for minorities employees, and (3) assessing the root causes of why minorities may wish to leave the NRC (before they actually leave).

Minority recruitment appears to be receiving increased attention at the NRC. For example, the NRR Intern Program includes several minority participants. We feel this effort is commendable and should be expanded to all the program and staff offices. We encourage the Commission to continue its efforts to actively recruit minorities. We recommend that current, minority employees play a greater role in recruiting new, minority employees.

It is not clear that minorities are being treated fairly and equitably at the NRC. As reported earlier, the results of the Employee Suggestion Survey raised concerns regarding the treatment of minorities. The overall lower performance appraisal ratings received by minorities, in previous years, also adds to the concern about the treatment of minorities. Further, it is noteworthy that there are few minorities in any upper management positions. We submit that additional actions are needed to ensure that minorities are treated fairly and equitably at the NRC.

We are not aware of any effort that currently exists to assess the root causes of why minorities may wish to leave the NRC. We believe that such an effort is needed if the NRC is to successfully retain minority employees. Again, as reported in the Employee Suggestion Survey, a higher percentage of minority respondents indicated that they may leave the NRC within three years. We recommend that the NRC both evaluate and address the reasons minorities give for wishing to leave the NRC. Moreover, we believe such an evaluation should occur before rather than after employees actually depart from their jobs. Additionally, we recommend that the current exit procedure for NRC employees be expanded to determine root causes for leaving the NRC. We believe that to adequately retain minority employees the NRC must continue to be successful with minority recruitment efforts, resolve concerns regarding fair treatment of minorities, and determine the the root causes for minorities leaving the NRC.

In summary, the AAAC believes that if addressed the concerns we have expressed will increase the productivity of the entire NRC workforce to the benefit of all agency employees by improving the work environment, enhancing employee moral, and ensuring fair treatment.

ENCLOSURES

Enclosure 1 - Tabular Comparison of FY '87 and '88 Performance Ratings

Enclosure 2 - Graphical Comparison of FY '87 and '88 Performance Ratings

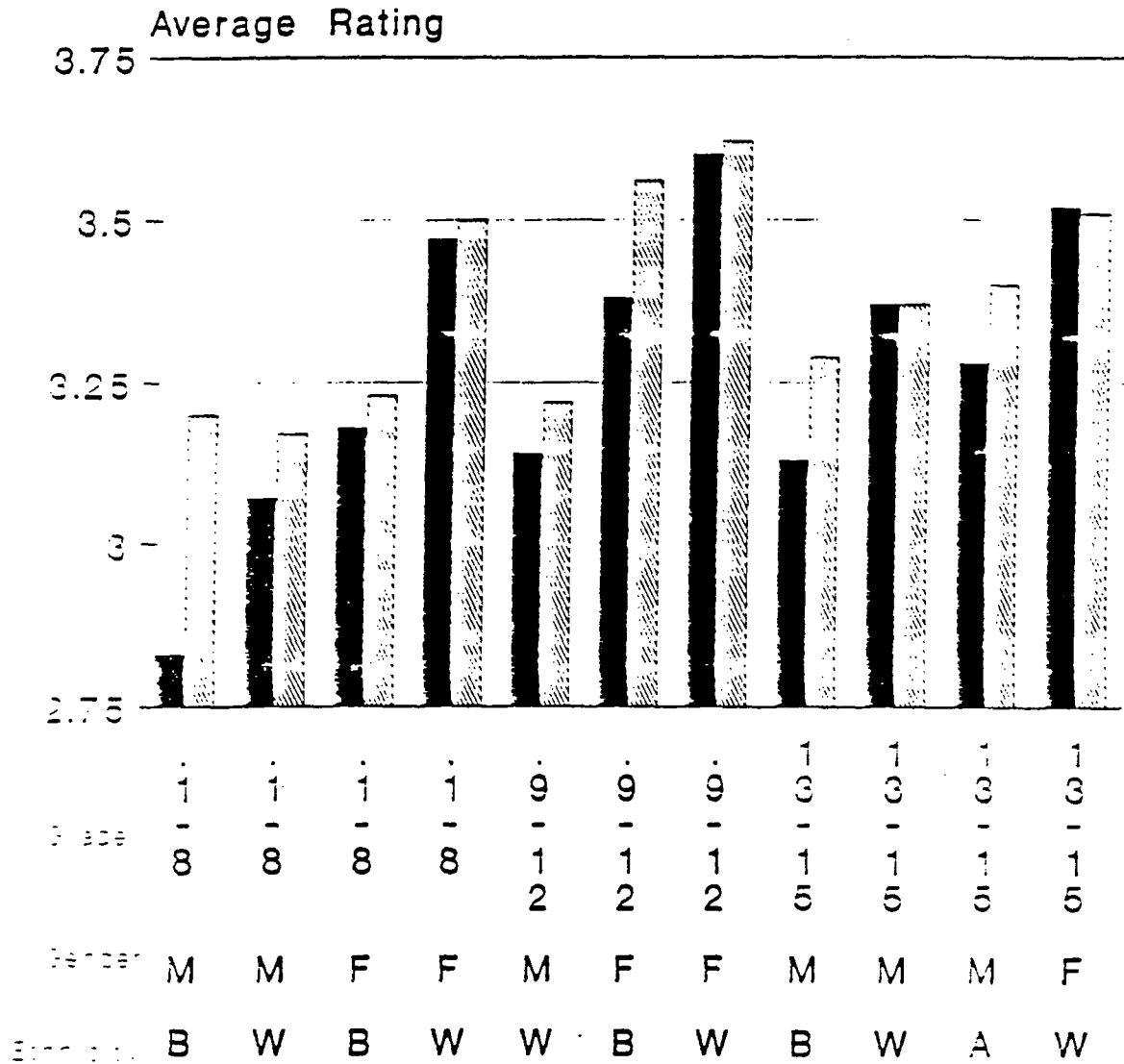
Enclosure 3 - Memorandum to EDO regarding AAAC concerns resulting from
NRC's Employee Suggestion Survey

COMPARISON OF FY '87 AND '88 NON-SES PERFORMANCE RATINGS

FY '88
(FY '87)

Grade Range	Gender	Ethnicity	Avg. Age	No. of Employees	Avg. Rating
1-8	M	Black	34.9 (34.3)	25 (30)	3.20 (2.83)
1-8	M	White	35.5 (36.9)	42 (42)	3.17 (3.07)
1-8	F	Black	33.0 (33.7)	140 (98)	3.23 (3.18)
1-8	F	White	43.0 (42.6)	321 (312)	3.50 (3.47)
9-12	M	White	35.6 (36.7)	68 (84)	3.22 (3.14)
9-12	F	Black	40.0 (42.3)	34 (32)	3.56 (3.38)
9-12	F	White	42.9 (42.7)	180 (128)	3.62 (3.60)
13-15	M	Black	43.3 (45.7)	48 (40)	3.29 (3.13)
13-15	M	White	46.8 (48.3)	967 (854)	3.37 (3.37)
13-15	M	Asian	48.1 (48.3)	89 (87)	3.40 (3.28)
13-15	F	White	41.9 (42.7)	147 (113)	3.51 (3.52)

AAAC ASSESSMENT OF NON-SES PERFORMANCE APPRAISAL DATA



FY 1987
 FY 1988



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

NOV 16 1989

Memorandum For: James M. Taylor
Acting Executive Director of Operations

Through: William B. Kerr, Director
Office of Small and Disadvantaged Business
Utilization and Civil Rights

From : Raji Tripathi, Chairperson
Affirmative Action Advisory Committee

SUBJECT: CONCERNS RELATED TO THE RESULTS OF THE NRC'S
EMPLOYEE SUGGESTION SURVEY

During the August EEO Commission briefing, the Affirmative Action Advisory Committee (AAAC) commented on the NRC's Office of Personnel's (OP's) June report presenting the results of the Employee Suggestion Survey. We feel that the OP report generally highlighted the positive aspects of the responses without equally analyzing their negative implications. The AAAC has analyzed some of the survey data that were provided by OP. Broad problem areas are identified and specific concerns expressed by the agency employees are highlighted.

The OP report had specifically mentioned that "... Blacks responded more negatively to the survey questions than the rest of the employees". We have examined the survey data. The negative responses by various ethnic groups are displayed in Figure 1. Also indicated are the number of respondents in each EEO category. The following findings are noteworthy:

- o Black employees responded more negatively than any other group concerning opportunities available and fair treatment at the NRC. The specific areas of dissatisfaction expressed by Black employees and the percentage of negative responses were: promotional opportunities exist (71 percent); career opportunities available (58 percent); recognition received (58 percent); fair awards (38 percent); fair promotions (27 percent); and, fair discipline (16 percent).

Figure 1 shows that Asians and Hispanics (a very small population exists for Hispanics) also responded negatively (58 percent and 50 percent, respectively) concerning adequate promotional opportunities at the NRC.

- o A higher percentage of Blacks (29 percent), in contrast to Asians (19 percent) and Hispanics (11 percent), responded negatively

concerning their expectations of working at the NRC three years from now. [Over the years OP has reported consistently high attrition rates for minorities, especially Blacks].

- o Nearly half of the Blacks and American Indians (47 percent and 50 percent, respectively) responded negatively concerning the existence of equal employment opportunities at the NRC.

The data were further analyzed to compare the negative responses provided by minority and majority respondents. Our evaluation concentrated on: promotional and career opportunities at the NRC; awards; promotions; and, discipline. For these areas, negative responses were "never" and "disagree", while positive responses were "agree", "always" and "sometime". We excluded responses that were not relevant to the subject analysis: "neither agree nor disagree"; "no basis for judgement"; and, "don't know". The respondents were categorized as minority (Black, Hispanic, American Indian/Alaskan, and Asian/Pacific Islander) or majority (White).

Our approach excluded non-judgmental responses and provided an opportunity to identify the overall concerns expressed by all respondents. Our findings are shown in the following table. They are statistically significant as determined by the Chi Square Test.

NEGATIVE RESPONSES TO EMPLOYEE SUGGESTION SURVEY QUESTIONS

	Promo- tional	Career	EEO	Stay Beyond 3 years	Recog- nition	Awards	Disci- pline
Minority	73	65	48	29	27	27	15
Majority	52	42	19	14	15	15	3

These data show that:

- o Minority respondents (Black, Asian/Pacific Islander, Hispanic and American Indian/Alaskan) as a group expressed a more negative position regarding all seven categories (promotional, career, EEO, Stay beyond 3 years, recognition, awards, and discipline).
- o The minority negative responses in five categories -- EEO, stay beyond 3 years, recognition, awards, and discipline -- were two to three times higher than that of the majority.

- o In the two categories -- promotion and career -- it appears that 50 percent or more survey respondents expressed negative opinions about equal opportunities in these areas. Since the sample is intended to represent all NRC employees, this would mean that half of the NRC employees are dissatisfied concerning their prospects of career advancement or promotional opportunities.

These results of the Employee Suggestion Survey raise the following concerns which need to be constructively addressed by the NRC management:

- (1) fair treatment of minorities;
- (2) retention of minorities, especially Blacks;
- (3) equal employment opportunities for minorities; and,
- (4) career and promotional opportunities for all NRC employees.

These perceptions presented in the Employee Suggestion Survey undoubtedly reflect adversely on employee morale and performance.

The AAAC offers the following recommendations:

- o The agency must seek assistance of qualified outside professionals to conduct face-to-face interviews with randomly selected agency employees to identify the root causes of the negative responses. Appropriate strategies must be developed to address them.
- o The remedial actions should focus on providing equitable career and promotional opportunities to all employees. We believe that these can be accomplished by modifying some of the existing programs.
 - We specifically recommend that each office identify a certain number of positions for rotational assignments. These positions should be "advertised" agency-wide.
 - We strongly recommend that supervisors and employees be encouraged to fully utilize the Individual Development Plans (IDPs) to define career plans for employees. The IDPs should primarily focus on the needs and the career objectives of employees and should not be steered by supervisors. Furthermore, management at all levels should be required to support IDPs.
- o As we recommended in the February 1989 EEO Commission briefing, the agency must examine the feasibility of a dual-track career

ladder. Such a method of career advancement and compensation has been successfully employed at other federal agencies. It should enhance advancement opportunities for the NRC employees.

- o The awards system at the agency needs to be re-evaluated for equity and fairness.

These actions will remedy some apparent causes of employee dissatisfaction and enhance the employee morale. Improved career opportunities, equitable recognition and compensation will ultimately help reduce the high attrition rate at the NRC.

We are available to discuss these matters at your convenience.

Raji Tripathi

Raji Tripathi, Chairperson
Executive Committee
Affirmative Action Advisory Committee

cc:
Paul E. Bird, OP
William B. Kerr, OSD/BCR
EEO Committee Chairs

FIGURE -1

MINORITY CONCERNS

