

UNITED STATES OF AMERICA
NUCLEAR REGULATORY COMMISSION

Title: PERIODIC BRIEFING ON EEO PROGRAM

Location: ROCKVILLE, MARYLAND

Date: AUGUST 15, 1989

Pages: 90 PAGES

SECRETARIAL RECORD COPY

NEAL R. GROSS AND CO., INC.

COURT REPORTERS AND TRANSCRIBERS
1323 Rhode Island Avenue, Northwest
Washington, D.C. 20005
(202) 234-4433

DISCLAIMER

This is an unofficial transcript of a meeting of the United States Nuclear Regulatory Commission held on August 15, 1989, in the Commission's office at One White Flint North, Rockville, Maryland. The meeting was open to public attendance and observation. This transcript has not been reviewed, corrected or edited, and it may contain inaccuracies.

The transcript is intended solely for general informational purposes. As provided by 10 CFR 9.103, it is not part of the formal or informal record of decision of the matters discussed. Expressions of opinion in this transcript do not necessarily reflect final determination or beliefs. No pleading or other paper may be filed with the Commission in any proceeding as the result of, or addressed to, any statement or argument contained herein, except as the Commission may authorize.

NEAL R. GROSS
COURT REPORTERS AND TRANSCRIBERS
1323 RHODE ISLAND AVENUE, N.W.
WASHINGTON, D.C. 20005

UNITED STATES OF AMERICA
NUCLEAR REGULATORY COMMISSION

PERIODIC BRIEFING ON EEO PROGRAM

PUBLIC MEETING

Nuclear Regulatory Commission
One White Flint North
Rockville, Maryland

Tuesday, August 15, 1989

The Commission met in open session, pursuant to notice, at 10:00 a.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

NEAL R. GROSS
COURT REPORTERS AND TRANSCRIBERS
1323 RHODE ISLAND AVENUE, N.W.
WASHINGTON, D.C. 20005

STAFF SEATED AT THE COMMISSION TABLE:

SAMUEL J. CHILK, Secretary

WILLIAM C. PARLER, General Counsel

JAMES TAYLOR, Acting Executive Director for Operations

WILLIAM KERR, Director, Office of Small and Disadvantaged Business Utilization and Civil Rights

JAIME GUILLEN, Affirmative Action Advisory Committee

NORMAN WAGNER, EEO-Labor/Management Advisory Committee

PAUL BIRD, Director, Office of Personnel

SAMUEL PETTIJOHN, NRC Chapter of Blacks in Government

MORTON FAIRTILE, Committee on Age Discrimination

CAROLYN STABLER, Federal Women's Program Advisory Committee

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

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

10:00 a.m.

CHAIRMAN CARR: Good morning, ladies and gentlemen.

The Commission meets today to hear a progress report on 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 February 2nd, 1989.

This is the first EEO briefing to be held since I became Chairman of the NRC and I would like to take a moment to express my personal views on the concept and its implementation at the NRC.

The idea of equal employment opportunity reflects the basic themes and objectives of our democratic society. The federal government, through various laws, activities and programs, has taken the lead to ensure that the EEO concept has been implemented in practice. I fully support the letter and the spirit of those laws and policies.

During the three years I have served as a member of the Commission prior to my appointment as Chairman, the NRC has made progress in implementing

NEAL R. GROSS
COURT REPORTERS AND TRANSCRIBERS
1323 RHODE ISLAND AVENUE, N.W.
WASHINGTON, D.C. 20005

1 the objectives of its EEO program. While that
2 progress has not been as rapid as any of us would have
3 liked, we have demonstrated improvement. I support
4 the NRC's EEO policies and will do my best to ensure
5 that our progress continues.

6 Commitment and management attention at the
7 highest levels cannot alone achieve EEO objectives,
8 however. Every manager and supervisor must be aware
9 of and implement those policies at every level of the
10 Agency. I am counting on each one of you to do so.

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

13 COMMISSIONER ROGERS: No, just to happily
14 reinforce what you've said. I think it's an excellent
15 statement.

16 CHAIRMAN CARR: Mr. Taylor, you may proceed.

17 MR. TAYLOR: Thank you, Mr. Chairman.

18 First I would like to introduce the staff
19 who are with me at the table today. Sitting at my
20 left and your right, Mr. Samuel Pettijohn, President
21 of Blacks in Government. Next, Mr. Jaime Guillen, who
22 is Vice Chair of the Affirmative Action Advisory
23 Committee; Mr. Bill Kerr, Director of the Office of
24 Small and Disadvantaged Business Utilization and Civil
25 Rights; Mr. Paul Bird, Director of the Office of

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 Personnel. Next to him, Mr. Mort Fairtile of the
2 Committee on Age Discrimination. At the end, Ms.
3 Carolyn Stabler, Federal Women's Program Advisory
4 Committee. --

5 CHAIRMAN CARR: You didn't leave Norman
6 Wagner out on purpose.

7 MR. TAYLOR: I'm sorry, Norm. They have
8 them mixed up here and I did not on purpose.

9 Next to Sam is Norm Wagner. Norm is Chair
10 of the Labor/Management EEO Advisory Committee.

11 Sorry, Norm, they switched the seating on me
12 at the last minute.

13 Although I am participating my first EEO
14 briefing, I've been in this Agency a number of years
15 and I've witnessed considerable improvement in our EEO
16 position. When I first came to NRC, women and
17 minorities were almost totally absent from management
18 and key level positions. Through our recruitment
19 activities, our hiring efforts, and training programs,
20 more and more minorities and women are moving into
21 these positions and we're in the process of preparing
22 still more. We have a way to go, I know, but as Mr.
23 Kerr and Mr. Bird will attest to you today in their
24 presentations, we have made some headway.

25 EEO is more than a legal requirement that we

1 must fulfill. It is the way we do business here at
2 NRC. We're going to continue to place special
3 emphasis on the development of minorities and women
4 we already have on board with an eye to using them in
5 progressively responsible positions. As opportunities
6 present themselves, we're going to seek out and hire
7 the best people we can.

8 Let me point out to you just as one example,
9 in the NRR intern program, there are total of 12
10 people in that program. Nine of the 12 are either
11 women or minorities. That's just one small example of
12 some of the things that are going on currently.

13 To ensure that we continue what we are
14 trying to do, I will monitor on a frequent basis our
15 progress, consult with both Mr. Kerr and Mr. Bird on
16 how well we're doing.

17 And now, I'll turn the presentation over to
18 the staff and begin with Bill Kerr, and then Paul will
19 give you further information. Then we'll hear from
20 the members of the Advisory Committee and I will
21 include Norm.

22 MR. KERR: Thank you, Mr. Taylor.

23 The EEO Program continues to make progress,
24 Mr. Chairman, and we will illustrate that as we go
25 through the briefing today.

1 (Slide) If we could look at the charts 1-1
2 and 1-2, it reflects the number of minorities and
3 women in the NRC population.

4 In Chart 1-1, we can see that there has been
5 a downward slope in the Agency's population, going
6 back for a number of years. In fact, going back to
7 9/84 to date, there was a drop from 3,370 to 3,091.
8 For women, from 9/88 to 6/89, even though the
9 population dropped from 3,134 to 3,091, there was the
10 loss of only one woman.

11 In the similar time frame from 9/88 to 6/89,
12 minorities dropped from 567 to 563. Women currently
13 comprise 33.1 percent of our work force, and
14 minorities 18.2 percent.

15 (Slide) If we can continue on to Chart 1-2,
16 we see the population by sex and minority status. In
17 the nine month period from September 1988 to June '89,
18 the Agency's population again dropped from 3,134 to
19 3,091. But there was no perceptible change in
20 percentage of the numbers in the protected groups.

21 (Slide) Continuing on to Charts 2-1 and 2-
22 2, which indicate the number of minorities and women
23 GG-11 and above, we can see on 2-1 the number of non-
24 minority males, full-time, permanent GG-11 and above.
25 Since 1984, there's been a 12.1 percent decrease, a

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 drop from 1,765 to 1,552.

2 (Slide) However, looking at Chart 2-2, we
3 can see what's happened with women and minorities.
4 There's been an increase in both. Women have
5 increased from 331 to 392 and minorities from 277 to
6 283. This is from 1984 to 1989.

7 (Slide) Continuing on to Chart 3-1, we see
8 the distribution of men in grades 13 through 15, FY-89
9 through June 30 of '89. As we can see, there's been a
10 decrease at 14 and grades 13, starting at grade 14
11 from 780 to 625, and grades 13 from 375 to 357.
12 However, there's been an increase in the number of
13 15s, from 628 to 666.

14 (Slide) Now, comparing that with the
15 following chart, 3-2, we can see there's been a
16 decrease in minorities at grade 14, from 119 to 101
17 from 1984 to 1989. However, there's been an increase
18 in grades 13 and 15, from 52 to 72 and 40 to 72
19 respectively. So, consequently, there's been a net
20 increase of 34 minorities at grades 13 through 15 in
21 that time frame.

22 CHAIRMAN CARR: Is the implication there
23 that those 14s got promoted to 15s?

24 MR. KERR: Yes.

25 CHAIRMAN CARR: Okay.

1 MR. KERR: (Slide) Going on to your next
2 chart, which is 3-3, distribution of women in grades
3 13 through 15, and there have been increases in all
4 grades from '84 to '89. Grade 13, we went from 100 to
5 116. Grade 14, 56 to 107; and grade 15, 18 to 37 with
6 a net increase from '84 to '89 in grades 13 through 15
7 for women of 86.

8 (Slide) My next chart is 4-1, which shows
9 SES by gender and minority status. There's been an
10 increase from '84 to '89 of four minorities and four
11 women, going from nine to 13 for minorities and from
12 five to nine for women. Minorities currently comprise
13 6.4 percent of our SES work force and women 4.4
14 percent.

15 (Slide) My last chart is current
16 discrimination complaints. We currently have 38
17 active complaints in the Agency. This is two less
18 since my briefing in February. Two age complaints
19 were settled. Since this data was compiled for this
20 chart as of 30 June, we have settled the three
21 complaints in Region IV.

22 If you have no further questions at this
23 time, Mr. Chairman, I'll turn it over to Mr. Bird who
24 will continue with the Personnel portion of the
25 briefing.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS
1323 RHODE ISLAND AVENUE, N.W.
WASHINGTON, D.C. 20005

1 CHAIRMAN CARR: Commissioner Roberts?

2 COMMISSIONER ROBERTS: Give me a definition
3 of legally protected minority, your phrase that you
4 used earlier.

5 MR. KERR: Yes. Those are ones with which
6 we have an under representation in the Agency as
7 compared to the civilian labor force and the civilian
8 labor force indicates where we have an under
9 representation in Hispanics, native Americans, blacks,
10 Asians, whatever.

11 COMMISSIONER ROBERTS: Well, I think it
12 would be helpful to break out those individual
13 categories rather than lump them all together. Do you
14 understand what I'm saying?

15 MR. KERR: I understand you, yes.

16 COMMISSIONER ROBERTS: This isn't a make
17 work project. I don't mean that, but I think it would
18 be helpful to see the different categories.

19 MR. KERR: We can certainly do that for the
20 next briefing.

21 COMMISSIONER ROBERTS: That's all I have.

22 MR. KERR: Paul?

23 MR. BIRD: Okay. Thank you, Bill.

24 I would like to discuss the specific
25 responses to the staff requirements memorandum that

1 the Commission sent following the last briefing. With
2 regard to the first question, which was discuss the
3 reduction in force risk study results and associated
4 issues.

5 I would like to report that we have
6 conducted reductions -- mock reductions in force, both
7 with a feature known as bumping and retreat and
8 without the feature of bumping and retreat. The
9 purpose of this was to see whether or not there would
10 be any adverse impacts from using bumping and retreat
11 in the process. NRC does not currently use that
12 particular method of determining who might leave
13 should we have a reduction in force.

14 We looked at two sample populations in NRR,
15 one consisting of engineers and the other of
16 secretaries. With regard to secretaries, using
17 bumping and retreat, we didn't find that it had any
18 impact on the outcome of the reduction in force. When
19 we looked at engineers, we found that there was no
20 discernable impact on women. However, we did find
21 some impact on minorities and particularly on blacks
22 when we used the bumping and retreat feature. We also
23 found that it shifted the impact to the younger age
24 groups and that the staff that would ultimately be
25 affected by a RIF using bumping and retreat was

1 approximately double the population that's impacted
2 using our current process.

3 This was quite a time consuming project on
4 the part of my staff as well as on the part of the EEO
5 committees who worked with us in the study. Since we
6 did only sample a small portion of the population, we
7 didn't feel that the results were conclusive one way
8 or the other. But the staff and the committee,
9 particularly the Age Committee, agreed to discontinue
10 further studies of bump and retreat at this particular
11 time.

12 The second item which I will discuss, the
13 Commission asked us to discuss the range of ages of
14 NRC employees, break down the number of employees
15 above the age of 50 and show the trend of average age
16 of NRC personnel over the past several years.

17 (Slide) If you'll refer to SRM chart 2-1,
18 you can see at the top line of the chart that the
19 Agency population -- while the Agency population was
20 declining by 279, the age of the Agency remaining was
21 going up, from the average age of 41.7 in 1984 to the
22 average age of 44.1 in June of '89. That's an
23 increase of 2.4 years in the five year span. The age
24 groups on this particular chart are shown for each
25 year.

1 (Slide) If you look at Chart 2-2, the next
2 chart, you'll see the impact over the five year
3 period. Again, as the staff was declining, you can
4 see in the under-30 group there was a fairly
5 substantial loss in numbers to the Agency between '84
6 and '89. We also see a trend of losing employees in
7 the 30 to 39 age category during that period. While
8 if you look at the 40 to 49 age group you can see the
9 curve, the trend going in the other direction with
10 increasing staff numbers in that particular age
11 bracket.

12 In the 50 to 59 category you'll see a fairly
13 stable line across the five years. This would lead us
14 to believe that a number of people in that age span of
15 50 to 59 have chosen to leave or retire from the
16 Agency. This was not a surprising result in that age
17 range, but I think it does indicate that people
18 reaching retirement age are leaving.

19 In the 60 and over age bracket, you can see
20 a slight increase in the numbers over the five year
21 period.

22 (Slide) The next item, we were asked to
23 discuss the number of employees applying for and
24 receiving training and to separate this into various
25 age groups as well as technical and non-technical job

1 descriptions. SRM Chart 3-1 shows the distribution of
2 training by age grouping. You can see that there is,
3 if you look from one side of the chart to the other
4 and compare the pie charts, you'll see that there is a
5 favorable distribution of training to population by
6 age grouping.

7 Age groups 49 and under represent 69 percent
8 of the staff and that particular age group of 49 and
9 under received 73 percent of the training if you lump
10 this together. The 50 and over age group, on the
11 other hand, represent 31 percent of the staff and
12 received approximately 28 percent of the training.
13 But it was fairly close in terms of distribution in
14 looking at it in this particular fashion.

15 (Slide) The next chart shows the non-
16 technical staff in terms of their percentages of
17 training. Again, you will note the favorable
18 distribution from one side of the chart to the other.
19 And if you lump together, you'll see that 68 percent
20 of the non-technical staff received training during
21 this particular time period. That is favorable in
22 terms of their distribution in the population.

23 (Slide) Chart 3-3 shows the technical staff
24 broken down by age groups. And the only significant
25 thing we saw here in the 50 to 59 age category, you

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 can see that the number trained in that age group was
2 slightly less than the number in the population, by
3 about three percent. Again, we thought it was a
4 fairly good distribution given these ranges of age.

5 The Commission also asked --

6 CHAIRMAN CARR: That training means training
7 of any kind. It could be one day or six weeks, huh?

8 MR. BIRD: Well, this is in-house training.
9 We generally -- the one day training is certainly
10 taken into account into these figures, but for the
11 most part the training is three to five days that
12 would be included in the in-house training. This
13 includes Chattanooga as well as the training that we
14 give here in Bethesda.

15 CHAIRMAN CARR: Okay.

16 MR. BIRD: The next item, the Commission
17 asked us to discuss the extent to which technical and
18 scientific training is available and is being used by
19 employees over the age of 50. Certainly training is
20 not designed for or offered to any specific age group.
21 We don't have any training designed for the over or
22 under age 50 population. But as you can see from the
23 chart, of the instances of training given by age
24 group, that training taken by those 50 and over is
25 less in the technical training area than those under

1 the age of 50. You can see the comparisons in the
2 blue portion of the chart. Thirty-three percent of
3 those under 50 took technical training, while 26
4 percent of those over 50 took technical training.

5 CHAIRMAN CARR: Now, this just shows you the
6 people that took training. It doesn't tell you how
7 many applied.

8 MR. BIRD: That's correct. That's right.

9 CHAIRMAN CARR: Are you able to give
10 training to everybody that applies for it?

11 MR. BIRD: Well, generally, as far as we
12 know, most of the training that's applied for is
13 approved by the supervisors and sent over to us. We
14 don't have a means of looking at the data of those who
15 might have applied by individual supervisors. We have
16 talked to some of the managers and some of the office
17 directors in terms of this and our feedback is that in
18 most cases training that is requested is generally
19 approved, although it might not be approved at the
20 specific time it was requested based on work load
21 demands. I'm going to address that a little more
22 later in the briefing.

23 CHAIRMAN CARR: Okay.

24 MR. BIRD: (Slide) The next chart shows the
25 distribution of training, technical staff only by age

1 group. Again you can see that of the instances of
2 training taken, those age 50 and over took less
3 technical training than those 50 and under.

4 One of the things that we've talked about
5 among my staff is the fact that a lot of people in the
6 age 50 and over grouping do attend professional
7 conferences and do attend professional meetings of one
8 sort or another and tend to stay current through those
9 affiliations, probably more so than the younger group
10 who would be more inclined to take the training. This
11 does not account for that participation in
12 professional meetings and societies and events of that
13 nature, but we do know that we do have people
14 attending the ANS Conference, the Health Physics
15 Conference and so forth. I think if you took that
16 into account, this might balance out a little better.

17 MR. FAIRTILE: Mr. Bird, can I make a
18 statement about your chart?

19 MR. BIRD: Sure.

20 MR. FAIRTILE: It's possible that a lot of
21 the over 50 employees who aren't counted now took a
22 great deal of training when they were in a lower age
23 bracket.

24 MR. BIRD: Absolutely. I think that could
25 certainly be shown.

1 The next item, we were asked to discuss data
2 on employees not attending training classes, better
3 known as "no shows," including a statistical breakdown
4 of the number of no shows by office. "In analyzing
5 this information, staff should determine whether
6 management attitudes and practices are a contributing
7 factor to the no shows."

8 (Slide) If you look at Chart 5-1, it shows
9 the total instances of in-house training scheduled and
10 the number of no shows, which was relatively low given
11 the number of training instances that we had. We
12 found in following up with this that individuals will
13 tend to take themselves out of training for work
14 related reasons, perhaps more often than they would be
15 cancelled out for -- by managers for managerial
16 reasons. I think this is a compliment to the staff
17 who are very conscientious about work and are really
18 putting the work of the immediate office before some
19 of the training that might be available to them.

20 Substitution rates have gone up. That is to
21 say if a particular person can't attend on a
22 particular day, the office and the manager are sending
23 in replacements and therefore the training can go on
24 as planned. And that's, again, a good sign.

25 We have issued a memorandum. Mr. Stello put

1 out a memorandum with regard to this, and as a result
2 of that issuance, the number of no shows has declined
3 in the time frame that we're showing here and we'll
4 continue to track this in the future to see that we do
5 keep the number of no shows down. But so far, so
6 good. I think the managers are certainly turned to on
7 this and are watching that very carefully.

8 MR. TAYLOR: I might say that it comes up as
9 an occasional reminder to the offices to watch. As
10 these numbers start to creep up, which they do, we try
11 to make it a point at our staff meetings about office
12 attention because it's costly in no shows to the
13 Agency.

14 CHAIRMAN CARR: Well, I think overall from
15 what we saw last time, certainly staff ought to be
16 complimented on their accomplishments in this
17 direction because, as you say, it sure makes a lot of
18 difference when you're paying for training and it's
19 going to be there if you don't take advantage of it.
20 So, certainly it's, I think, a commendable effort and
21 the managers are to be complimented on -- and the
22 people who go on the record that's showing here.

23 MR. BIRD: The next item, we were asked to
24 present separate tables summarizing the number of
25 women and minorities in senior management positions.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 This was a table presented by the BIG group in the
2 last meeting.

3 (Slide) If you look at SRM Chart 6-1, you
4 can see that the trends shown in the charts, the women
5 grades 15 and above, these are supervisory positions
6 and are people that we're talking about here,
7 increased over the five year span from five to 20.
8 While, in addition, women in the SES increased over
9 the five year period from four to nine. So, those
10 trends are very good.

11 The minorities 15 and above are fairly
12 stable in the time span of the five years, while the
13 minorities in the SES have grown from nine to 13. One
14 of the big factors that we consider here, of course,
15 are the pipelines of these people and we're continuing
16 to try to develop those pipelines so that more women
17 and minorities will be in the mix when we compete
18 positions for the Agency at the SES and 15 and above
19 levels.

20 CHAIRMAN CARR: Well, you would expect the
21 15 and above to stay stable if you're using that as a
22 source for the two on the right.

23 MR. BIRD: Right, but -- but we are showing
24 some increases in both populations as people move
25 through that pipeline.

1 (Slide) The SRM Chart 6-2 shows SES members
2 by minority groups compared to government-wide data.
3 We tried to get data which would give us the full
4 comparison and breakdowns that we needed here. As a
5 result, the best we had was September '87 data. I
6 apologize for that, but it does show that compared to
7 the rest of the federal government, the NRC looks
8 favorably aligned in terms of women and minorities--
9 or minorities, I should say -- in the mix of the
10 population moving into the SES. Hopefully, we can
11 keep the percentage of minorities moving up in that
12 category.

13 CHAIRMAN CARR: How often has the government
14 data become available?

15 MR. BIRD: Well, there's government data
16 generated all the time. The reports that we tend to
17 use are from the EEOC which come out periodically, but
18 I'm not sure that it comes out on a fixed time frame.
19 We did have this particular data available to us and
20 when we followed up we weren't able to get the more
21 current data. Hopefully by the next briefing, we'll
22 have at least an update on the data that was
23 available that we used for this purpose.

24 COMMISSIONER CURTISS: If you compared our
25 1987 numbers to the government '87 numbers, would

1 there be a statistically significant difference?

2 MR. BIRD: I think there would be some
3 difference, yes. As you can see on the previous
4 chart, we had fewer numbers of minorities represented
5 in the SES at that particular time. Again, in the
6 next briefing we'll try to get this more aligned and
7 current.

8 (Slide) In Chart 6-3, this is the same
9 comparison of SES members by gender. Again, you can
10 see the comparisons on the chart. The women in the
11 SES in NRC are fewer in percentage than the women in
12 SES in the federal government. My view is this is
13 somewhat a reflection of the types of jobs we have in
14 the SES which are highly technical in nature, the
15 majority of them are. Basically, fewer women are
16 available in that population at this time but the
17 trends, if you look at the pipeline that we'll talk
18 about in a moment, you'll see that the trends are very
19 good in looking at the future here. So, hopefully, we
20 will make more progress in this area as we get more
21 women in the pipeline for the future.

22 (Slide) If you look at Chart 6-4, this
23 shows grades 13, 14 and 15 based on government-wide
24 data and percentages compared to the NRC. At the
25 grade 13, NRC compares favorably to the profile and

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 the rest of the government is slightly ahead of the
2 profile. We're also ahead in minorities -- percentage
3 of minorities in the grade 14, at the grade 14 level,
4 and ahead in the percentage of minorities at the grade
5 15 level. Again, I think that's an indication that
6 the pipelines are pretty good at this point. Part of
7 our focus now is to continue to increase those
8 pipelines, but also recruit for more minorities and
9 women out of colleges and fed into this pipeline as we
10 go.

11 (Slide) SRM Chart 6-5 shows the same
12 comparison by gender. Again you can see that the
13 percentage of NRC women at grade 13 is greater than
14 comparable figures for the federal government. That's
15 also true at the grade 14 level, but it is less at the
16 grade 15 level. And again, here, hopefully the flow
17 as people move up in the hierarchy, that grade 15
18 level representation will increase. That seems to be
19 the trend over the last five years, that it is
20 increasing in that direction.

21 The Commission asked us to provide a
22 description of NRC's procedures for assessing the
23 underlying reasons for employees leaving the NRC and
24 comparative data on NRC attrition rates by category,
25 blacks, other minorities, women and all other

1 employees.

2 Basically, we obtained this data through
3 efforts to interview each person who is leaving. Our
4 staffing specialists, who are in our satellite offices
5 and regional offices, make an effort to try to get
6 everyone who is planning to leave to meet with us,
7 tell us the reasons that they are leaving and to
8 complete some forms that we give them which would
9 indicate those reasons. This data is then fed into a
10 central office in my particular office and that group
11 does an analysis of the data that we receive by
12 various cuts of information.

13 (Slide) If you will look at Chart 7-1, you
14 can see the outcome for fiscal '89 so far. Let me
15 point out that the NRC attrition rate is running under
16 six percent. This is the lowest attrition rate the
17 Agency has seen in any time that I'm aware of. It
18 compares with 10 -- almost 11 percent attrition
19 government-wide. So, we're almost -- we're getting
20 about half the attrition that the other agencies seem
21 to be getting. I think that's certainly a positive
22 sign and speaks well for this Agency and the effort
23 that we put into trying to not only recruit good
24 employees but to keep them here.

25 This chart shows basically the reasons for

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 leaving by the whole population. Over 50 percent of
2 those leaving left for jobs in either other government
3 agencies or with the private sector. As you can see
4 there, that's about half of the pie. Twenty-nine
5 percent left to retirement and the other 20 percent
6 left for the reasons shown in the right-hand chart.
7 That's a variety of reasons, from some adverse action
8 that was being taken, to very personal reasons wherein
9 people did not want to really disclose to us the
10 specific reason that they -- they were planning to
11 leave.

12 CHAIRMAN CARR: I've got some real problems
13 with that interview chart because I don't think you
14 got to the root cause. If they go to other government
15 agencies there's usually a reason. They either get a
16 promotion or they get higher pay or it's closer to
17 home or something other than just the fact they want
18 to work for another government agency. I think it
19 would be good if we could expand on that and get to
20 the root cause of why they're leaving. It's been my
21 experience that you get a different answer if you ask
22 them what would it take to keep you in this agency.

23 MR. BIRD: Well, we can certainly --

24 CHAIRMAN CARR: Sometimes it's, you know,
25 interesting that you get -- that answer is usually

1 different than why they're leaving. So, I don't think
2 we get that from either the private industry or the
3 government. Whenever they make that choice to go that
4 way, there's some reason. "I can't educate my kids on
5 my salary," or whatever it is. And I think it would
6 enable us to make our case better if we were trying to
7 fix some of those things.

8 MR. BIRD: That's a good point. We do
9 collect in the course of this a lot of anecdotal data
10 and a lot of comments that were made specifically in
11 the remarks block of the forms we collect. We did not
12 analyze that for this briefing, but I can certainly
13 focus on that and I think next time we can break that
14 down a little more for you and look deeper into the
15 causes of leaving to go to the other agencies and --

16 CHAIRMAN CARR: See if we can find the root
17 cause why they're leaving --

18 MR. BIRD: -- private industry.

19 CHAIRMAN CARR: -- and maybe we can do
20 something about it.

21 MR. TAYLOR: My experience has been that the
22 employees talk to their supervisors pretty openly
23 about that. As a supervisor, I frequently in the past
24 would ask that type of question. "If this is the
25 basis of your leaving, what would it take for you to

1 stay?" That type of data I think we can get. Not just
2 through forms, but through the supervisors.

3 CHAIRMAN CARR: And you'll find some that
4 are leaving, like some of our current prospects, for a
5 job challenge that have left recently. So, it's--
6 but that's nice to know. I mean you can't argue with a
7 guy who wants to go do a good job somewhere else.

8 MR. BIRD: Right. And I do believe we have
9 some of that data available and we'll try --

10 CHAIRMAN CARR: Okay, if you can break it
11 out, it might be helpful.

12 MR. BIRD: -- to break that out for you.

13 COMMISSIONER ROGERS: Just before you leave
14 the subject of attrition, are you still going to talk
15 about it?

16 CHAIRMAN CARR: No, he's got three or four
17 more charts.

18 COMMISSIONER ROGERS: But you don't look at
19 that by age group, do you?

20 MR. BIRD: We have done that. I don't have
21 that. We looked at it by other groups for the purpose
22 of this briefing --

23 COMMISSIONER ROGERS: Yes,

24 MR. BIRD: -- but we did not break it by
25 age. We can certainly do that.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 COMMISSIONER ROGERS: Well, I'm concerned
2 that 30 to 39 and below 30 group. Below 30 to 39,
3 that whole group. That's where you have your highest
4 mobility in a technical sense probably. And it would
5 be interesting to know what the attrition rates are
6 for those folks.

7 MR. BIRD: Yes, I --

8 COMMISSIONER ROGERS: Or reasons rather.
9 What the rates and reasons are.

10 MR. BIRD: One of the interesting things in
11 the employee survey, which I will comment on in a
12 moment, was that as we asked the question of who would
13 remain with us, "would you be with us three years from
14 now," the percentages were very favorable. But in
15 that particular age bracket, we tended to get a lower
16 percentage of those saying that I will be here in
17 three years, which disturbs me.

18 CHAIRMAN CARR: Sure, because that's the
19 seed money.

20 MR. BIRD: (Slide) The next chart, 7-2, is
21 the attrition by gender. Here we're trying to just
22 see if we got a disproportionate share of people
23 leaving by gender. As you can see, women left at a
24 slightly higher rate than their percent in the
25 population. Thirty-six percent left, while 33 percent

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 of the population is made up of women.

2 (Slide) 7-3 breaks down the reasons given
3 for leaving by gender. The pertinent parts here
4 comparatively, more men seem to have left to
5 retirement, but men seem to be clustered in the older
6 age groups. We're getting a better mix in the younger
7 age groups. I think that would help explain that.

8 Women tended to leave, on the other hand,
9 for more personal reasons and for other reasons that
10 they didn't specify.

11 (Slide) 7-4 shows the same breakout by
12 ethnic group. Again you can see the proportions here.
13 One concern of ours is that blacks left at slightly a
14 higher rate than their representation in the
15 population, 16 percent versus 12 percent. Other
16 minorities brought that down a little bit if you lump
17 it together. But certainly that's something to keep
18 an eye on in the future. We hope to keep the minority
19 employees in the population.

20 CHAIRMAN CARR: Yes, it's turned out to be,
21 as I read this over, one of my major worries because
22 the indication I always ask when I go visit plants or
23 anybody is, "What is your attrition rate?" The
24 attrition rate is an indication of some kind of a
25 problem. So, it appears that we've got a problem

1 there in the black attrition rate which we ought to
2 take a look at.

3 MR. BIRD: (Slide) Chart 7-5 breaks the
4 reasons for leaving by ethnic group. You have to be a
5 little careful here because of the small numbers and
6 you can get fairly big swings in percentage with the
7 small numbers, particularly on the right-hand portion
8 of the chart which represents the number of black
9 employees who left and the reasons for leaving.

10 What this would tend to show is that the
11 blacks have left more often to go to private industry,
12 but again the numbers are small. There are six
13 employees represented there, so shifts in that really
14 do affect the percentages. And more indicated
15 personal or other reasons for leaving. If you come
16 all the way back to the left-hand side of the chart,
17 you can see that whites left, 49 left, which
18 represents 36 percent, to retirement. So, that
19 population is diminishing, generally going out to
20 retirement or to other government, if you look at the
21 figure above that which was 36 and a half percent.

22 CHAIRMAN CARR: I guess this chart shows
23 more of my worry than the other one because if you
24 look at the other minorities it shows only one left
25 for a reason other than to hire out somewhere else in

1 the government. If you'll look at the blacks, you'll
2 see that 12 left for personal or other reasons. So, I
3 think there is something we need to follow up on.

4 MR. BIRD: Exactly.

5 That concludes my response to the specific
6 questions that were raised in the SRM. I would like
7 to speak briefly to four additional topics that were
8 mentioned in the SRM.

9 First, the employee survey which was
10 conducted recently. The results of the survey were
11 submitted to the Commission on June the 27th.
12 Generally, the results of the survey were quite
13 favorable.

14 As an example, 67 percent of NRC employees
15 responded that they expect to continue working for the
16 NRC for at least the next three years. Seventy
17 percent of the respondents felt that communications
18 with their supervisors and their supervisors'
19 performance in their work units were effective.
20 Seventy-five percent indicated that their jobs at NRC
21 allow them to accomplish work which has value. Sixty-
22 nine percent indicated that there was fairness in
23 hiring and 76 percent indicated that there was
24 fairness in training at the NRC. Sixty-eight percent
25 responded favorably to all questions regarding

1 performance appraisal. Sixty-seven percent of the
2 respondents indicated that they are satisfied with the
3 NRC EEO posture, which is the purpose of this
4 briefing. However, there were some variations by
5 ethnic and age groups in that particular data.

6 In general, fewer blacks responded to the
7 survey and responded more negatively to the survey
8 questions than the remainder of the sample. I do have
9 some slides available to this that can illustrate the
10 survey results. But in the interest of time, I would
11 suggest we not go through those unless you'd like to.

12 The second item I would like to speak to --

13 CHAIRMAN CARR: Let me -- before you leave
14 that one, I think -- did we distribute that to -- the
15 survey results to all the managers?

16 MR. BIRD: We have not sent the survey to
17 all managers. We have made it available to the
18 Commission. We have provided copies to the senior
19 managers, but we have not distributed to --

20 CHAIRMAN CARR: I found it very interesting
21 reading.

22 MR. BIRD: Yes, we can certainly do that.

23 CHAIRMAN CARR: I think it's a good idea.
24 But one thing that I would call the managers'
25 attention to is the marks they got as to whether they

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 are technically good and then managerially good. They
2 all got better -- I mean the summary said much better
3 marks for technical competence than managerial
4 competence. So, I think there's something they can
5 learn from that.

6 While overall I certainly agree with you
7 that it points up a favorable impression of the EEO
8 Program, if you focus on the things in there that
9 aren't so favorable, some of those are easy to fix.
10 So, I would certainly encourage everybody to take a
11 look at it and those things that -- that -- if that
12 shoe fits, order a new one, I guess is the right
13 message.

14 MR. BIRD: Okay. I would agree with that.
15 I think that would be a good idea.

16 Okay. The next item I'd like to comment on
17 is performance appraisals at the NRC. In May, we
18 submitted studies of the NRC non-SES performance
19 appraisal system and also a study of an alternative
20 compensation or dual track pay system to the EEO.

21 With regard to the non-SES performance
22 appraisal system, we did not find wide scale
23 dissatisfaction with the current system. However,
24 some managers felt very strongly that the high
25 proportion of outstanding and excellent ratings

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 reflects a major systemic problem. Some felt that the
2 current system has a negative impact on morale and on
3 supervisory employee relationships. Many felt that
4 performance plans could be simplified and streamlined
5 and that the documentation could be reduced. Those
6 are some of the areas where we think we can do some
7 refinements that would help. However, the current
8 performance appraisal system is mandatory and we would
9 have to get some exemption to OPM to introduce a new
10 system.

11 I would like to mention that since 1982, the
12 percentage of excellent and outstanding ratings for
13 non-SES combined has increased from 61 percent of all
14 outcomes to 93 percent of all outcomes. In that same
15 period, the percent of outstanding ratings given
16 increased from 27 percent of outstanding to 49 percent
17 and the fully successful dropped from approximately 38
18 percent to seven percent. Basically now, getting an
19 excellent rating is felt by some to be less than
20 desirable, which bothers me in terms of the system in
21 general.

22 CHAIRMAN CARR: And what's the procedure for
23 implementing a new system? Whose permission would
24 you --

25 have
MR. BIRD: We would/to have an exemption

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 from -- either an exemption from OPM to engage in an
2 experimental program or a legislative change. Now,
3 OPM has introduced legislation aimed at changing the
4 system, their system government-wide, and we're
5 watching that very carefully. At the same time, we're
6 meeting with them in terms of what we might do here to
7 introduce a new system. We've had this particular
8 system in place since '82 and in the literature you'll
9 find that most performance appraisal systems people
10 would believe need to be changed periodically. The
11 range in that is three to seven years. Take your
12 pick. But ours is probably due for some change at
13 this particular point.

14 CHAIRMAN CARR: Well, my experience with
15 these systems is they all tend to creep toward the
16 right the longer you leave them in place. The
17 unfortunate part of that is that somebody who is rated
18 excellent thinks they've been failed in the system.
19 And the other problem I got with ours is there's
20 really not enough gradation in the system that you can
21 separate the truly 4.0 performance from the 3.9s and
22 3.8s. And so, it's very tough to talk to one you've
23 given an outstanding rating to and tell them where
24 those areas are they need to improve. It's a -- so,
25 it's a tough problem.

1 The other problem you've got is we can zero
2 base it again. We can say, "Okay, let's start over
3 again and zero base everybody," only we penalize our
4 people when they do that if they want to look to go to
5 another agency like you see them doing in here and
6 we're running a zero base program and everybody else
7 is running to the right. We'll certainly cut down the
8 attrition that way. I'm not sure that's what we want
9 to do, but there is a problem here.

10 And -- and -- it was interesting to me in
11 reading the comments, and I ran a quick check with my
12 personal staff. The managers are not really
13 negotiating the standards perhaps like I thought they
14 were doing and like the program requires them to do.
15 I think we've come into a perfunctory case of where we
16 used the same standards over and over again and we
17 just -- the negotiation is, "Here they are. If
18 they're okay, sign them and bring them back." Maybe
19 we ought to look at that particular part and that
20 might give us a little better handle on zero basing
21 the marks.

22 Some of the standards that I reviewed are
23 such that when you get ready to measure the
24 performance it's got to be subjective because you
25 could meet them without any degree of -- there's no a

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 real cut and dried, "you made it," or, "you didn't
2 make it." So, I would encourage everybody to take a
3 look at that. There was enough discontent in the
4 system that there were some suggestions that we not
5 use the appraisals in selecting people for promotion.
6 That sounds like a strange thing to me because if
7 you're not going to use those, then there's really a
8 lot of discontent with the system. But fortunately,
9 that wasn't a lot of people. But there was enough
10 there to cause me a little concern on the appraisal
11 system. So, we need to not lose sight of this
12 problem.

13 MR. BIRD: Agreed. Let me also point out
14 that some analysis reveals that there are some
15 disparities in performance appraisal between ethnic
16 groups, age groups, occupational groups and gender. I
17 think some of the committees will comment on that as
18 we go along in the briefing.

19 COMMISSIONER CURTISS: Are there many
20 instances where OPM has granted exemptions for
21 agencies or is that a rare thing?

22 MR. BIRD: They've allowed some experimental
23 programs such as China Lake. I'm sure you've read
24 about China Lake in the newspaper. They've done one
25 recently with the GAO and there's another one that's

1 in the National Institute of Science and Technology.
2 We've looked at all of those and what we found was
3 that while they were provided some flexibility in
4 their experimental programs, we had already been able
5 to accrue the benefit of that flexibility in our pay
6 system, in our being in the accepted service. So, we
7 didn't find that in those programs they had a whole
8 lot of additional latitude to offer.

9 COMMISSIONER CURTISS: Incentive, probably.

10 MR. BIRD: It didn't appear that it would
11 solve the problem. I'll comment on that --

12 CHAIRMAN CARR: On the disparities in marks,
13 it's not surprising to me that there are disparities.
14 I think it's natural for people who get low marks to
15 look for some other reason than performance to explain
16 it. So, the number of disparities in it, I don't know
17 if you can really draw major conclusions, but it looks
18 to me like we do have some problems in that area too.

19 MR. BIRD: Let me just comment briefly on
20 the -- we just spoke about it, the dual track pay
21 study that we did. Again, looking at these
22 demonstration projects, we, after having looked at
23 that fairly carefully, concluded that part of the
24 problem here relates more to the pay ceiling and pay
25 caps than it does to our flexibility to work within

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 the system that we have.

2 Our system again gave us more flexibility
3 than we found in looking at some of the experimental
4 programs wherein they basically get away with their
5 grade structure and lump grades together. However, in
6 order to fund the incentives for that, they did away
7 with within grade increases, they did away with
8 performance awards and things of that nature as a
9 funding matter. As a result, many of the people
10 participating were not enthralled with the whole
11 concept.

12 Again, there's some legislation that OPM has
13 before the Congress that would increase the ability to
14 -- for the agencies to allocate money to those pools.
15 In that event, I think that these may have some real
16 relevance and some possibilities for NRC if that
17 occurs and we're watching that legislation very
18 carefully now. So, hopefully, the Congress will turn
19 to on it and allow some of that budget focus to fall
20 away.

21 The last item I'd like to speak to are
22 rotational assignments. In July, we submitted a
23 report to the Commission having to do with rotational
24 assignments. The report showed that 174 employees had
25 participated in a rotational assignment since April of

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 '87 when we instituted the program. Age groups -- the
2 age groups of 40 to 49 and 50 to 59 had slightly
3 higher percentages of rotation than their
4 representative samples in the work force. Again, I
5 would think that would be expected in this particular
6 age population.

7 For minorities, there were almost no
8 differences in the rate of participation in rotational
9 assignments compared to their representation in the
10 population.

11 Women, however, received slightly more
12 rotational assignments than their representation, but
13 I think -- again, my view is that's fine.

14 At this point I'd like to stop and allow the
15 committees to speak to the Commission.

16 MR. KERR: Thank you, Paul.

17 Mr. Chairman, the committees at the table,
18 in one manner or the other, represent everybody in
19 this Agency. I think it's time now for us to hear
20 through them what their constituencies are saying.
21 We'll start with the AAAC.

22 MR. GUILLEN: Mr. Chairman and
23 Commissioners, my name is Jaime Guillen and on behalf
24 of the Affirmative Action Advisory Committee I'd like
25 to say that we're happy to be here this morning to

1 give you our views regarding the status of equal
2 employment opportunity and affirmative action at the
3 NRC.

4 This morning we'd like to focus on four
5 major items. First of all, the results of the NRC
6 suggestion survey. Secondly, the AAAC assessment of
7 the 1987 performance appraisal data. Third, the
8 Office of Personnel review of the 1988 performance
9 appraisal data. And four, the need to update the NRC
10 performance appraisal system.

11 First, we would like to let you know that we
12 have received copies of the results of the NRC
13 suggestion survey. The data collected, we believe,
14 are extensive and valuable in determining the general
15 opinions of NRC employees as well as identifying
16 possible problem areas. However, we feel that the OP
17 analysis of the survey generally highlighted the
18 positive aspects of the responses without equally
19 analyzing their negative implications. We believe
20 that unless both the positive and negative aspects of
21 these employee responses are analyzed, the conclusions
22 could be misleading.

23 Nonetheless, the OP analysis presented some
24 EEO concerns that we feel need further attention. The
25 results point out that blacks responded more

1 negatively than any other group regarding fair
2 treatment at the NRC. Specific areas of
3 dissatisfaction and concern identified by black
4 employees include the following: awards, promotions,
5 discipline, appraisals and hiring.

6 In independent AAA studies, we have found
7 that blacks at NRC consistently receive lower
8 appraisal ratings than white employees. This,
9 combined with negative response pattern in the NRC
10 suggestion survey, indicate that blacks not only
11 receive lower appraisal rating, but they themselves
12 believe that their career advancement -- career
13 advancement opportunities at the NRC are limited.
14 These findings, we believe, raise serious concern
15 regarding the fair treatment of black employees at the
16 NRC and we feel need to warrant or need follow-up
17 effort.

18 At the February Commission briefing, we
19 indicated that based on our preliminary review of the
20 1987 performance appraisal data, there appear to be
21 disparities in performance appraisal ratings between
22 white employees and black employees in certain grade
23 ranges. We have since completed our assessment of
24 this data for non-SES employees. Our findings
25 indicate that there are sharp contrasts in performance

1 appraisal ratings on the basis of gender, ethnicity as
2 well as age.

3 The following are highlights of our
4 findings. First of all, white employees in all grade
5 levels received higher performance appraisal ratings
6 than their black and Asian counterparts. These
7 results are summarized in table 1.

8 Secondly, white females in any given grade
9 range received higher performance appraisal ratings
10 than black females, white males or black males. In
11 addition, black females at all grade levels received
12 higher ratings than black males.

13 Thirdly, at any given age point, a larger
14 fraction of white male employees in grades 13 through
15 15, which counts for nearly 50 percent of the Agency's
16 non-SES work force, received a lower performance
17 appraisal rating than those younger than them.
18 Similar patterns were found to exist for Asian and
19 black males.

20 Our assessment also indicates that white
21 males at all age points beyond the age of 35 have
22 higher differential performance ratings than other EEO
23 groups. The difference in the average performance
24 rating of employees older than specific age, compared
25 to those younger than a specific age, is what we

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 considered the differential performance rating. Some
2 of these results are represented graphically in
3 figures 1 through 4.

4 Noteworthy from these graphs is that for
5 grades 13 through 15 are the differential performance
6 ratings at various age points for white, black and
7 Asian males as compared to white females.

8 CHAIRMAN CARR: Maybe you could help me
9 through those graphs.

10 MR. GUILLEN: Sure.

11 CHAIRMAN CARR: I couldn't figure them out.

12 MR. GUILLEN: All right. What we have done,
13 if we look at figure 1, is we took the total
14 population of employees in grades 13 through 15 and we
15 called that the total population.

16 CHAIRMAN CARR: Is that the 40 number?

17 MR. GUILLEN: No. What we have done, if you
18 look at a certain age point, let's say pick age 50, we
19 picked X as being employees older than age 50 and Y
20 being employees younger than age 50. So, 30 would be
21 your population of employees older than age 50 and ten
22 would be the population of employees younger than age
23 50. And as we shift in points, in age point, we'll
24 see that the total curve will shift downward, which
25 means that as you get older there is a lower average

1 appraisal rating.

2 CHAIRMAN CARR: I'm afraid you didn't help
3 me much. It's just your chart that puzzles me. I
4 can't figure out --

5 MR. GUILLEN: We were trying to look for a
6 method so statistically we could prove that there was
7 actually a pattern as you go with increasing age. I
8 think -- let's look at figure 2. That might be a
9 little --

10 CHAIRMAN CARR: I have the same problem
11 there. I was trying to --

12 MR. GUILLEN: If you look at age 35, 81
13 employees are younger than age 35, 773 are older. At
14 that point, most employees are at around age 35. As
15 you go across to age 40, both curves tend to shift
16 downward.

17 CHAIRMAN CARR: But these aren't the same
18 employees, right?

19 MR. GUILLEN: Yes, they are. At each point
20 it's the same employees. They're just separated at a
21 different point in age.

22 CHAIRMAN CARR: Well, how did you -- how do
23 we get the 854 number?

24 MR. GUILLEN: That is the total employees.
25 If you go at any age point --

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 CHAIRMAN CARR: So, you took 854 and you
2 just made sure that that was the --

3 MR. GUILLEN: We separated the 854 all
4 along. So, at each point, 35, 40, 45, the open box
5 and the darkened diamond should equal 854.

6 CHAIRMAN CARR: Well, but so much depends on
7 there then which 854 employees you take.

8 MR. GUILLEN: We took the population 13
9 through 15 male white.

10 COMMISSIONER ROBERTS: That's how many there
11 are.

12 CHAIRMAN CARR: Well, there can't be 854
13 employees in every one of those age groups. It would
14 be impossible.

15 COMMISSIONER ROGERS: Yes.

16 MR. GUILLEN: No, it's the population in 13
17 through 15 white male. And what we did, we subtracted
18 the data that was invalid and just -- we came up with
19 a number of 854 employees in that group.

20 CHAIRMAN CARR: But you would expect those
21 854 employees to -- well, I'm sorry. We're wasting
22 time. Sorry. You can get a statistician to come and
23 explain it to me, I guess.

24 MR. GUILLEN: What we're doing, we're --

25 CHAIRMAN CARR: I don't disagree with your

1 findings, I just disagree with how I can read the
2 chart, I guess.

3 MR. GUILLEN: What we're doing is we're
4 finalizing the results of our assessment and we will
5 be providing those to the Executive Director for
6 Operations. That goes into a detailed discussion of
7 how we came up with those numbers --

8 CHAIRMAN CARR: Okay.

9 MR. GUILLEN: -- and how the curve shifts
10 with age. And we'd be pleased to provide you a copy
11 whenever we provide one to the EDO.

12 CHAIRMAN CARR: I'd appreciate it.

13 MR. GUILLEN: Based on our assessment, we
14 conclude that white employees in all grade levels
15 received higher average performance ratings than their
16 minority colleagues and that white females at all
17 grade levels received higher average performance
18 ratings than all other employees. It should be noted
19 that although women consistently received higher
20 performance ratings than men, they hold very few
21 supervisory or managerial positions.

22 COMMISSIONER ROBERTS: And I find that a
23 rather odd circumstance. But excuse me.

24 MR. GUILLEN: Our assessment also indicates
25 that beyond a certain age, in this case age 35, older

1 male employees consistently received lower average
2 performance ratings than their younger counterparts in
3 the same grade levels.

4 These conclusions regarding the correlation
5 between age and performance appraisal ratings for male
6 employees in grades 13 through 15 are similar to those
7 provided in several studies performed over the years
8 by the Committee on Age Discrimination. CAD studies
9 have presented statistical evidence of possible age
10 discrimination in performance appraisal ratings of
11 non-supervisory personnel and I believe they will
12 address that further. AAAC believes that the NRC must
13 take steps to minimize these disparities in
14 performance ratings.

15 On July 14, 1989, the Office of Personnel
16 forwarded to the Office of Small and Disadvantaged
17 Business Utilization and Civil Rights an evaluation of
18 the 1988 performance appraisal ratings for NRC
19 employees. We received a copy of this report. This
20 study presents further information and highlights EEO
21 concerns.

22 For example, the review indicates that there
23 are significant differences between the ratings of
24 minority and non-minority employees. Only 41 percent
25 of minorities received an outstanding rating, whereas

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 51 of non-minority employees received the same rating.
2 In addition, there are significant differences in the
3 performance appraisal ratings of individuals in
4 different offices. In one case, 100 percent of
5 employees received outstanding ratings, while in other
6 offices only 22 percent of employees were rated as
7 outstanding.

8 The study also concludes that scientists and
9 engineers received lower performance appraisal ratings
10 than all other major occupational groups. For
11 example, 62 percent of attorneys and 57 percent of
12 administrative staff received an outstanding rating,
13 whereas only 35 percent of scientists and 48 percent
14 of engineers were rated as outstanding. These
15 disparities are striking and we feel that they must be
16 addressed.

17 We request the Commission that OP be
18 directed to distribute this and future similar
19 studies, as well as the EEO critiques, to managers and
20 supervisors.

21 CHAIRMAN CARR: I understand your approach
22 there and problem. It seems to me that we've got two
23 problems. One is I'm sure all the standards aren't
24 the same.

25 MR. GUILLEN: That's true.

1 CHAIRMAN CARR: And I know all the markers
2 aren't the same. Some guys are known for tough
3 marking, other guys are known for easy markers. You
4 have those around. In the Navy we took knowledge of
5 that because you marked enough people that sooner or
6 later the easy guys showed up and you kind of said,
7 "Well, that guys gives everybody 4.0," and so you
8 didn't weigh that as much in the selection board as
9 you did the guy who you knew was a hard marker but
10 fair.

11 I don't know if we have enough marks here to
12 be able to pick out those people. I doubt it, the
13 always hard markers versus the always easy markers.
14 But I'm not downplaying the problem. I'm trying to
15 figure out if you know of some way to solve it.

16 MR. GUILLEN: Well, we understand that there
17 are some hard markers. I mean people discuss or talk
18 about people that are hard markers. What happens
19 though is when people go for a promotion or to another
20 government agency, they must compete with someone who
21 received a higher rating regardless of who rated them.
22 That's where our concern is, that it's going to affect
23 their future.

24 CHAIRMAN CARR: Oh, I understand the
25 concern. I'm trying to find the solution. All right.

1 MR. GUILLEN: I think our conclusions
2 regarding the disparities, we're going to make a
3 recommendation that we hopefully will address some of
4 these concerns.

5 CHAIRMAN CARR: Okay.

6 MR. GUILLEN: And I'd like to get back to
7 the statement. Our conclusions regarding the
8 disparities in performance appraisal ratings and the
9 adverse impact of age, gender and ethnicity, and the
10 result of the employee suggestion survey each indicate
11 the NRC performance appraisal system is deficient, not
12 being implemented properly or that there is possible
13 discrimination at the NRC. We believe that a review
14 of the adequacy of the current system is urgently
15 needed.

16 The disparities in performance appraisal
17 ratings to minorities and non-minorities between those
18 over age 50 and under age 50 and among individuals
19 from various offices are significant. In addition,
20 the present system does not appear to provide the
21 objective evaluation and proper feedback of employee
22 performance. In fact, we feel it may be contributing
23 towards possible discrimination of certain employee
24 categories.

25 The disparities, although not statistically

1 significant in all cases, are substantial because they
2 affect employee morale and have an adverse impact on
3 the career advancement opportunities of individuals.

4 Therefore, the AAAC recommends that a study
5 be performed to determine ways to improve the NRC's
6 performance appraisal system and its implementation.
7 Improvements to be considered should include the
8 following:

9 One, stricter attention to the preparation
10 of elements and standards;

11 Two, improved EEO training courses for
12 managers that stress methods to objectively evaluate
13 their employees' performance;

14 Three, emphasis by all levels of management
15 as to the NRC's EEO and affirmative action commitment
16 and policies;

17 And four, stricter appraisal of managers'
18 elements regarding EEO.

19 We believe that to properly implement a fair
20 appraisal system, the observed patterns in possible
21 discrimination practices that now appear to exist will
22 be corrected.

23 That is it. If you have any questions, I
24 can address them now.

25 COMMISSIONER ROGERS: Well, just to the

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 extent that you really do try to look at the question
2 of statistical significance of some of the numbers,
3 you know, if you really pass all of these
4 discrepancies through a statistical significant test,
5 whether the ones that really are statistically
6 significant represent, you know, a large fraction of
7 those or not, I just don't have any feeling about
8 that. But when you calculate percentages, you also
9 have to look at the statistical significance because
10 of the size of the group and what the possible
11 fluctuation to be expected in that particular number
12 might be --

13 MR. GUILLEN: Right.

14 COMMISSIONER ROGERS: -- because of the size
15 of the group. I'm not disagreeing with your results,
16 but I think that's always an important caution in
17 using percentages because a percentage that comes out
18 of a small population may have a large statistical
19 uncertainty on it. And if all of your numbers
20 represent small numbers, then one has to be a little
21 cautious about starting programs based on those
22 numbers.

23 MR. GUILLEN: Well, I think in each case,
24 each percentage that we mentioned was statistically
25 significant. Separate studies that were done by CAD.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 and the Office of Personnel also considered that and
2 we made sure at least to include only those that were
3 significant statistically and that could be proven
4 that there was a population and a disparity large
5 enough to show something that was there. So, we made
6 an effort to screen those that were not.

7 COMMISSIONER ROGERS: Okay.

8 CHAIRMAN CARR: Commissioner Curtiss?

9 COMMISSIONER CURTISS: No questions. Thank
10 you.

11 CHAIRMAN CARR: Well, I certainly think your
12 suggestions are valuable there. I don't think you
13 intend by those suggestions that we should pull down
14 the white women and the black women so that everybody
15 gets in the same category. One of the solutions, of
16 course, is to put everybody in those categories and
17 put everybody to the right, which won't solve the
18 problem either. So, what we need to do, as we said,
19 is come up with some system of marking that everybody
20 recognizes is fair because it's much worse to give a
21 good mark to a poor performer --

22 MR. GUILLEN: Right.

23 CHAIRMAN CARR: -- than it is to give a poor
24 mark to an outstanding performer because the
25 outstanding gent usually shakes it off and says, "I'll

1 get over that one." But everybody knows who the poor
2 performers are and to reward them is poor. We don't
3 want to give poor marks to the outstanding performers
4 either, but the outstanding performers usually
5 continue to be outstanding no matter what you do to
6 them. They're good people --

7 MR. GUILLEN: Well, I think the over
8 inflated performance appraisals that currently exist
9 need to be addressed. We concentrated on those that
10 affected minorities, women, et cetera.

11 CHAIRMAN CARR: Sure. All right. Let's
12 proceed.

13 MR. KERR: Thank you. We'll now hear from
14 the Committee on Age Discrimination.

15 MR. FAIRTILE: Thank you.

16 Mr. Chairman, members of the Commission, my
17 name is Morton Fairtile and I'm a newly minted member
18 of the Advisory Committee on Age Discrimination.

19 Mr. Guillen has plowed almost all the ground
20 I'm going to cover and Mr. Kerr passed me a note a
21 minute ago asking me to distribute my presentation.
22 I'm presenting exactly what's in the handout. I've
23 shortened it slightly.

24 CHAIRMAN CARR: When you said newly minted,
25 you mean you didn't just become a senior citizen or

1 something.

2 MR. FAIRTILE: No. Yes, I was told about
3 three, four days ago I was a member of the committee
4 and, as my first committee assignment, I've been asked
5 to present this semi-annual briefing to you. I feel
6 like --

7 CHAIRMAN CARR: You kind of grew into it.

8 MR. FAIRTILE: Yes. I feel like I've been
9 asked to take over the controls without any flying
10 lessons.

11 Be that as it may, I will cover some of the
12 ground Mr. Guillen did, only with a briefer
13 statistical analysis.

14 The Committee has been evaluating non-
15 supervisory performance appraisal ratings since 1982.
16 There is strong statistical evidence of possible age
17 discrimination with respect to performance appraisals
18 for non-supervisory engineers and scientists at the
19 NRC. The statistical imbalances are particularly
20 pronounced for engineers and scientists over age 50.
21 Performance appraisals influence, as we know,
22 promotional opportunities, training, and are a factor
23 during reductions in force.

24 We received an Office of Personnel report on
25 the fiscal year '87 performance appraisals. The

1 report stated that the data failed to detect any
2 significant differences between age groups over and
3 under 40. We've also received the fiscal year '88
4 report and the Office of Personnel drew the same
5 conclusions.

6 The Committee on Age Discrimination believes
7 that there is strong statistical evidence of possible
8 age discrimination for non-supervisory male engineers
9 and scientists over age 40 and especially over age 50.
10 This pattern and practice has existed since at least,
11 we feel, 1982. The Committee does not understand why
12 NRC's most experienced technical staff receive some of
13 the lowest average appraisal ratings. This group
14 deals constantly with reactor health and safety
15 issues.

16 For a number of years, the Committee has
17 been advising NRC management about possible age
18 discrimination at NRC. So far, we haven't noticed any
19 effective Agency action in this regard, which could
20 include violations of various federal statutes.
21 Action is needed now to better assess and correct this
22 situation.

23 I would like to take this opportunity to
24 express the Committee's appreciation to the Office of
25 Personnel for their assistance over the years in

1 providing data to us, for the many hours Mr. Bird and
2 his staff have met with us, and for the general
3 cooperation we've received from everyone in the Office
4 of Personnel. We look forward to continuing to work
5 with the Office of Personnel in our advisory capacity
6 concerning age-related EEO matters.

7 The following remarks are not part of the
8 prepared briefing, but represent my personal views on
9 age discrimination at the NRC. For those of us over
10 40, and especially over 50, that have received a high
11 enough appraisal to be placed on the best qualified
12 list for a promotional opportunity, we then faced a
13 second hurdle. The selecting officials for these
14 promotional opportunities we've found have been
15 passing over qualified older employees. I would
16 expect a challenge to this assertion, and I would be
17 pleased to meet with any of you and to provide
18 documentation supporting this statement.

19 Thank you.

20 CHAIRMAN CARR: Any questions?

21 Since you didn't pick up on the point that
22 Jaime left you to take there, I thought I might make a
23 comment on it, if I can find it here. It was to the
24 effect that both the AAAC and the CAD conclusions
25 appear contrary to the common observation that

1 generally older and experienced employees contribute
2 more to their field or occupation than their younger
3 counterparts.

4 I wonder if the competitive spirit is taken
5 into account, you know, when these young eager guys
6 come along and they're charging in to get my job or
7 somebody else's job. I can remember when I had a lot
8 more vim and vigor than I have now, and I'm tapering
9 off toward the end of my -- those of you who are over
10 50 can worry, but those of us who are over 60 worry
11 even more, you know. And I've got to admit that there
12 is a lot of eagerness in the youth, and stamina, and I
13 admire that, and you certainly wouldn't want to mark
14 them down for it.

15 But having said that, let's proceed.

16 MR. KERR: Okay. Mr. Chairman, we'll
17 continue with the EEO-Labor/Management Advisory
18 Committee.

19 MR. WAGNER: My name is Norman Wagner. I
20 wish to thank the Chairman and the members of the
21 Committee for the opportunity to talk to you on our
22 views on discrimination and EEO activities.

23 We don't have much to report as far as what
24 we've done. Most of our time has been spent in
25 focusing on things to do in the future.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 The one thing we have accomplished, which is
2 to prepare a survey form to obtain data from people
3 who have taken training programs but have not
4 completed them or who have their names put in for
5 training programs and not even started them.
6 Once we've completed this form -- and it's almost--
7 it's complete, I would say -- we will be forwarding it
8 to the Office of Personnel for their aid in formal
9 distribution.

10 CHAIRMAN CARR: Is that focused on the
11 dropouts?

12 MR. WAGNER: Yes.

13 CHAIRMAN CARR: Okay.

14 MR. WAGNER: On both dropouts that don't
15 come.

16 CHAIRMAN CARR: And no shows?

17 MR. WAGNER: And people who start the
18 program and then stop part of the way through. Both
19 are of equal interest to NRC, I imagine. As I said,
20 we did that on our own, the Labor/Management
21 Committee. We will be talking, presenting it to the
22 Personnel -- Office of Personnel for aid in
23 distributing it. And, of course, they'll -- I presume
24 we'll have to have their approval to make sure that
25 they like what we have to offer.

1 That's what we did. Now, what we're going
2 to do. We focused on age discrimination. We'd like
3 to help the CAD, the Committee on Age Discrimination,
4 in their activities. But to be honest, we haven't
5 done anything. They've had the program so well in
6 hand that they didn't need our help, but we'll keep on
7 offering it and we hope to be able to help them in
8 their evaluating processes.

9 We also thought we'd like to look at
10 appraisals to determine if there are any other
11 discriminatory practices in appraisals which may not
12 have been -- may not have shown up in other peoples'
13 review. We admit that this is quite a broad subject
14 and we would have to focus on where we want to look.
15 But again, this is just an idea that's in formation
16 and we haven't come to any definite conclusion as to
17 where we're looking.

18 We're also interested in training related to
19 EEO activities. We're going to look into what
20 training is offered by government and non-government
21 sources related to equal opportunity employee -- equal
22 opportunity concerns and intend to recommend such
23 training for the advisory committee members and other
24 Agency employees who may be involved in such
25 activities.

1 The last question is about advisory
2 committees in general. We are concerned, as NRC is,
3 with the effectiveness of the various programs in the
4 EEO activities that would ensure good equal employment
5 opportunities. We are going to study the various
6 committees and determine whether to recommend any
7 changes to improve the effectiveness of the program at
8 NRC.

9 And that, of course, is a broad challenge.
10 We're not saying that the program as it stands now
11 isn't effective. We don't know, so we'd like to look
12 into it and see if any improvement can be offered and
13 what those areas of improvement can be.

14 And with that, that's all I have to say.

15 CHAIRMAN CARR: Any questions, Commissioner
16 Roberts?

17 Commissioner Rogers?

18 Okay. You may proceed.

19 MR. KERR: Mr. Chairman, the Federal Women's
20 Program Advisory Committee.

21 MS. STABLER: Chairman Carr, Commissioners,
22 my name is Carolyn Stabler and I'm with the Office of
23 Nuclear Regulatory Research. I'm the Secretary of the
24 Federal Women's Program Advisory Committee and the
25 members of the Committee and myself would like to

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 thank you for hearing us and taking the time to listen
2 to our concerns.

3 Mr. Kerr, as well as Mr. Bird, has just
4 presented data to show that the number of women in
5 grades 11 and above have increased from 1986 to June
6 of 1989. This is in despite of a decrease in the
7 overall number of NRC employees. The Committee
8 acknowledges that the number of women in grades 11 and
9 above is commendable. However, we continue to believe
10 that the NRC must aggressively seek to improve its
11 representation of women in management and higher
12 graded positions.

13 NRC continues to have a low attrition rate.
14 This fact, coupled with the lack of growth in the
15 personnel ceiling, implies that NRC will have few
16 opportunities for upward movement of employees,
17 especially those employees without degrees and most
18 especially those employees without technical degrees.

19 As we stated in the February briefing, the
20 Federal Women's Program Advisory Committee submitted a
21 proposal to Personnel for a program called Upward
22 Bound and we have also suggested that it may be
23 possible to restructure some technical positions and
24 fill them with individuals who need not have such
25 technical expertise. For example, some offices have

1 already taken this initiative with such job
2 restructuring as project assistant, as regulatory
3 aide, as procurement assistant or even a licensing
4 assistant. This affords greater opportunity to more
5 individuals.

6 Personnel has provided FWPAC with a draft of
7 the handbook that will provide additional guidance to
8 employees with basic information for job series and
9 various skills. Currently, FWPAC is reviewing the
10 proposal and we intend -- we are preparing comments to
11 get back to Personnel.

12 Our suggestions for an Upward Bound program,
13 handbooks and other activities will accomplish very
14 little to provide additional opportunity for the
15 advancement of female employees without dedication by
16 management in making these opportunities available.
17 We ask for the Commission's active support in
18 increasing the opportunities of women into higher
19 grades.

20 I also ask for your indulgence a minute or
21 two longer. At present, the Office of Small and
22 Disadvantaged Business Utilization and Civil Rights
23 reports directly to the EDO. FWPAC would like to
24 suggest that the Commission consider having Mr. Kerr's
25 office report to the Commission directly. The

1 existing organization, the structure does work.
2 However, we believe that by Mr. Kerr's office
3 reporting directly to the Commission, this will avoid
4 the appearance of the possibility for a conflict of
5 interest.

6 We note that this is not precedent setting.
7 There are some agencies, for example ICC and FAA,
8 already who have the civil rights office report to the
9 head of the agency. In addition, the Small Business
10 Act as amended, P.L. 95-507, Section 221, states that
11 the management -- that the management of the Office of
12 Small and Disadvantaged Business report directly to
13 the head of each agency or to his deputy as assigned.

14 The FWPAC and myself thank you for hearing
15 our concerns.

16 CHAIRMAN CARR: Thank you very much.

17 Commissioner Roberts?

18 Commissioner Rogers?

19 COMMISSIONER ROGERS: No, thank you.

20 MR. KERR: Mr. Chairman, we'll conclude with
21 hearing from Sam Pettijohn, the Chairperson from
22 Blacks in Government.

23 MR. PETTIJOHN: Mr. Chairman, members of the
24 Commission, my name is Sam Pettijohn and I'm here to
25 represent the views of the NRC Chapter of Blacks in

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 Government. We appreciate the opportunity to address
2 the Commission today. We believe that our
3 participation in these briefings carries with it a
4 responsibility to represent the views of black
5 employees as candidly as possible.

6 The issue that we are addressing to the
7 Commission today is the relative success of the
8 Agency's EEO Program for black employees. The current
9 data demonstrating success of the Agency's EEO
10 Program, as was shown here today and that's available
11 in Mr. Kerr and Mr. Bird's office, show primarily EEO
12 our affirmative action gains by white females. We
13 believe that the demonstrated success for this
14 particular group may be at the exclusion of black
15 employees, including black females.

16 The disparity in gains by black employees
17 versus white females illustrated by data we believe is
18 an indication of the relative success of the Agency's
19 EEO Program. One indication -- one example, for
20 example, that was presented in the data today showed
21 that there was a substantial, like 18 percent gain for
22 white women in grades 11 through 13, whereas for
23 minorities as a whole, the improvement was about two
24 percent.

25 Some additional indicators were covered here.

1 today. For example, recent results of the analysis of
2 the NRC's performance appraisal system show that black
3 employees continue to receive lower performance
4 appraisal ratings than white employees. Also an
5 analysis of the results of the NRC employee opinion
6 survey suggest that black employees view employment at
7 NRC less favorable than white employees.

8 Data on employee retention shows that black
9 employees leave NRC at the rate of 16 percent whereas
10 they make up 12 percent of the population.

11 If we look at the distribution of jobs as we
12 mentioned in the last briefing in certain office areas
13 that we consider high visibility areas, we see another
14 disparity. For example, a review of the distribution
15 of black employees at the Commission level show that
16 while white women represent more than 40 percent of
17 the Commission staff, black employees as a whole
18 represent about three-tenths of one percent, really
19 which came from one person that's on one of the
20 Commissioner's staffs.

21 We believe the significance of these
22 observations is that they indicate that the Agency's
23 EEO Program itself may have become a discriminatory
24 program. Historically, EEO affirmative active
25 programs evolved out of concern that black employees

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 were not receiving equal employment opportunities.
2 The programs grew out of hard work and sacrifices of
3 many people during the civil rights activities of the
4 '60s and '70s. Therefore, we find it ironic that such
5 programs as implemented would address EEO for black
6 employees less vigorously than for other protected
7 groups.

8 One thing that we'd like to point out that I
9 believe affects information to the Commission in
10 regard to how well blacks are not doing relative to
11 the general population is the way the data is
12 presented. For example, on Commissioner Roberts'
13 suggestion that data be broken out by ethnic group, in
14 the one case in the charts today where that was true,
15 for example in retention charts, it did clearly show a
16 difference of how black employees fare compared to the
17 population as a whole, particularly when black
18 employees are lumped in with minorities.

19 In conclusion, I'd like to say, Mr.
20 Chairman, that on behalf of black employees at the
21 Agency, we would be interested in knowing what you
22 would consider that would be necessary to do to
23 address the issue. And the issue primarily is that
24 throughout the Agency it's very clearly evident that
25 black employees are not in equitable positions

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS
1323 RHODE ISLAND AVENUE, N.W.
WASHINGTON, D.C. 20005

1 throughout the whole structure of NRC.

2 This concludes my remarks.

3 CHAIRMAN CARR: Commissioner Roberts?

4 COMMISSIONER CURTISS: Just a quick
5 question. In Mr. Bird's discussion about the SRM
6 requirements in the mock RIF study that was done, it
7 was indicated that the RIF procedures that we have
8 have an increased impact on minorities, in particular
9 blacks. Have you had a chance to take a look at that?
10 Do you have any thoughts as to why that is and what is
11 it about the procedures that lead to that result?

12 MR. PETTIJOHN: Well, very early on, I guess
13 a couple years ago when we were looking at that, I
14 think it had to do with the fact of just seniority.
15 In a normal case, if you had fewer people -- I mean
16 people that had less seniority which would be
17 typically black employees, especially if you looked,
18 say, in some technical areas, then they would just be
19 affected by the -- this is above the treatment lines.

20 COMMISSIONER CURTISS: I would have expected
21 that to have a comparable impact on women as well if
22 they're less senior, except --

23 MR. PETTIJOHN: Well, surprisingly not. I
24 can't remember exactly the way it came out, but I
25 believe though we thought it would have less --

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 COMMISSIONER CURTISS: Yes, he reports no
2 discernable impact on women. I guess I wonder why it
3 is that --

4 MR. BIRD: In the engineering population
5 that we looked at --

6 COMMISSIONER CURTISS: Right.

7 MR. BIRD: -- we didn't find a discernable
8 impact as we instituted bumping and retreat versus not
9 using that particular method. We used a population--
10 a relatively small population. So I'm not sure that
11 we've proved anything conclusive one way or the other.

12 COMMISSIONER CURTISS: Okay.

13 MR. BIRD: But the outcome was there's not a
14 discernable difference for women. However, it did
15 have some impact on the black employees in the
16 technical field.

17 MR. PETTIJOHN: Employment with black -- I
18 mean substantial numbers of black employees really
19 goes back to the mid-70s at NRC. So, somewhere in
20 time the AEC and the NRC became NRC in 1974 or a few
21 years earlier than that. So, that in itself shows
22 that you're going to have a lot of people that in
23 terms of seniority situations, that blacks would not
24 be very competitive in that area.

25 CHAIRMAN CARR: Any other comments at all?

1 COMMISSIONER ROBERTS: Well, I have one
2 question.

3 In your chart 7-2, one-third of our
4 employees are women. How does that compare with the
5 total government employees?

6 MR. BIRD: I don't --

7 COMMISSIONER ROBERTS: I mean off the top of
8 your head. I mean I'm not --

9 MR. BIRD: I don't know the percentage
10 government-wide. My feeling would be that that
11 percentage may well be higher in other agencies that
12 require less technical -- fewer technical people.

13 COMMISSIONER ROBERTS: Don't spend a lot of
14 time on it, but I'd be curious.

15 MR. BIRD: Okay. I can certainly --

16 COMMISSIONER ROBERTS: If you could easily
17 find that out, I'd like to know it.

18 MR. BIRD: That would be no problem and
19 we'll get that to you right away.

20 COMMISSIONER ROBERTS: Thank you.

21 That's all I have.

22 CHAIRMAN CARR: Commissioner Rogers? --

23 COMMISSIONER ROGERS: Well, just what are we
24 doing -- I know we have constraints on our number of
25 slots, but what are we doing about looking to hire --

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 people from the outside into the Agency these days
2 with a view towards increasing the numbers in the
3 pipeline for -- or actual numbers into SES for
4 example?

5 MR. BIRD: Well, let me speak in a general
6 sense first. We have underway right now some major
7 efforts in coordination with some of the office
8 directors, particularly with NRR, in terms of
9 recruiting both women and minorities out of school and
10 into the Agency. They generally do not come in at the
11 SES level, but certainly that pipeline is a concern to
12 us and there's some particular focus right now on
13 expanding the intern program to include more employees
14 and focusing on getting people in at the entry levels.

15 In addition to that, we're always seeking
16 people available wherever they might be in the private
17 sector or in other government agencies for senior
18 level positions. We've analyzed this to some extent
19 and find that most of our technical positions in the
20 Agency, which are the large share of those in the SES,
21 are filled from within the Agency. We do not go
22 outside the Agency that often to fill those positions.
23 Therefore, our focus there is on our existing
24 population in trying to get more women and minorities
25 into that pipeline of 13, 14, 15 level jobs so that

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 they can compete for those technical jobs.

2 COMMISSIONER ROGERS: That's going to take a
3 long time though.

4 MR. BIRD: That's going to take a long time.
5 But we generally do not go outside the Agency to fill
6 those technical jobs in SES. The people tend to come
7 up through the ranks in order to move into those
8 positions more often than not. When we have gone
9 outside the Agency, more often than not they've been
10 for the non-technical positions and we have had some
11 success, particularly in hiring women recently into
12 SES positions in the non-technical areas. But it's
13 not often that you'll find that one of our technical
14 jobs is really filled from without the Agency. That's
15 the exception rather than the rule, which makes it
16 more difficult.

17 So, the focus there for senior level has
18 been on increasing the numbers -- increasing the flow
19 at the front end, entry level, and having them come up
20 through the pipeline and watching that progress to
21 assure that we're going to get a better mix in the
22 future.

23 To try to recruit those people with the
24 technical backgrounds we're looking for from outside
25 hasn't really yielded that many viable candidates in

1 our opinion. For one, the private sector companies
2 tend to outbid us in whenever we've approached anyone
3 in the private sector, the response has been from the
4 other side, "Well, just come on in. We'll up your pay.
5 You tell us what they're offering you and we'll offer
6 you more." There's a daisy chain to some extent here
7 with regard to that, so some people can play the
8 system.

9 But we have not been as successful in
10 drawing those people from the outside. Nor in some
11 cases do I think they can bring us what we're looking
12 for in those senior level technical jobs in the
13 Agency. To some extent you have to be home grown to
14 some extent. So, our focus for that, for the
15 technical people, has largely been drawn to look at
16 the inside pipeline, people that are already here, and
17 try to develop them and bring them up to the point
18 where they can move into those SES positions.

19 COMMISSIONER ROGERS: Well, do you have any
20 rough estimate of how -- when you would expect to see
21 an impact of that program on a change in the
22 distribution within SES for women and minorities?

23 MR. BIRD: Well, I can say this. Looking at
24 the technical occupations, notwithstanding the non-
25 technical, there are not as many women and minorities

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 in the mix as I would like to see. Again, the focus
2 is to try to draw them in, bring them into the Agency
3 again at the lower levels and move them up through
4 there. At this point, I don't believe that the number
5 of minorities and women who would be available
6 ultimately in the technical fields are sufficient and
7 we're focused on that in trying to build that out for
8 the future.

9 COMMISSIONER ROGERS: Well, I don't want to
10 be unpleasant, but it sounds to me like you don't have
11 a solution to the problem.

12 MR. BIRD: Well, the solution in my opinion
13 would be some of the efforts now underway to try to
14 draw people in out of the colleges. We've had great
15 success --

16 COMMISSIONER ROGERS: It's a long time off.

17 MR. TAYLOR: The growth at the 15 level
18 though implies that as that group grows at the 15
19 level there will be more and more who will become
20 potentially at a level for SES --

21 COMMISSIONER ROGERS: Yes, but you're
22 telling me, if I hear what you're saying correctly,
23 that it's hard to get women and minorities even in at
24 that level in a technical position.

25 MR. TAYLOR: That's right.

1 MR. BIRD: Yes, that's correct.

2 COMMISSIONER ROGERS: So we don't have a
3 solution. I mean we're trying something, but it isn't
4 working.

5 MR. BIRD: Well, I guess our look --

6 COMMISSIONER ROGERS: Can't compete or
7 whatever.

8 MR. BIRD: Our look is to get ahead of this
9 on the front end at the entry levels and entry level
10 here means up through grade 11, depending on academic
11 background, bring those people in and they would tend
12 to move fairly quickly up to the 13 through 15 levels
13 because our full performance levels tend to be there.
14 So, to the extent we bring them in and get them within
15 the work force --

16 COMMISSIONER ROGERS: Well, I understand
17 that but it's all with a caveat to that extent and
18 that extent isn't working. I mean we can't compete is
19 what I'm hearing.

20 MR. BIRD: I think that's true to some
21 extent.

22 COMMISSIONER ROGERS: So, what we're saying
23 is we have -- you know, we've got a plan, but we can't
24 implement it and the plan is to bring in people at a
25 certain level, grow them up, get them into a position

1 where they can eventually get into SES from the
2 inside. However, we can't get the people into the
3 pipeline in the first place. So, it sounds to me like
4 we don't really get have --

5 MR. BIRD: Excuse me. Maybe you
6 misunderstood me because I think we have had success,
7 quite a bit of success, in hiring both women and
8 minorities into the technical jobs at the entry levels
9 out of college. Again, particularly in the last year
10 or so, NRR has worked very hard on this. The regions
11 have worked very hard on this and the success can be
12 demonstrated in the numbers of people that have come
13 in.

14 CHAIRMAN CARR: However, that's where the
15 high attrition rate is too.

16 MR. TAYLOR: That is where the high
17 attrition rate is.

18 MR. BIRD: That's correct.

19 MR. TAYLOR: We have it in the intern
20 program and in other parts of NRR where they've been
21 hiring minority and women engineers.

22 CHAIRMAN CARR: We act as a good training
23 ground.

24 MR. TAYLOR: Right.

25 MR. BIRD: Yes.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 CHAIRMAN CARR: That's not all bad.

2 MR. BIRD: No, it isn't, but --

3 COMMISSIONER ROGERS: But it's just not
4 going to solve the problem unless we're watching it
5 very, very carefully.

6 MR. BIRD: It's keeping those people.

7 COMMISSIONER ROGERS: Well, it also -- it
8 also just -- what I'm really looking for is some
9 expectations that we can decide whether we're meeting
10 it or not, taking into account all these factors.
11 It's not an easy problem, but when should we expect to
12 see some kind of a result and what would you expect
13 that result to be, given a certain set of assumptions,
14 namely what our past history has been and what we
15 think we've been able to change? Because it may be
16 that this thing is just going to come up every time we
17 look at the data and we don't see any change. Maybe
18 we can't expect to see a change.

19 MR. BIRD: Well, we do --

20 COMMISSIONER ROGERS: So, I'm just trying to
21 get some --

22 MR. BIRD: Yes. We do know that more women
23 and --

24 COMMISSIONER ROGERS: -- calibration into
25 this thing.

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 MR. BIRD: -- minorities are in the
2 technical programs in college. Therefore, we're able
3 to reach them more easily than we were in the past and
4 the trend in that area is very good as far as we're
5 concerned.

6 COMMISSIONER ROGERS: Well, it's not so
7 good. The trend of women in engineering has not been
8 going up, it's been going down recently. It was going
9 up for awhile and now it's starting to go down again.
10 So, I'm not so sure that that -- in engineering
11 programs and the like in universities. So, I'm not so
12 sure that's such a happy solution either. I think you
13 may be seeing less women coming out of the engineering
14 schools in the future than you've seen in the past.
15 It may be getting harder rather than easier.

16 MR. BIRD: I would hope that would not be
17 the case. I have read recently, and Bill had some
18 data showing that more minorities were entering
19 engineering schools. So, that brought some optimism
20 that at least we could reach those people and get them
21 into the Agency, perhaps coming out of college, and we
22 do tend to compete fairly favorably right out of
23 school, so long as we're not focused on the top ten
24 percent. We generally do very well.

25 COMMISSIONER ROGERS: The other question is,

1 as we see this increasing average age of our people,
2 that suggests that you may be coming to a point with a
3 large number of retirements happening over a
4 relatively short period of time. And do we have some
5 idea when that's going to happen and what provisions
6 are we contemplating so that we don't have this sudden
7 exodus of a large number of experienced people all
8 within a period of maybe five years or three to five
9 years?

10 MR. BIRD: We're watching that -- that
11 bubble, if you will, very carefully and continually
12 trying to, in an environment where we're having less
13 staff available to us, making sure through rotational
14 assignments, training and development and again entry
15 level hiring that we're able to get people in in a
16 window of time that will allow us to have them develop
17 and mature and be ready to step in by the time that
18 bubble occurs.

19 In that one chart that I showed you with the
20 group in the 50 to 59 age category, that would lead me
21 to believe that people reaching that age are leaving.
22 Our average age right now is 44. So, we have about a
23 ten year hiatus before we would really hit the peak of
24 that bubble, I think. Hopefully in that time frame
25 we'll be able to fill the void. We'll be able to

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 stabilize the population here. We won't be declining.
2 Hopefully we'll stay stable or perhaps go up in total
3 population and that would allow us to go out and do
4 the recruitment we think we need to do to fill the
5 void.

6 But developmentally, I know that the
7 rotational program is having a big payoff. We're
8 moving people across organizational lines like we've
9 never done before. And the in-house development is
10 greatly improved over what I saw a number of years
11 ago.

12 MR. TAYLOR: This is what the Executive
13 Development Committee concentrated on, was trying to
14 reach within the SES community in rotational
15 assignments and transfers between field and
16 headquarters and so forth to increase the experience
17 span within the current SES community, particularly
18 because numbers of the SES are reaching retirement age
19 and will be continuing. So, it's all -- that's part
20 of it, is to increase the vacancies that will occur in
21 the SES community.

22 MR. BIRD: But there's certainly more
23 dialogue now among the senior managers with regard to
24 that than there used to be and that's a reflection of
25 the concern.

1 COMMISSIONER ROGERS: Well, I guess really
2 what I'm just -- you're saying all the right things.
3 What I'm really looking for, in a sense, is some
4 reasonable estimates of where we think we can be and
5 whether we're meeting it or not, given all the
6 problems.

7 MR. TAYLOR: We can try to present data and
8 maybe that might tell us --

9 MR. BIRD: Again, I --

10 COMMISSIONER ROGERS: It won't be just one
11 set. You'll make certain assumptions --

12 CHAIRMAN CARR: Do you want to make a stab
13 at that at the next meeting, how recruiting is
14 paralleling --

15 COMMISSIONER ROGERS: And given a certain--
16 I think you need to model this thing and look at it
17 and then see whether -- you'll have a small family of
18 models that have a reasonable collection of starting
19 assumptions and then run them out over a period of
20 time and then see whether we're coming fairly close to
21 what we think is a reasonable performance and then
22 based on all the problems that we're faced with out
23 there. I think unless you do something like this,
24 it's hard to know whether we are --

25 MR. TAYLOR: Doing enough.

1 COMMISSIONER ROGERS: -- achieving a
2 reasonable --

3 MR. BIRD: Yes. Well, we can certainly do
4 that and work with you. I know you've had some
5 experience in this area. We can work with you in the
6 development of that model and then present it to you
7 or to the Commission at the next opportunity.

8 MR. TAYLOR: Okay. Good.

9 CHAIRMAN CARR: Anything else?

10 COMMISSIONER ROGERS: No.

11 CHAIRMAN CARR: Commissioner Curtiss?

12 COMMISSIONER CURTISS: No further questions.

13 CHAIRMAN CARR: Well, certainly it's -- and
14 the subject today is one that is of interest to
15 everybody in the NRC and you can tell from the -- the
16 managers can look around and tell from the good
17 attendance here that they're dealing with a subject
18 that is on everybody's mind and part of everybody's
19 career planning.

20 We've certainly come up with some excellent
21 suggestions from the committees. I appreciate those.
22 I thank the members here today for their excellent
23 presentations. You've done a great job. The staff
24 viewgraphs in all those colors have made it a little
25 clearer to me and I'm sure Jaime is going to

1 straighten me out on why I can't read his graphs.

2 COMMISSIONER ROGERS: I'd like the same
3 lesson, by the way.

4 MR. GUILLEN: I'll set up a classroom.

5 CHAIRMAN CARR: If you hold a class, why
6 I'll have to attend. Part of the training course.

7 I want to congratulate Sam on his frankness.
8 He asked me what steps I thought were necessary to
9 take care of the problem. I think one of the steps
10 that's necessary is not try to take care of the
11 problem at my level. This problem needs to be shoved
12 down to the lowest supervisory level we've got.
13 They're the people that have to solve the problem.
14 It's one that everybody has to be aware of daily and
15 we're not going to get it solved until everybody jumps
16 on board and realizes that they've got part of the
17 problem to solve.

18 It's great for us to highlight these
19 problems. We've got to remember that we've got to
20 find the solution in terms of a decreasing staff,
21 which we've been doing. I'm hoping that we can turn
22 that around now because I think we've gone just about
23 as low as we can go. We've still got work coming down
24 the pike. So, I think we should be able to start our,
25 if you will, build up a little bit. I hope that -- I

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 hope that will help us out some.

2 But the program requires a continual look
3 all the time. These briefings are very helpful. If
4 we don't stay focused on it at the top, it won't go.
5 It also requires daily looks though by the people at
6 the managerial level and I would certainly encourage
7 that.

8 Commissioner Roberts mentioned, and I agree,
9 that it would be helpful at the next meeting to break
10 down the minority categories because I think Sam did
11 bring up the problem. As I read through this whole
12 material, it's obvious that we do have a problem in
13 black attrition, in black promotion. Now, I don't
14 know what the solution to those -- that problem is,
15 but we need to take a look at it and then come up with
16 something.

17 I also think part of that, we need to take a
18 look and get a briefing -- in the next briefing, let's
19 take a look and see if there is a way we can approve
20 the non-SES appraisal system in-house. That doesn't
21 mean that I think the SES appraisal system is great.
22 I'm not all that enthusiastic about it either.

23 But in the non-SES one, certainly if there's
24 something we can do in-house about that, what are the
25 problems and what can we do about it. We don't want

1 to penalize the people by suddenly dropping
2 everybody's mark down to where it ought to be relative
3 to everybody else's because if they do then want to go
- 4 visit some other agency, we don't want to penalize
5 their ability to be competitive.

6 I think, Mr. Taylor, you can make sure that
7 our supervisors are getting the word on fair
8 appraisals and I think we ought to all review the
9 standards and make sure that we are -- they pertain to
10 the work that the person is doing, that we don't have
11 standards in there that they obviously can't meet.

12 I also like some kind of a measurable
13 standard rather than these --

14 MR. TAYLOR: Right.

15 CHAIRMAN CARR: You know, it's tough to come
16 up with one of those, but as I remember when we were
17 talking about reducing the number of tech. spec.
18 changes that were outstanding, I thought, well, why
19 don't we just put in that manager's job X percent of
20 the tech. specs. backlog has got to be reduced. You
21 can come up with meaningful standards that you and he
22 can agree on that, "Yes, if I work hard I can get that
23 done."

24 MR. TAYLOR: We have on occasion done that.
25 We'll take a look at that across the board. Some

1 places you can do it where it's a measurable output.

2 CHAIRMAN CARR: The truly outstanding
3 performer, in my opinion, does much more than is on
4 those charts that we look at. That's where he gets
5 his outstanding from. If he meets all those things on
6 his chart, I would think anybody that's average would
7 meet all those things on the chart. That's not the
8 way we negotiate them, but when you negotiate it with
9 your employees, that's what you want to negotiate, is
10 where is the outstanding as opposed to the average.
11 So, there's a lot we can do in this area, I think.

12 I also like the suggestion that we ought to
13 see what kind of EEO training we have given our
14 managers, who's had it, who hasn't had it, how long
15 has it been since we've been refreshed and see what we
16 can do in that area.

17 I'm also worried about the increasing age of
18 the Agency. I'm worried because the output from the
19 source is drying up as well. The universities nuclear
20 programs are slowing down. Some of them are going out
21 of business. So we've got to worry about those areas.
22 We don't want the NRC to certainly look like a dead
23 end job.

24 Unfortunately, we have a grade creep. I
25 don't see anything we can do about that. We're trying

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 to promote people into supervisory positions. There's
2 only X number of those. And certainly we don't have
3 an up or out program in this, which I'm used to in the
4 Navy. If you don't get ahead, you get out. We don't
5 have that here yet. I don't know that that's a good
6 idea because we don't have that many promotions and
7 that big a group to look at. But we need to think
8 about what we can do.

9 I think some of the problems can be solved
10 with our career planning effort. If we had a career
11 plan where a person who wanted to be advanced knew
12 which areas of the Agency he had to work to be -- in
13 to have a better shot at advancement, I think it would
14 encourage not only motion and movement in the Agency,
15 but it would also enable us to find better qualified
16 jobs for the higher managers.

17 So, I think the career planning -- we need
18 some kind of career system laid out that says if you
19 want to be the head of research, here's where you
20 should have your background. If you want to be the
21 EDO, you should have background in research and all
22 the rest or whatever. Those -- some kind of a plan
23 when the guy comes in and goes to work we can sit down
24 with him.

25 I would encourage also the managers to have

1 an arrival conference with all their new hires and
2 make sure that they both start out on the same foot on
3 what he expects out of the job and what the hiree
4 expects the job to be like. I found it a good
5 practice as commanding officer of a submarine to take
6 the new seaman when he came aboard, set him down
7 before anybody else talked to him, before he told him
8 how screwed up my ship was, I'd like to tell him how
9 good it was at least. But right off the bat we came
10 to an understanding on leave policy, on policy on
11 profanity in the ship, on quite a few things that I
12 think the manager can set down and lay out at the
13 outset.

14 And I got the impression from reading over
15 quite a bit of this material here that our employees
16 are suffering from not getting guidance through the
17 marking season. It comes at the required times, but
18 maybe no other time. It's up to managers to raise
19 those employees. I would like to get to the point
20 where we can mark the manager on how many employees he
21 has that have turned into good people. I find that
22 the guy who is losing all his people is usually an
23 outstanding manager because he's trained them so well
24 everybody wants them. So, he is continually in the
25 position of having to train people because they get so

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

1 good he doesn't have any promotion for them and
2 somebody rips them away from him.

3 Those are just a few comments, but as I say,
4 we've got a lot of work to do. I appreciate your
5 efforts today and your briefings. We'll go away and
6 try to see if we can't get some of these problems
7 solved before we meet again.

8 Any other comments?

9 Stand adjourned.

10 (Whereupon, at 11:56 a.m., the above-
11 entitled matter was adjourned.)
12
13
14
15
16
17
18
19
20
21
22
23
24
25

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVENUE, N.W.

WASHINGTON, D.C. 20005

CERTIFICATE OF TRANSCRIBER

This is to certify that the attached events of a meeting
of the United States Nuclear Regulatory Commission entitled:

TITLE OF MEETING: PERIODIC BRIEFING ON EEO PROGRAM

PLACE OF MEETING: ROCKVILLE, MARYLAND

DATE OF MEETING: AUGUST 15, 1989

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

Carol Lynch

Reporter's name: Peter Lynch

EEO BRIEFING AGENDA

Opening Remarks

Chairman Carr

EEO Accomplishments/Initiatives

J. Taylor

EEO Update

W. Kerr

Responses to the Commission

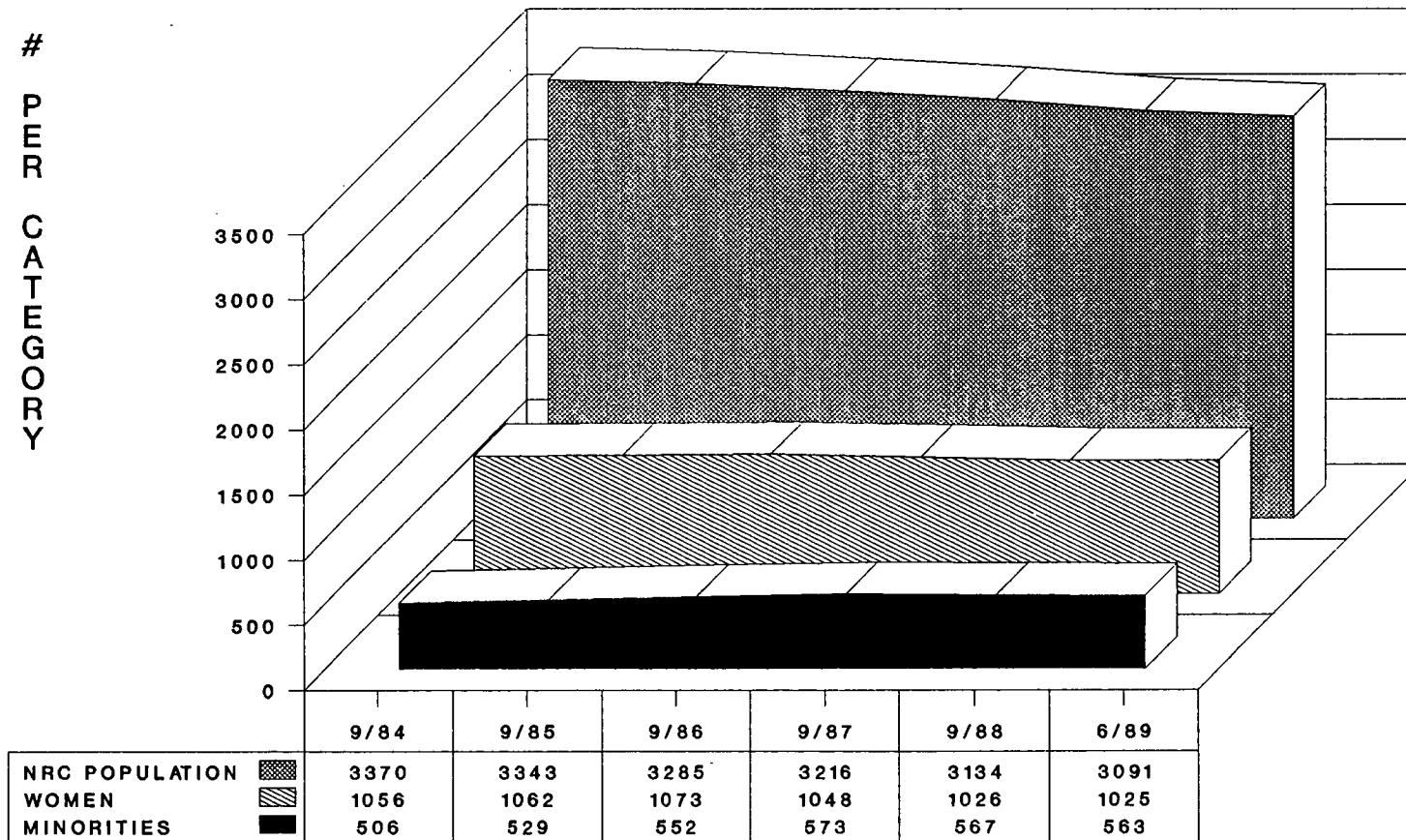
W. Kerr
P. Bird

EEO Advisory Committees:

- Affirmative Action Advisory Committee
- Committee on Age Discrimination
- EEO-Labor/Management Advisory Committee
- Federal Women's Program Advisory Committee
- NRC Chapter of Blacks in Government

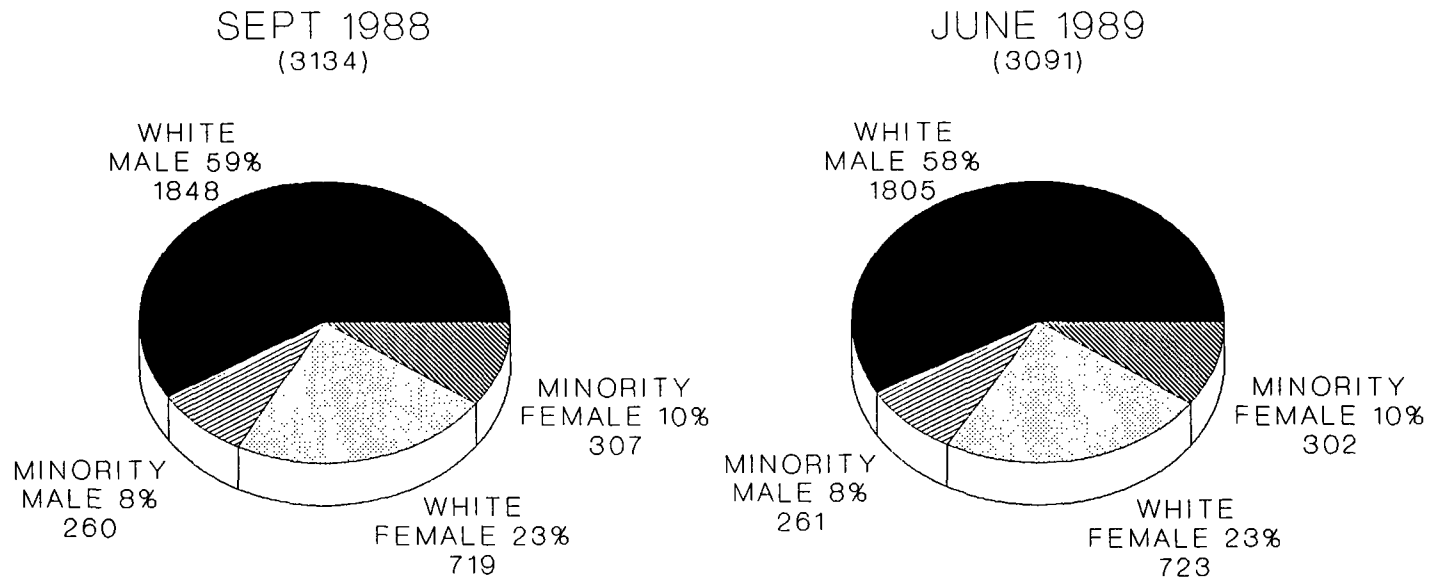
J. Guillen
M. Fairtile
N. Wagner
C. Stabler
S. Pettijohn

NUMBER OF MINORITIES AND WOMEN FULL TIME PERMANENT STAFF



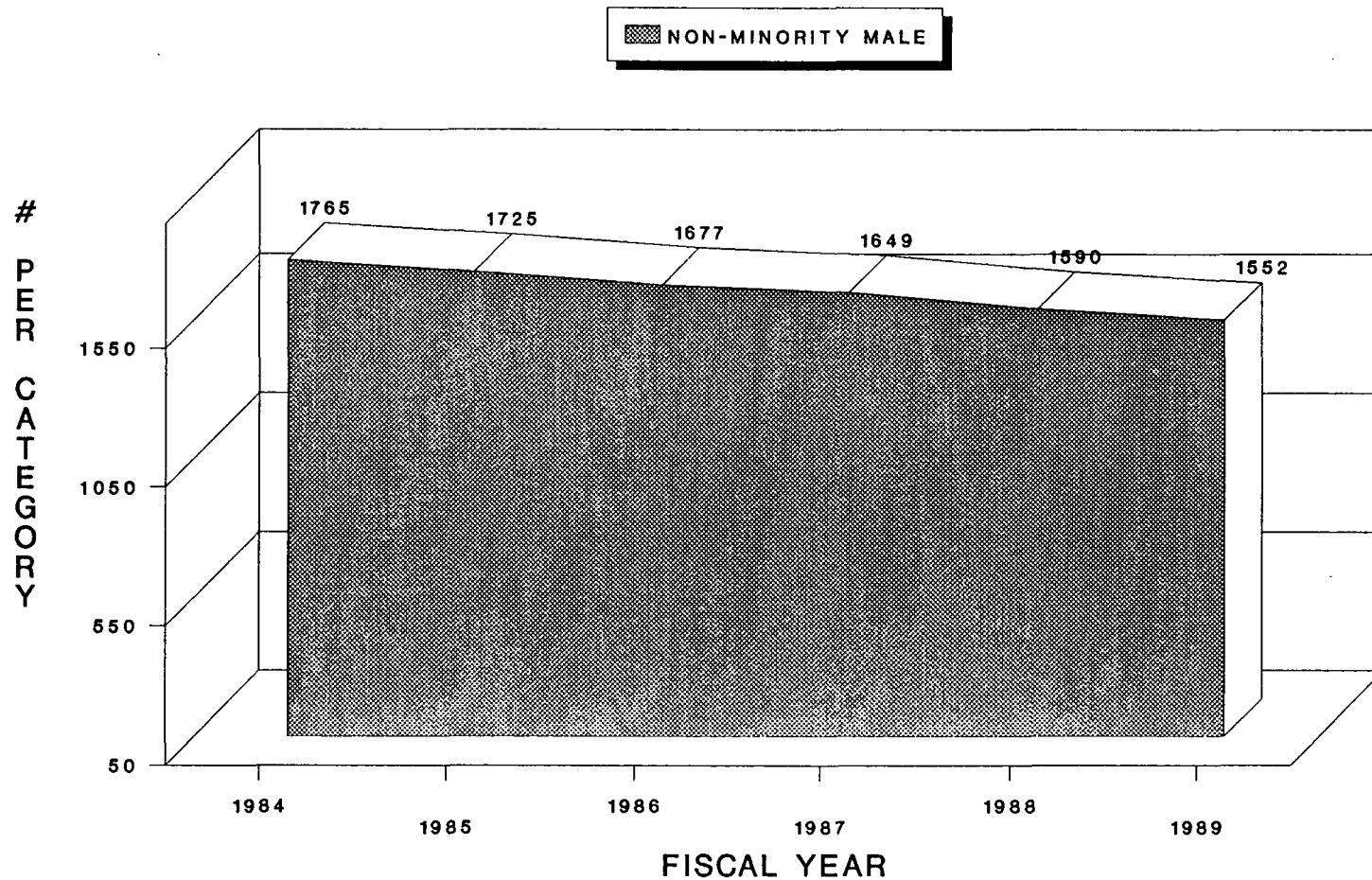
DATA AS OF JUNE 30, 1989

NRC (PFT) POPULATION BY SEX AND MINORITY



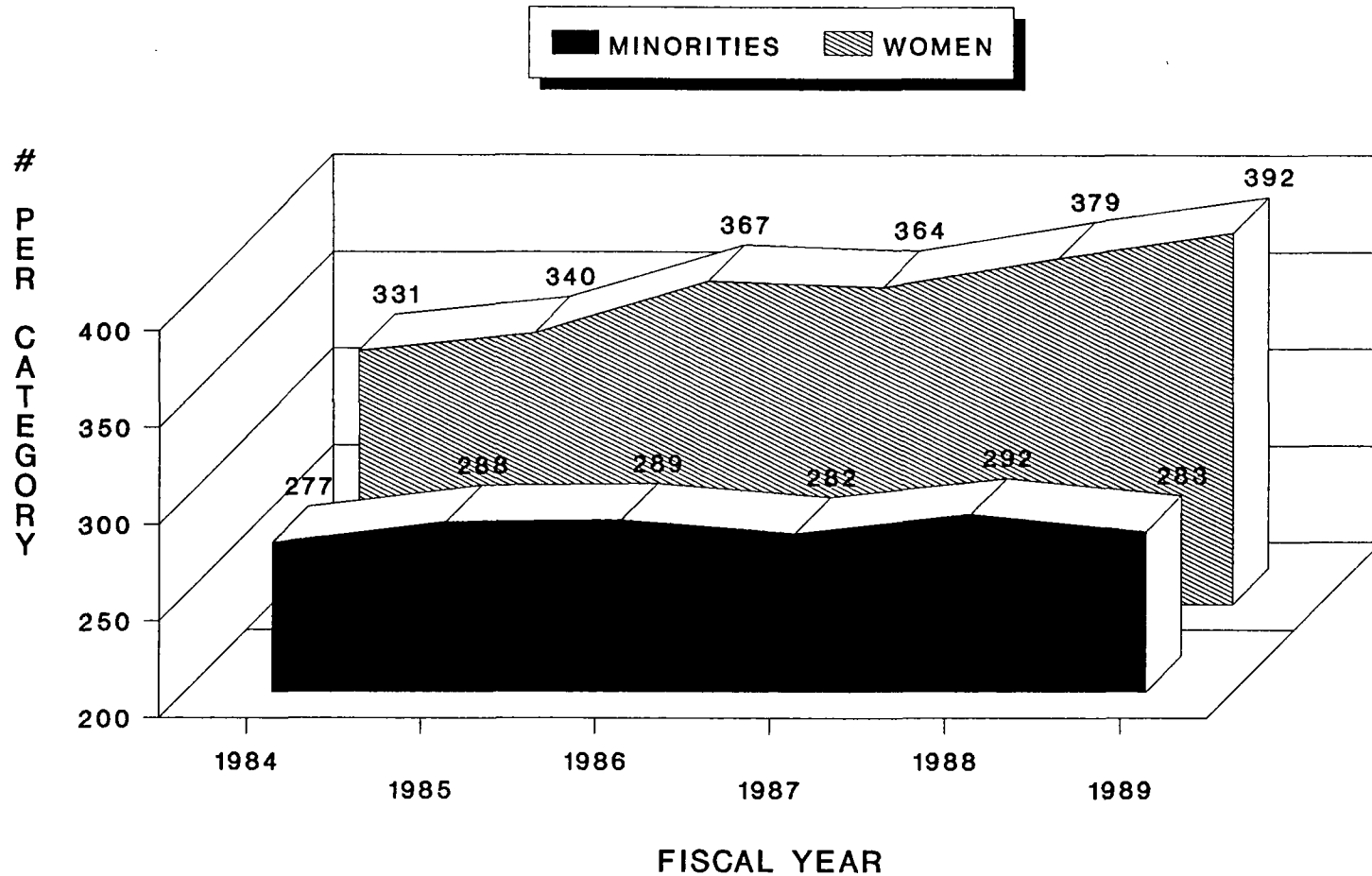
DATA AS OF JUNE 30, 1989

NUMBER OF NON-MINORITY MALES FULL TIME PERMANENT GG-11 AND ABOVE



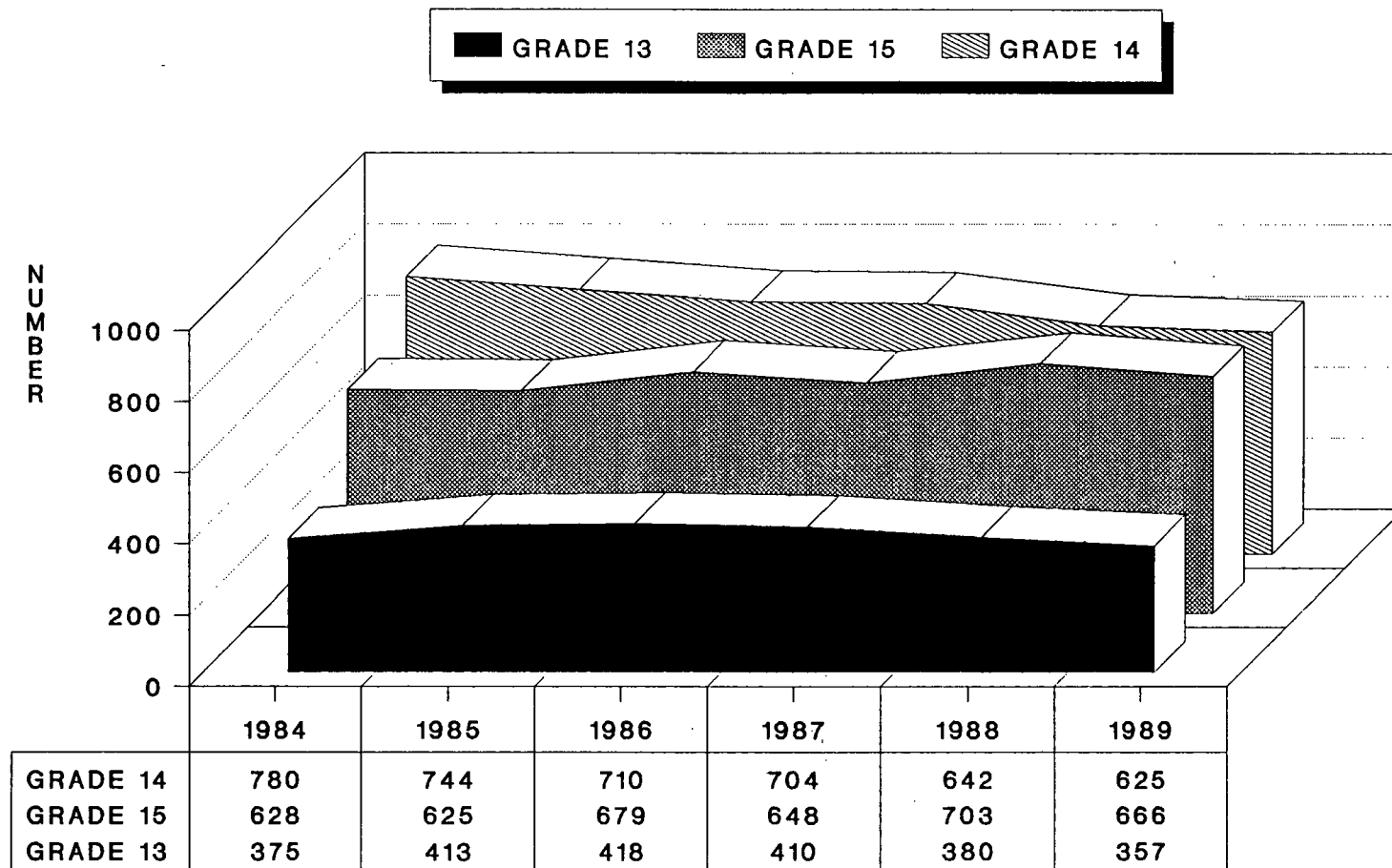
DATA AS OF JUNE 30, 1989

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



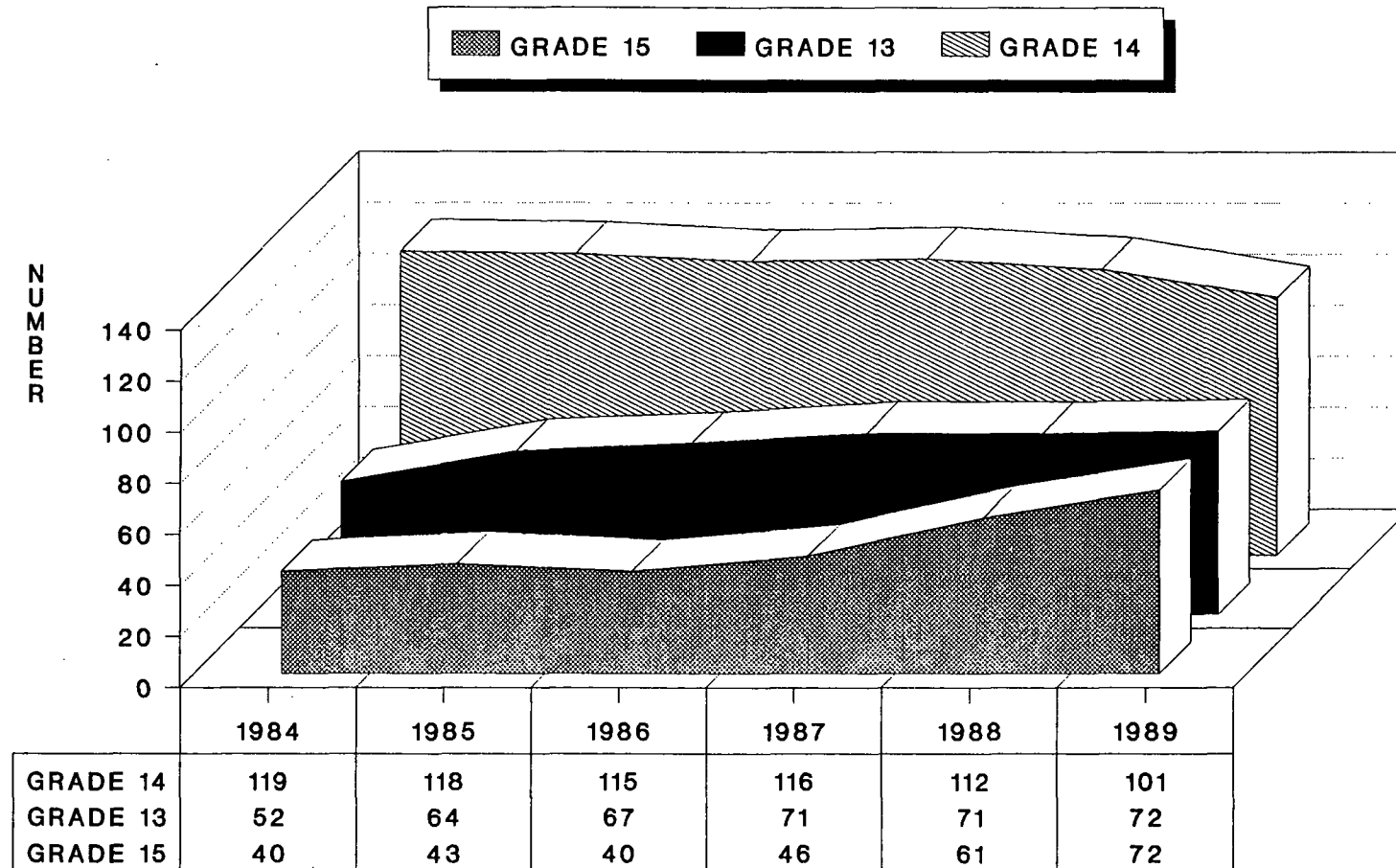
DATA AS OF JUNE 30, 1989

DISTRIBUTION OF MEN IN GRADES 13 - 15 FY 1984 THRU JUNE 30, 1989



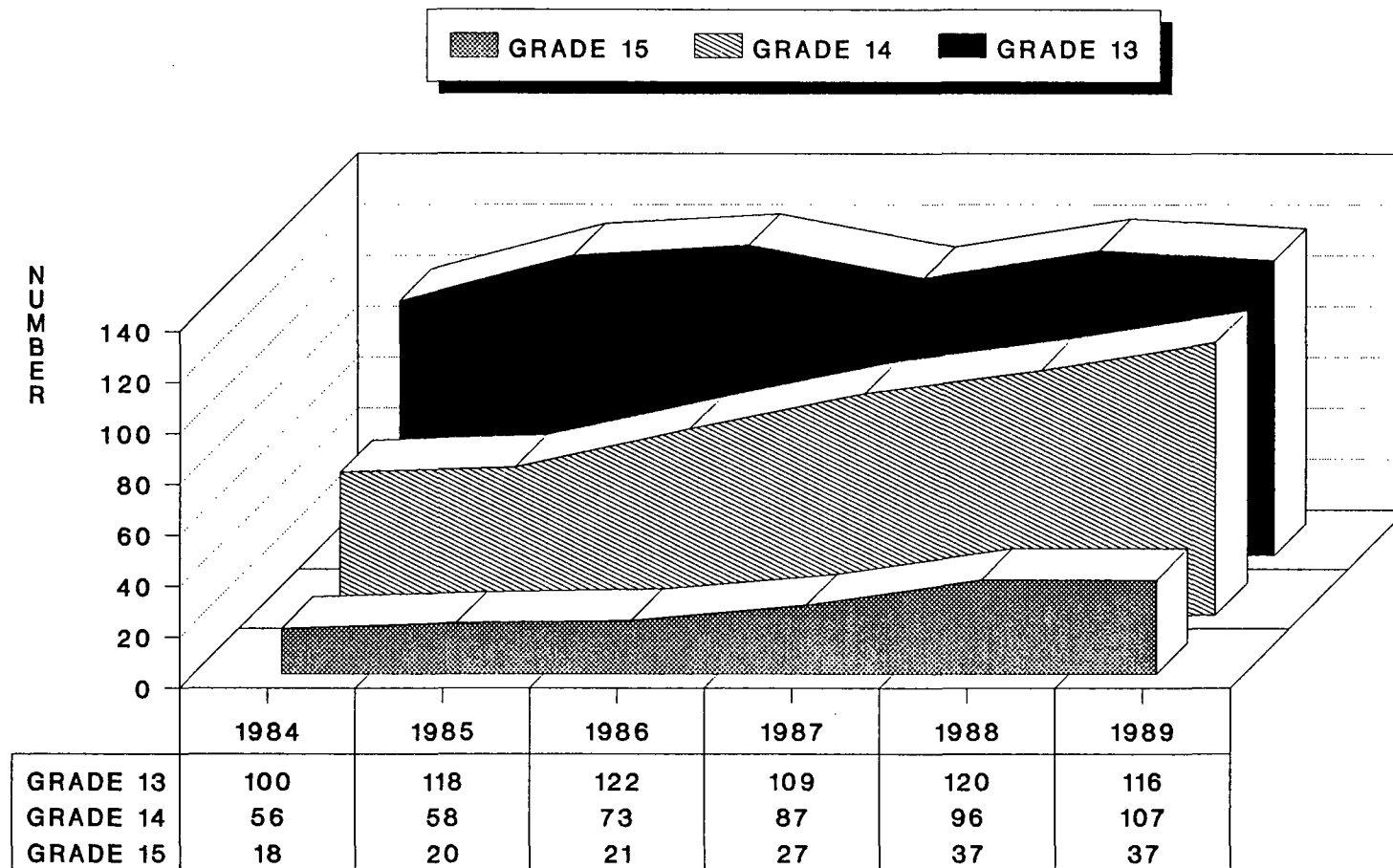
DATA AS OF JUNE 30, 1989

DISTRIBUTION OF MINORITIES IN GRADES 13 - 15 FY 1984 THRU JUNE 30, 1989



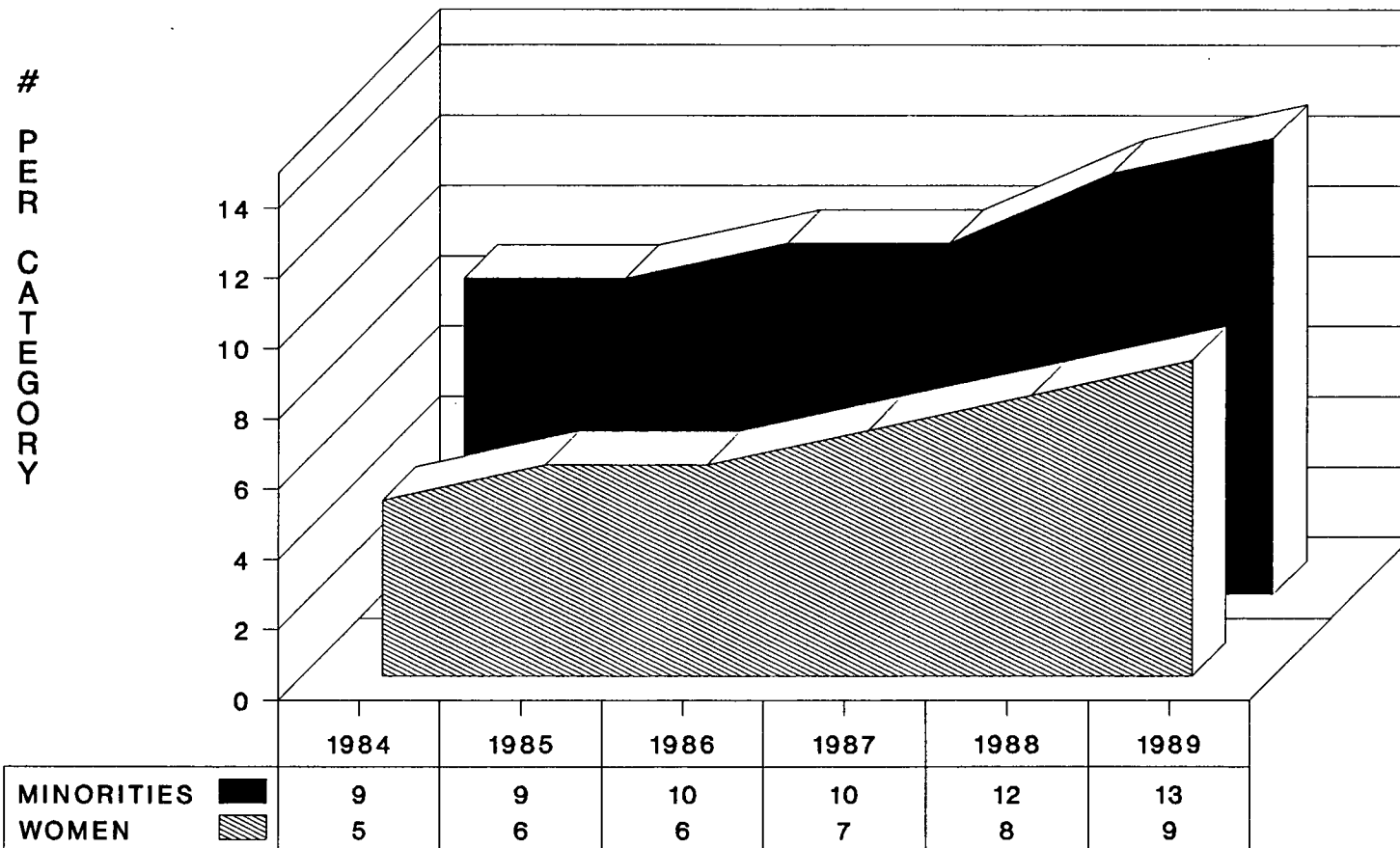
DATA AS OF JUNE 30, 1989

DISTRIBUTION OF WOMEN IN GRADES 13 - 15 FY 1984 THRU JUNE 30, 1989



DATA AS OF JUNE 30, 1989

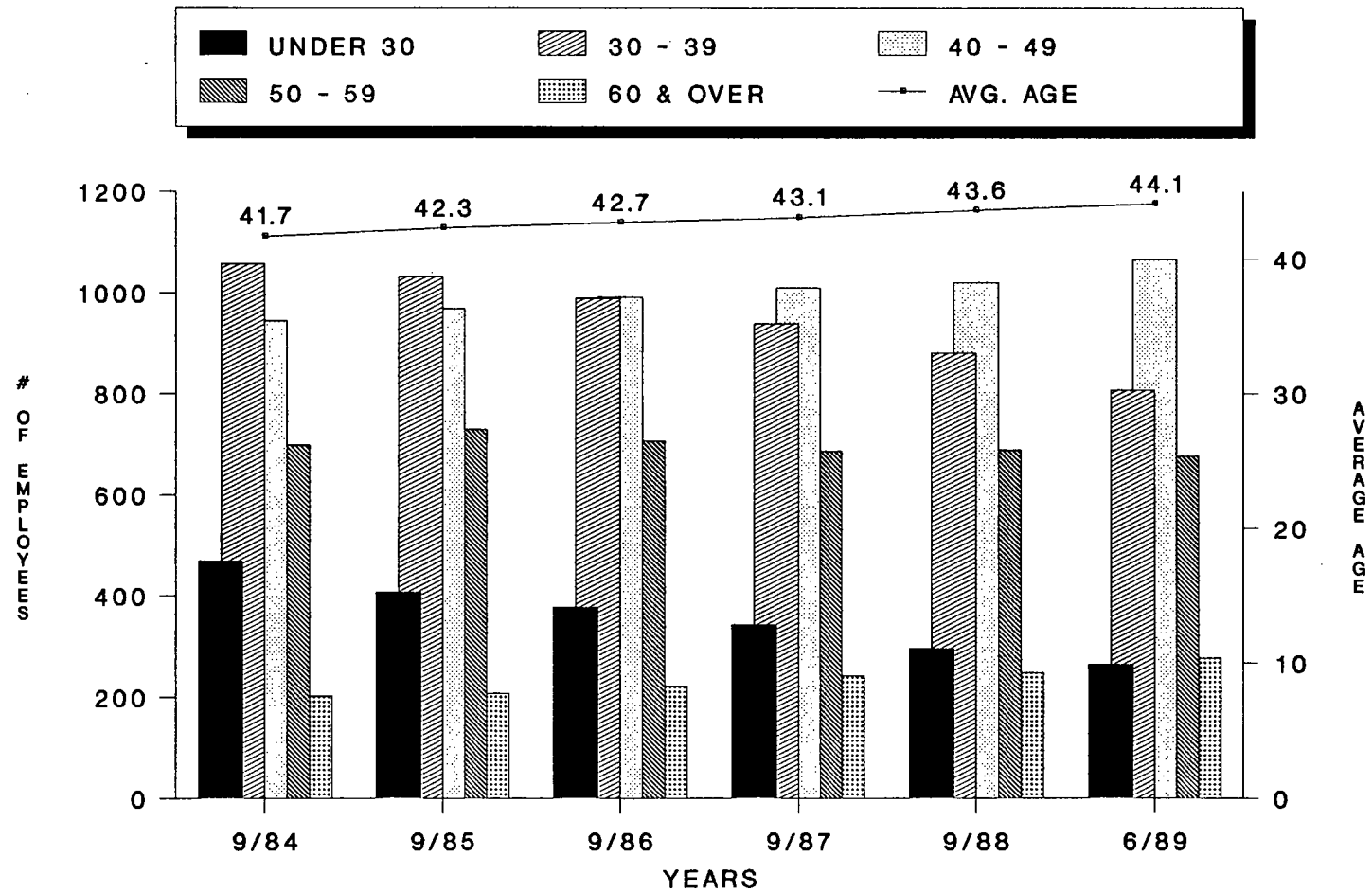
SES BY GENDER AND MINORITY STATUS FULL TIME PERMANENT



DATA AS OF JUNE 30, 1989

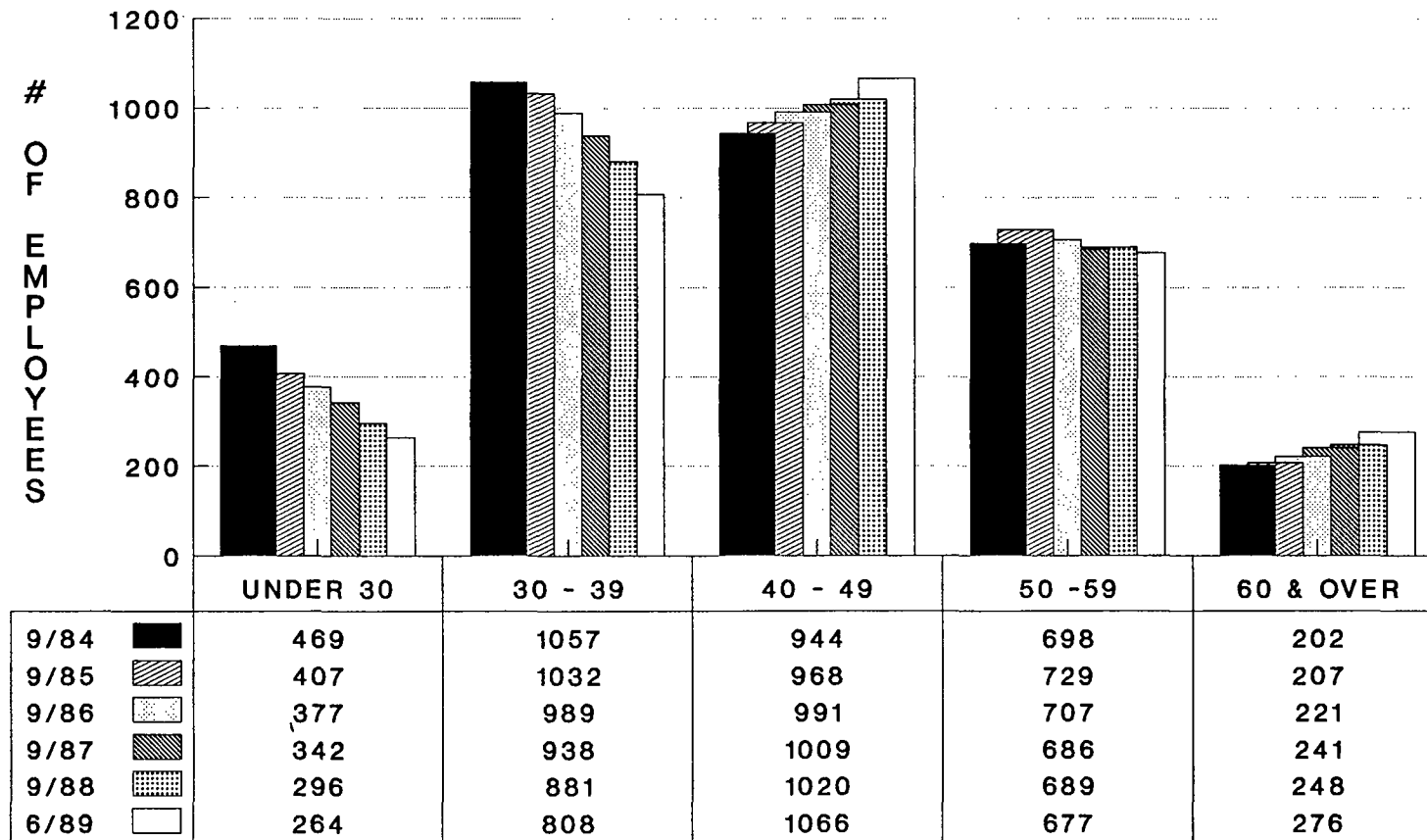
Total: FY-84 (208) FY-85 (202) FY-86 (193) FY-87 (194) FY-88 (204) FY-89 (203)

NRC EMPLOYEES BY AGE GROUPING



DATA AS OF JUNE 30, 1989

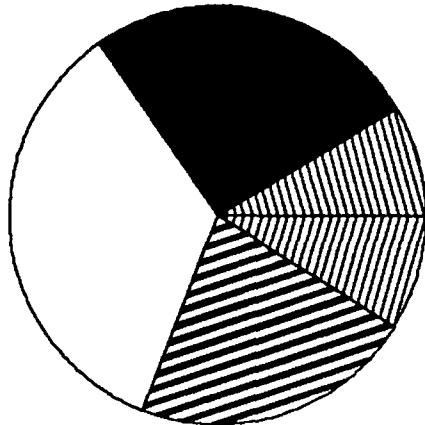
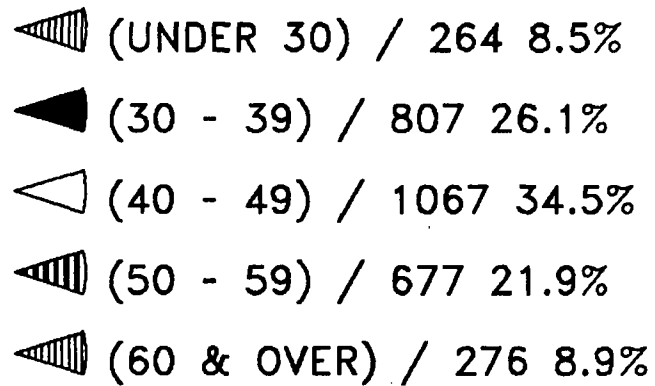
NRC EMPLOYEES BY AGE GROUPING



DATA AS OF JUNE 30, 1989

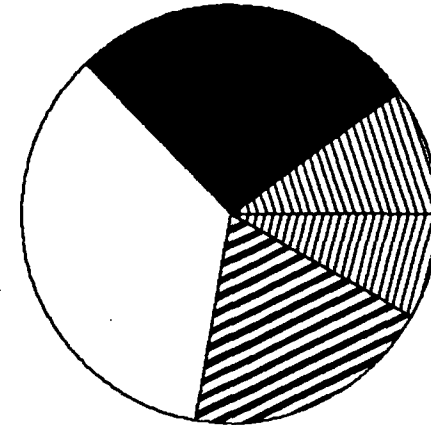
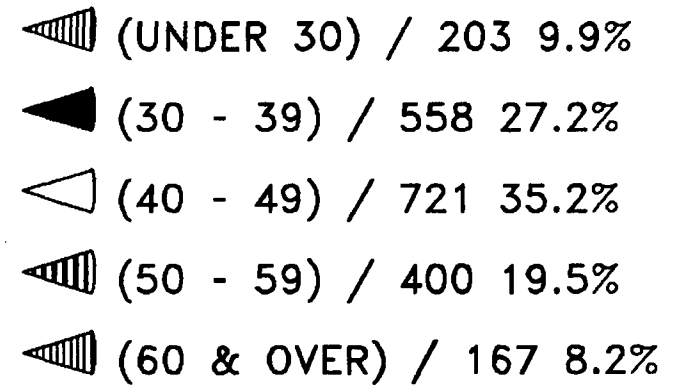
TOTAL AGENCY POPULATION VS. NUMBER TRAINED FY-89

AGE GROUP



POPULATION (3091)

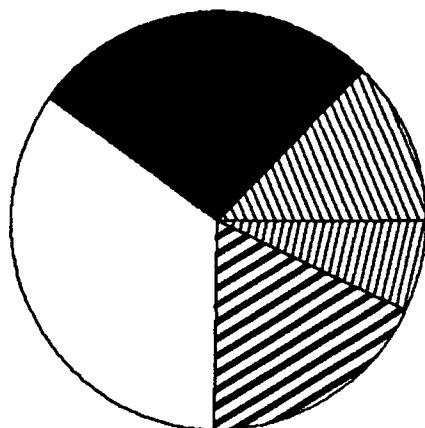
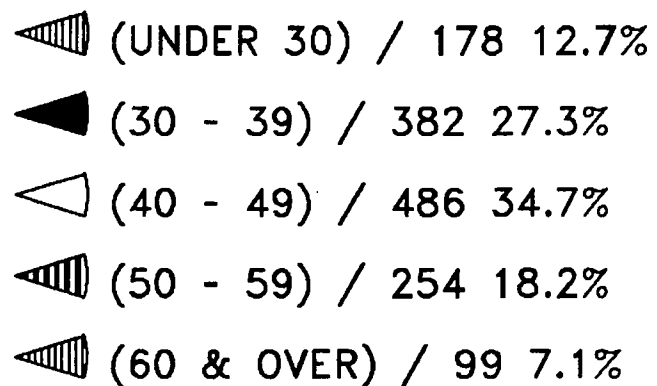
AGE GROUP



TRAINED (2049)

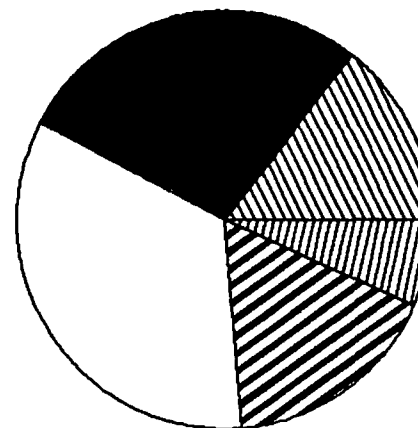
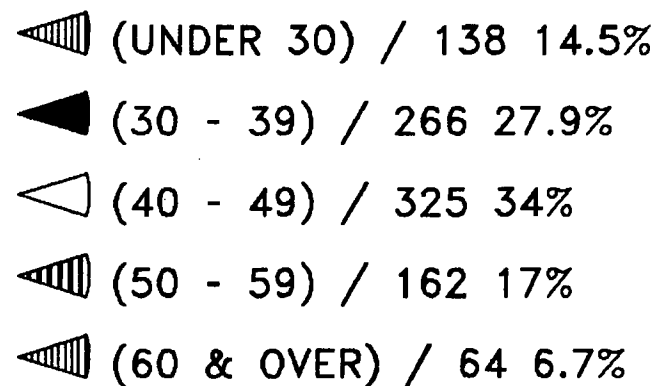
NON-TECHNICAL STAFF POPULATION VS. NUMBER TRAINED FY-89

AGE GROUP



POPULATION

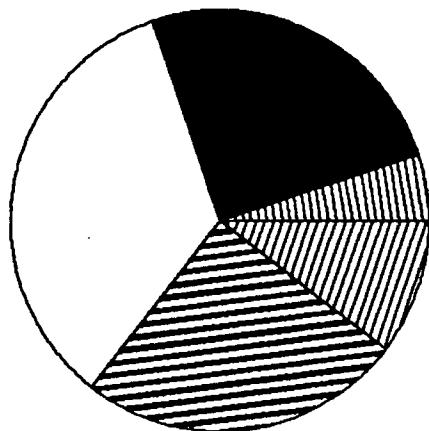
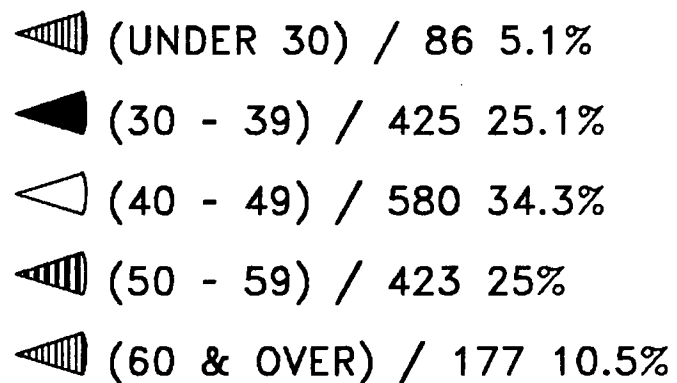
AGE GROUP



TRAINED

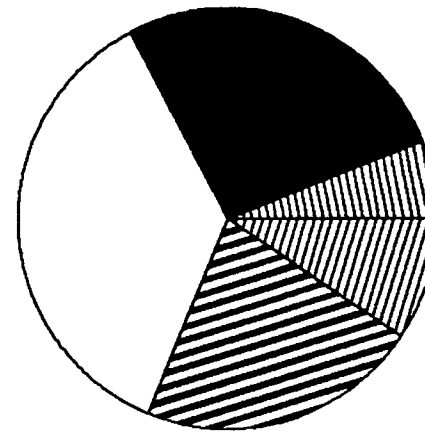
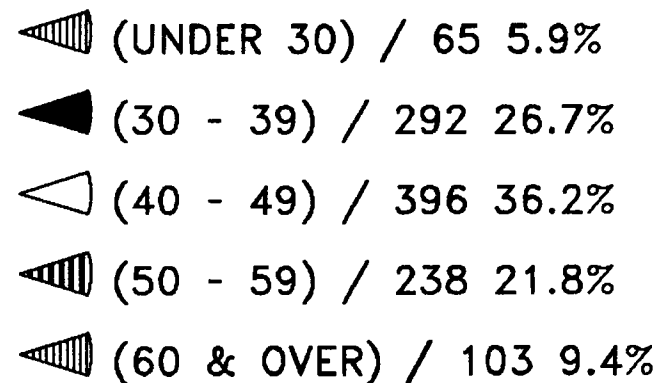
TECHNICAL STAFF POPULATION VS. NUMBER TRAINED FY-89

AGE GROUP



POPULATION

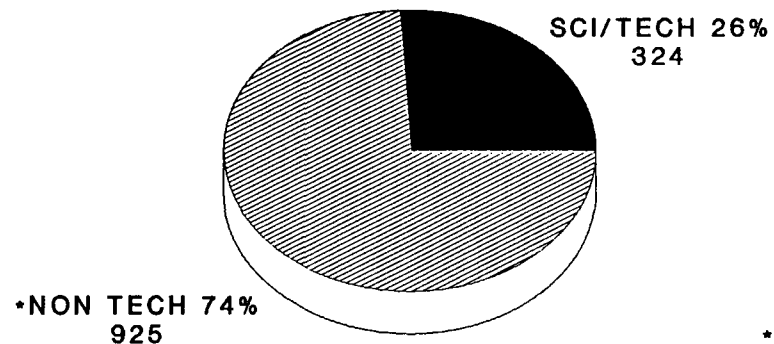
AGE GROUP



TRAINED

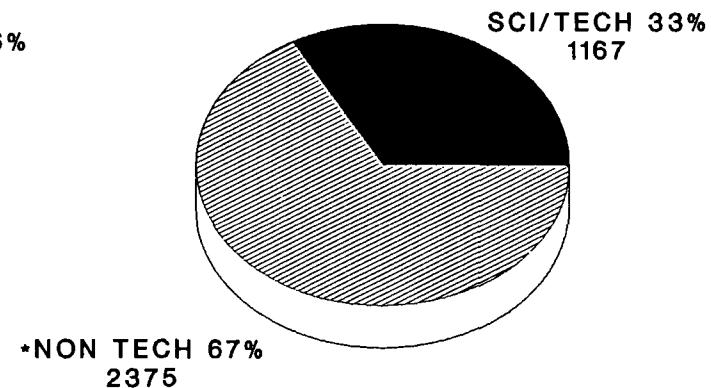
DISTRIBUTION OF TRAINING BY AGE GROUP (ALL STAFF)

AGE 50 & OVER (953)



1249 INSTANCES OF TRAINING

UNDER AGE 50 (2138)



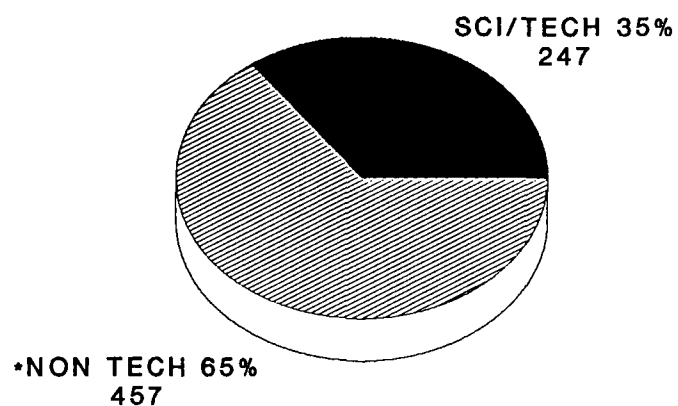
3542 INSTANCES OF TRAINING

DATA AS OF JUNE 30, 1989

* INCLUDES ADP TRAINING

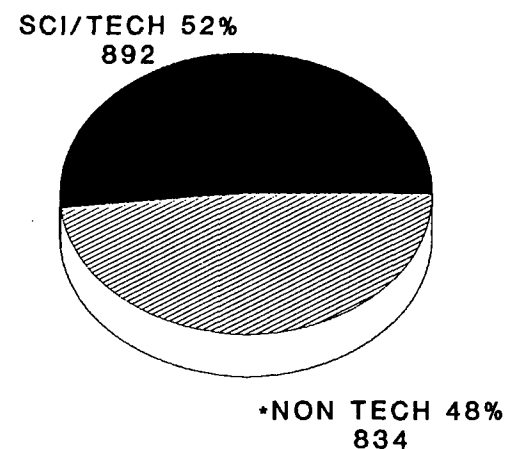
DISTRIBUTION OF TRAINING BY AGE GROUP (TECHNICAL STAFF ONLY)

AGE 50 & OVER (600)



704 INSTANCES OF TRAINING

UNDER AGE 50 (1091)

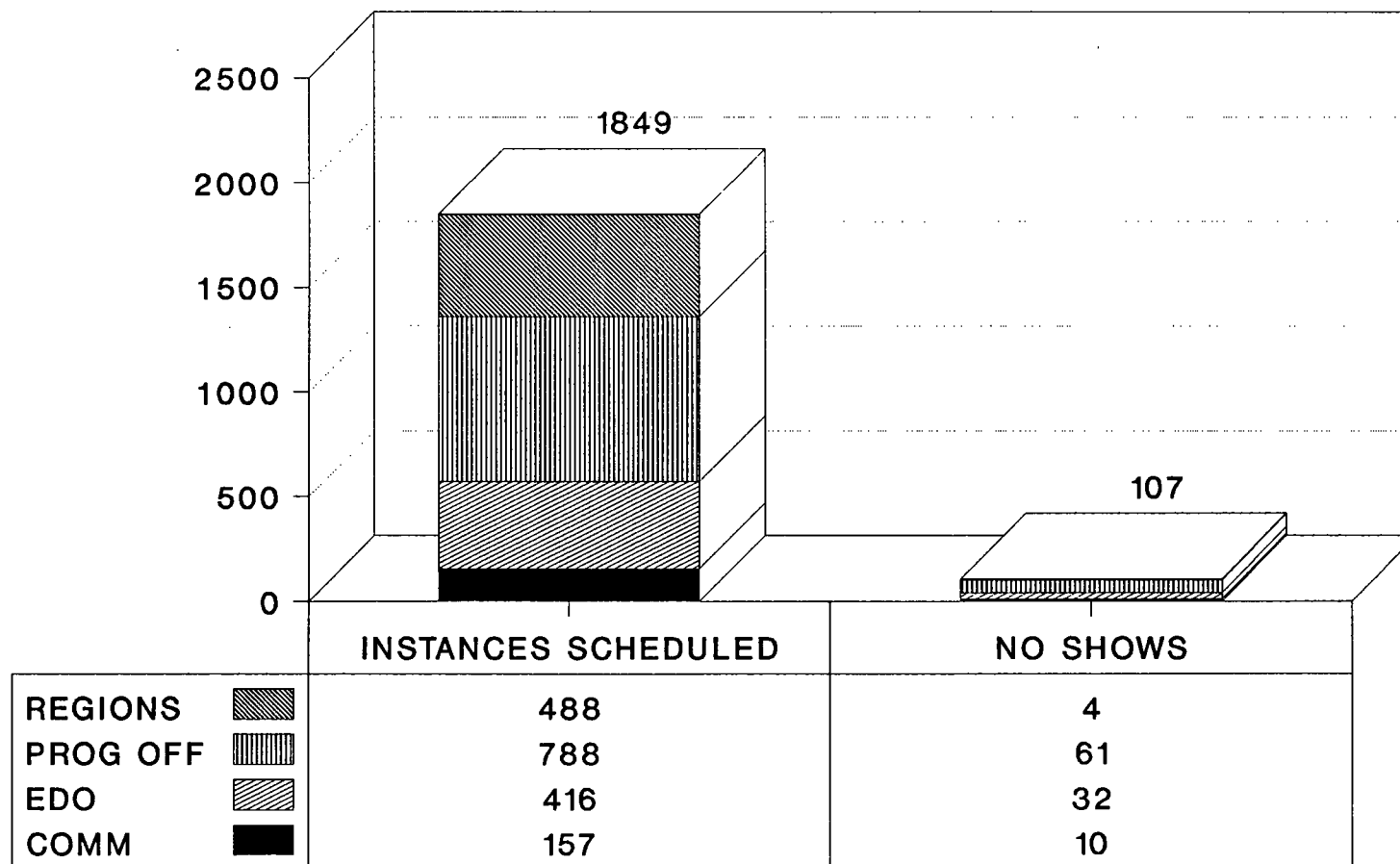


1726 INSTANCES OF TRAINING

DATA AS OF JUNE 30, 1989

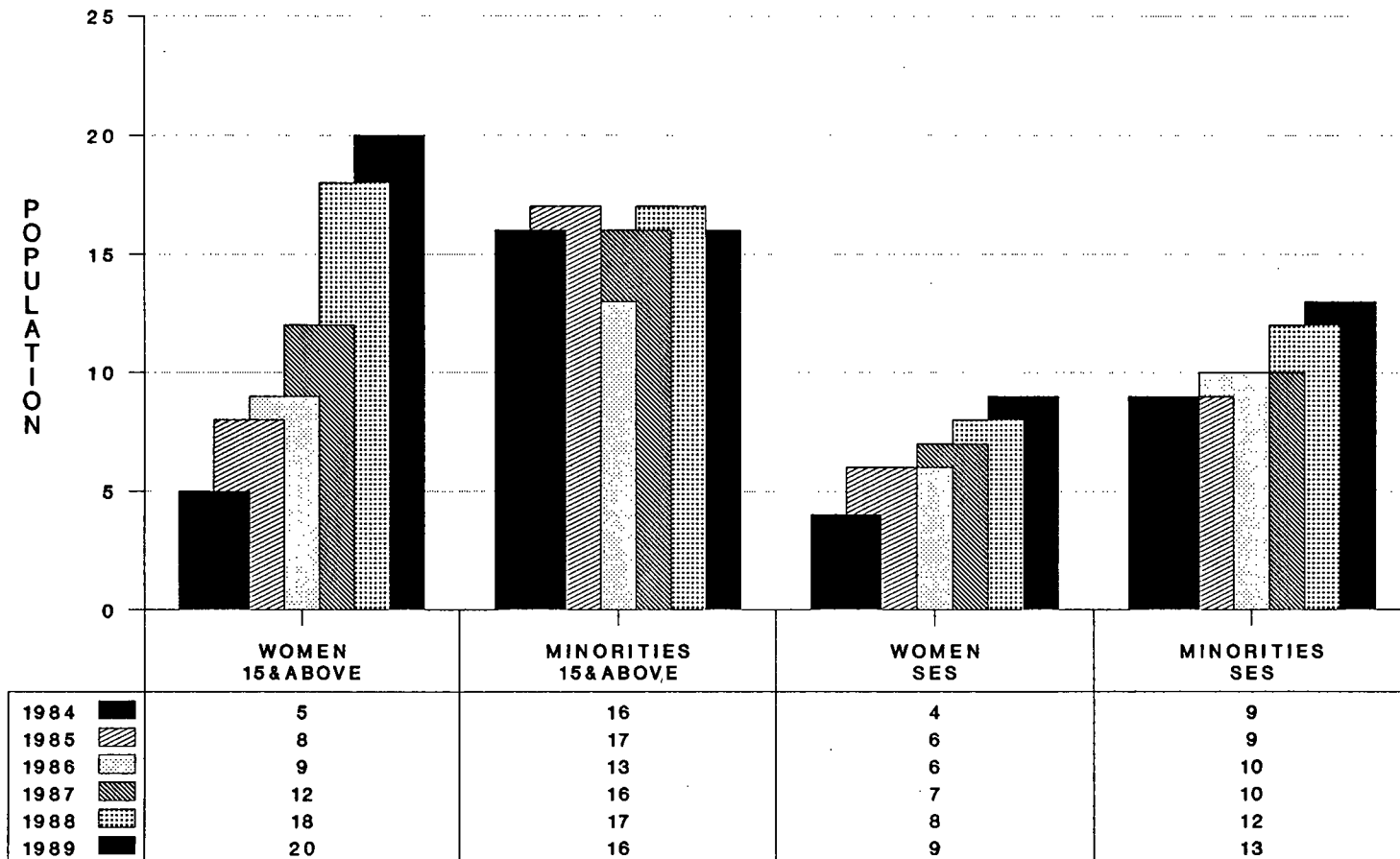
• INCLUDES ADP TRAINING

INSTANCES OF IN-HOUSE TRAINING "NO SHOWS" FOR APRIL - JUNE 1989



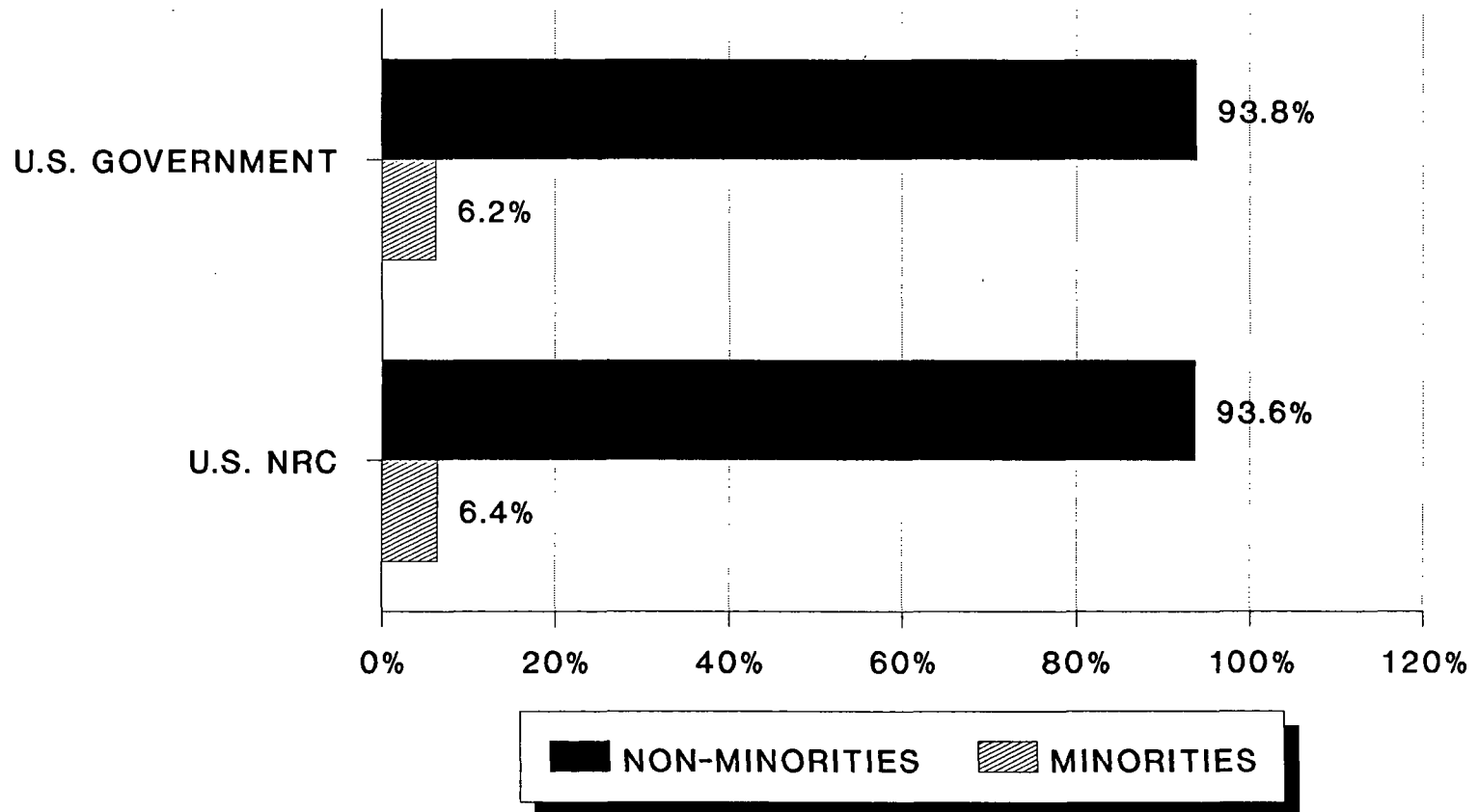
DATA AS OF JUNE 30, 1989

SENIOR MANAGEMENT POSITIONS BY WOMEN & MINORITIES FY-84 THRU FY-89



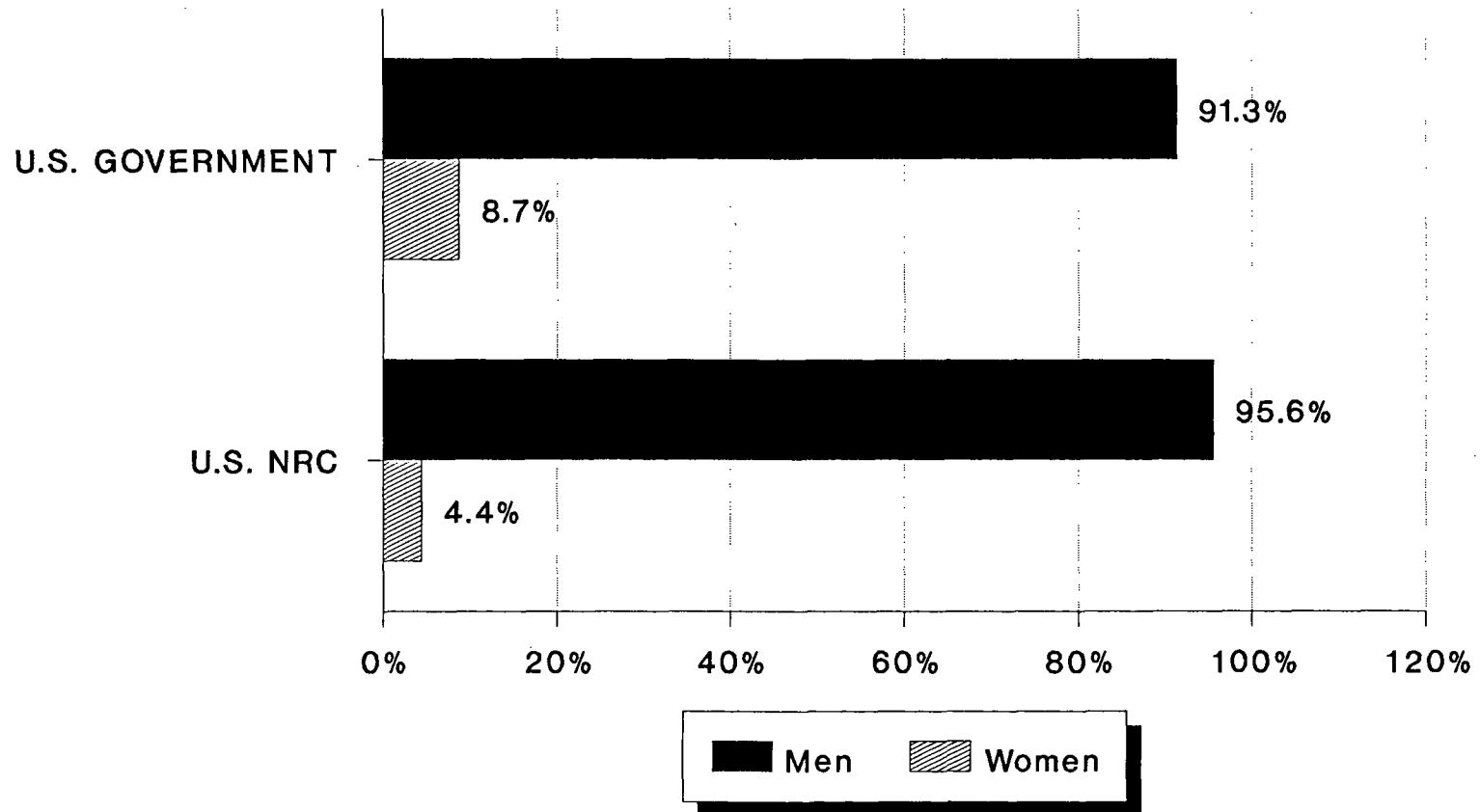
DATA AS OF JUNE 30, 1989

SES MEMBERS BY MINORITY GROUPS NRC VS. GOVERNMENT-WIDE



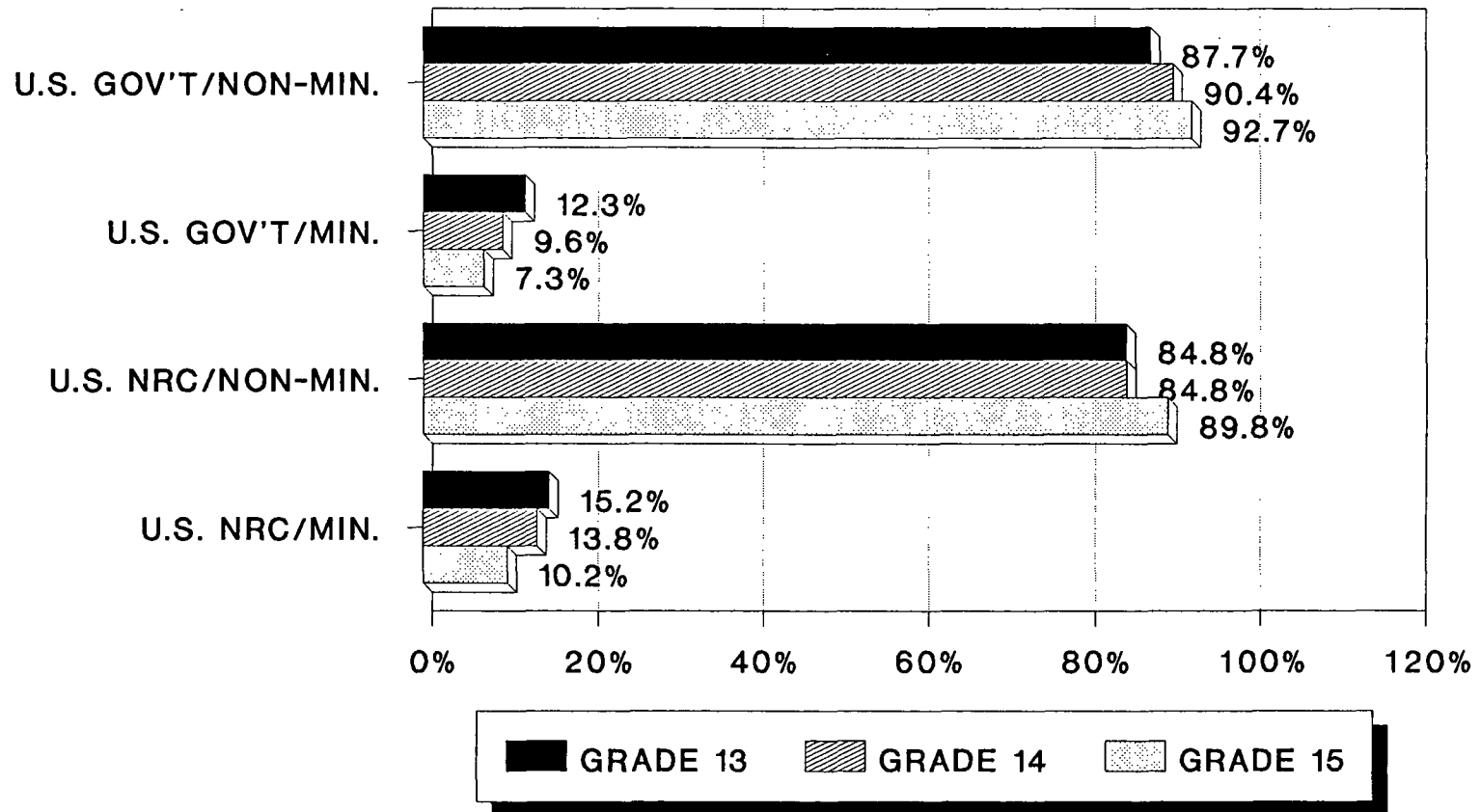
U.S. GOV'T DATA AS OF SEPTEMBER 1987
U.S. NRC DATA AS OF JUNE 30, 1989

SES MEMBERS BY GENDER NRC VS. GOVERNMENT-WIDE



U.S. GOV'T DATA AS SEPTEMBER 1987
U.S. NRC DATA AS OF JUNE 30, 1989

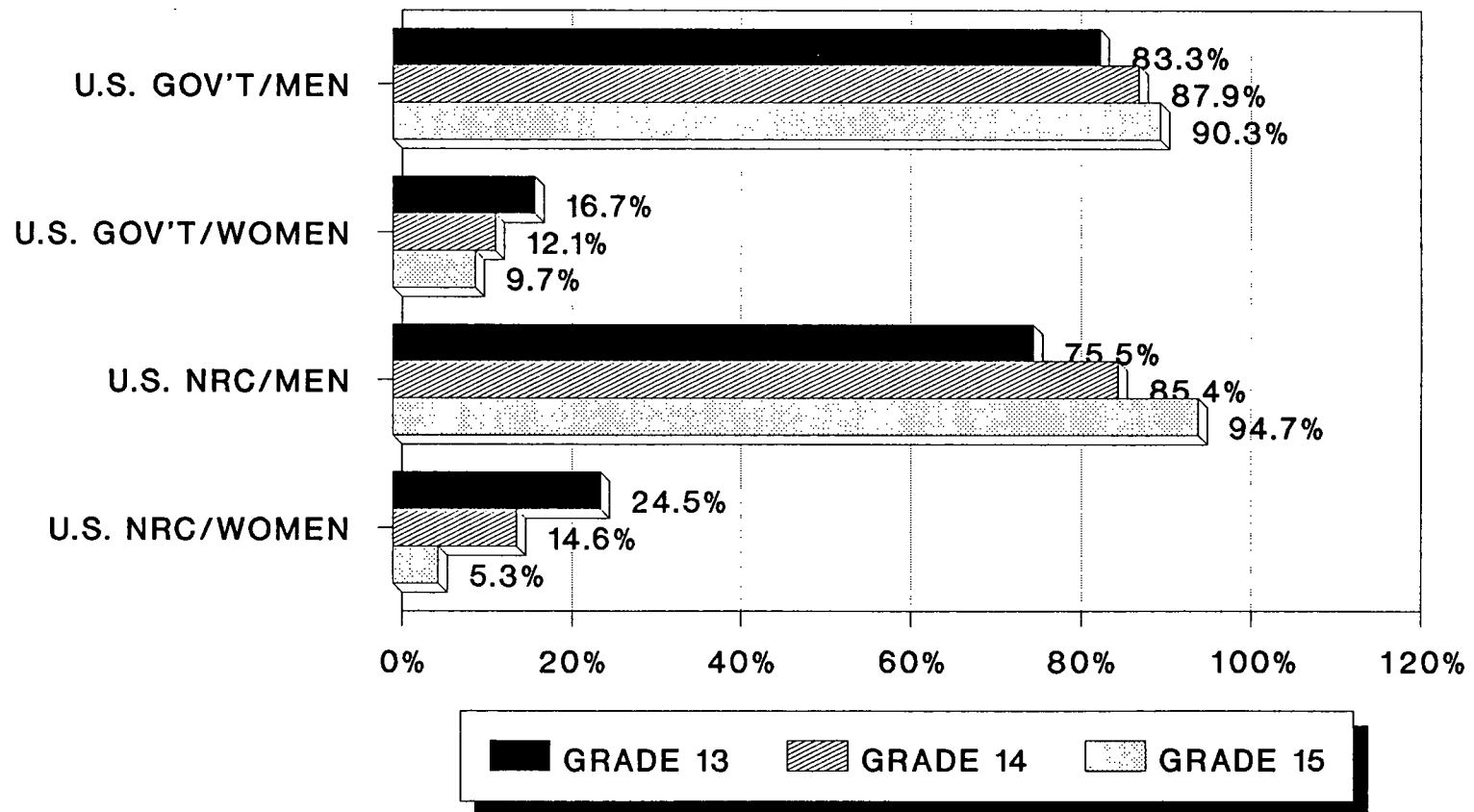
SES FEEDER GROUPS BY MINORITIES NRC VS. GOVERNMENT-WIDE



U.S. GOV'T DATA AS OF SEPTEMBER 1987
U.S. NRC DATA AS OF JUNE 30, 1989

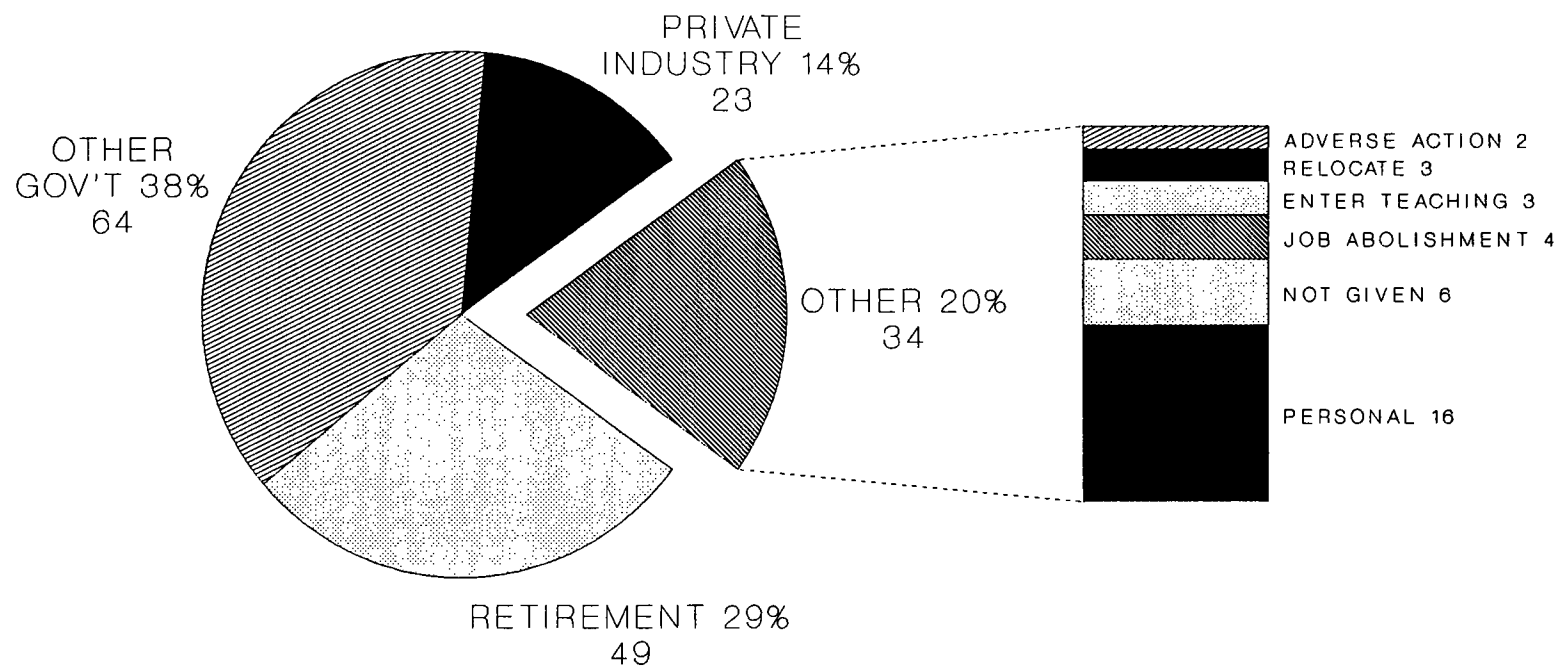
SES FEEDER GROUPS BY GENDER

NRC VS. GOVERNMENT-WIDE



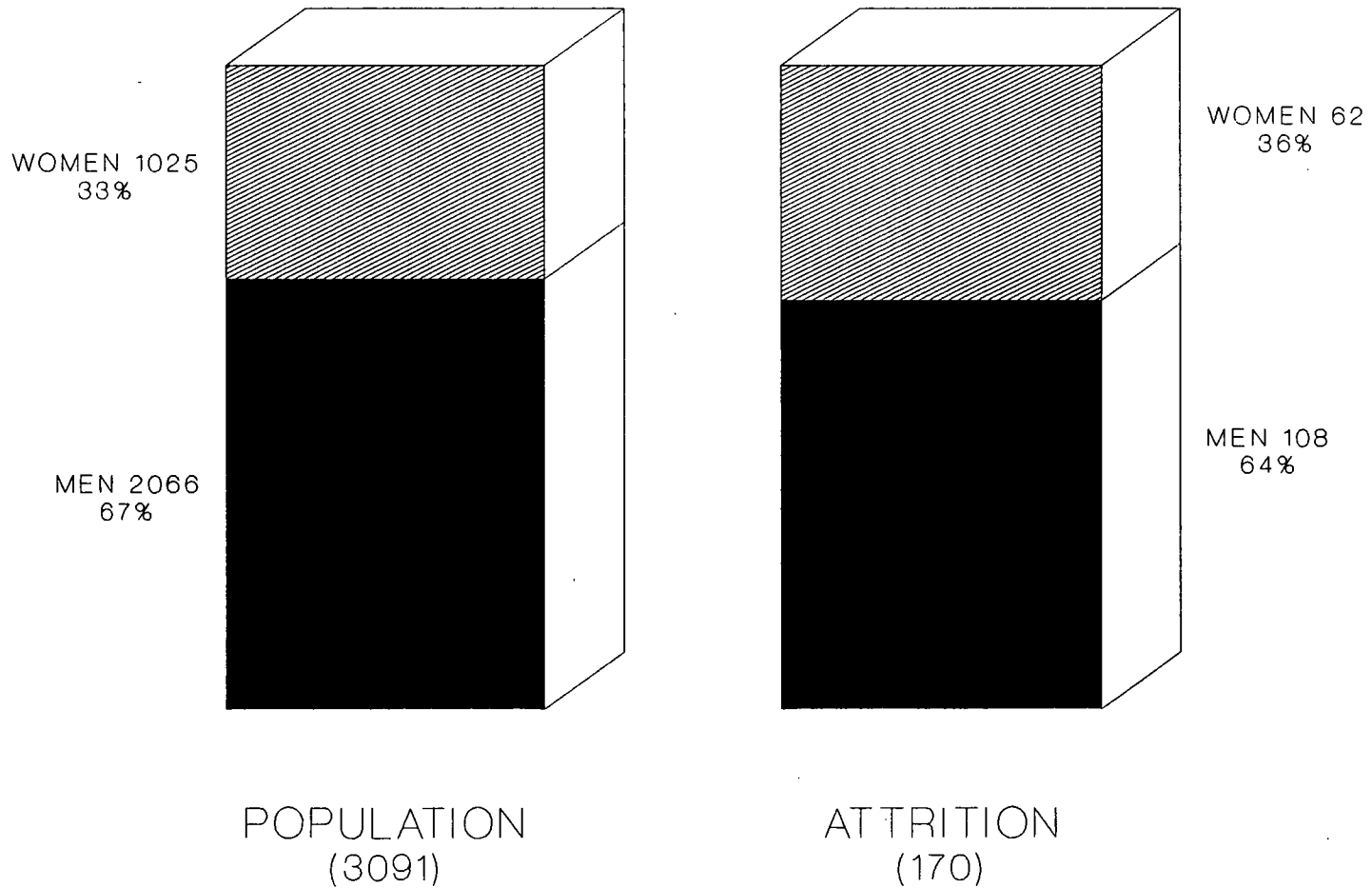
U.S. GOV'T DATA AS OF SEPTEMBER 1987
U.S. NRC DATA AS OF JUNE 30, 1989

NRC ATTRITION BY REASONS FY-89



* DATA OF AS JUNE 30, 1989

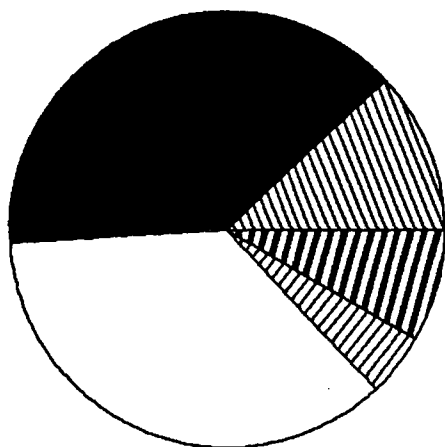
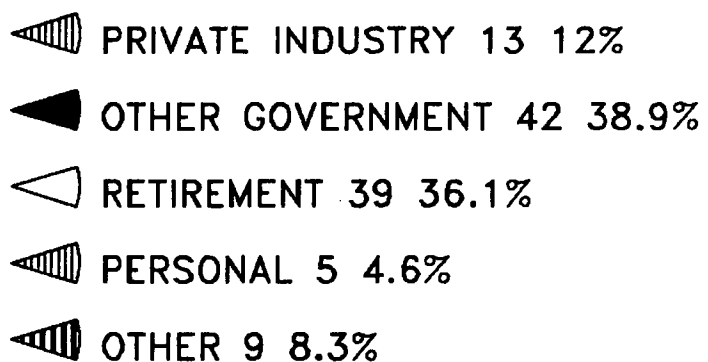
NRC ATTRITION BY GENDER FY-89



DATA AS OF JUNE 30, 1989

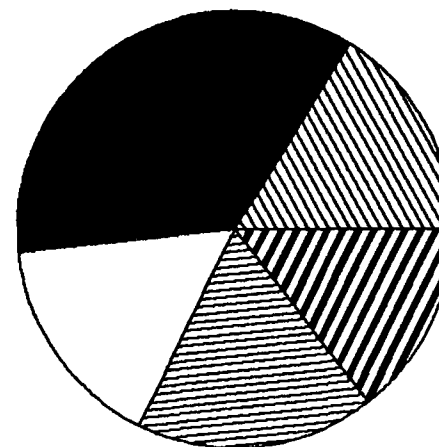
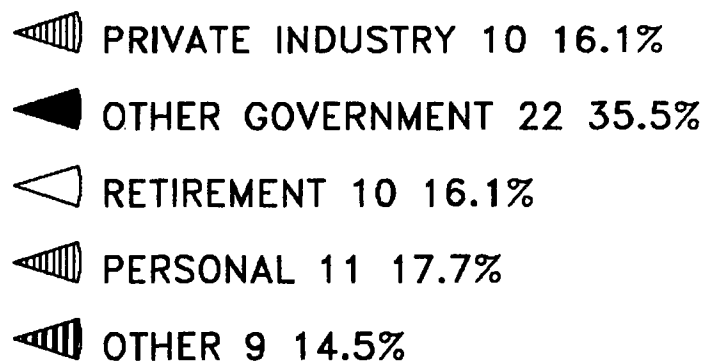
REASONS FOR LEAVING NRC BY GENDER FY-89

REASON FOR LEAVING



MEN

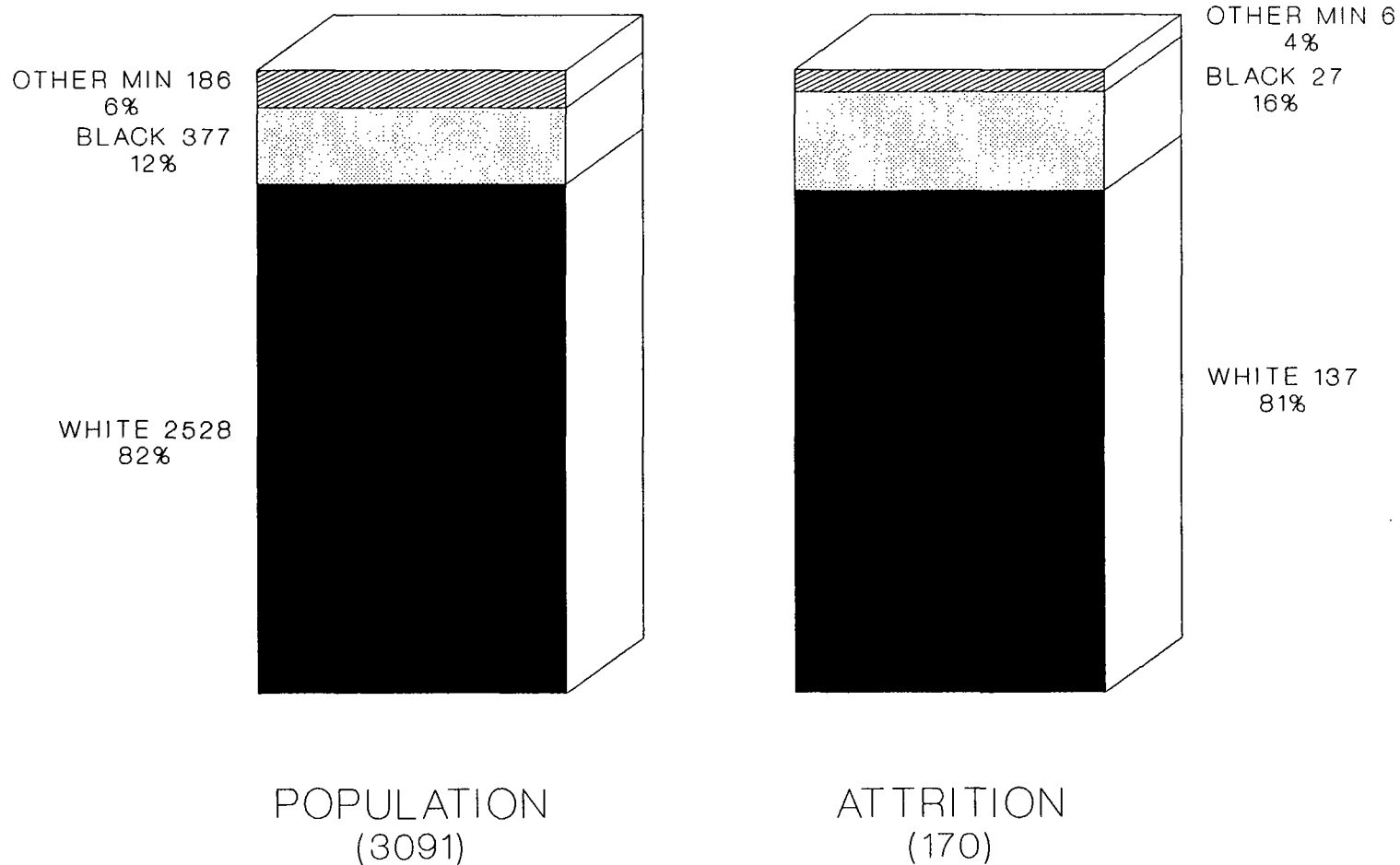
REASON FOR LEAVING



WOMEN

NRC ATTRITION BY ETHNIC GROUP

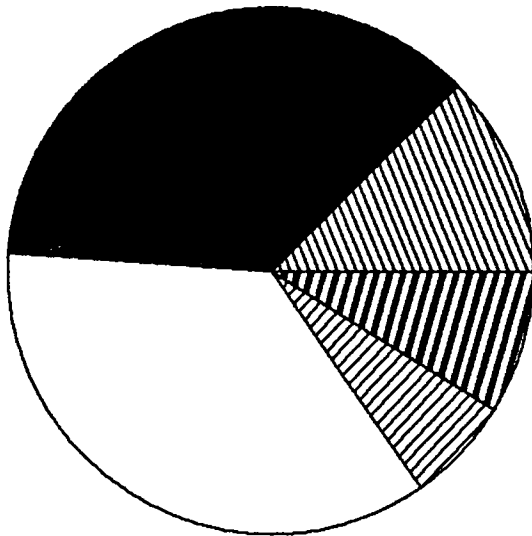
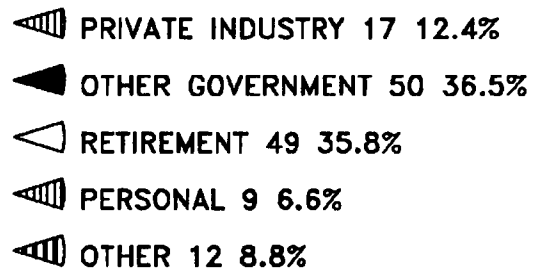
FY-89



DATA AS OF JUNE 30, 1989

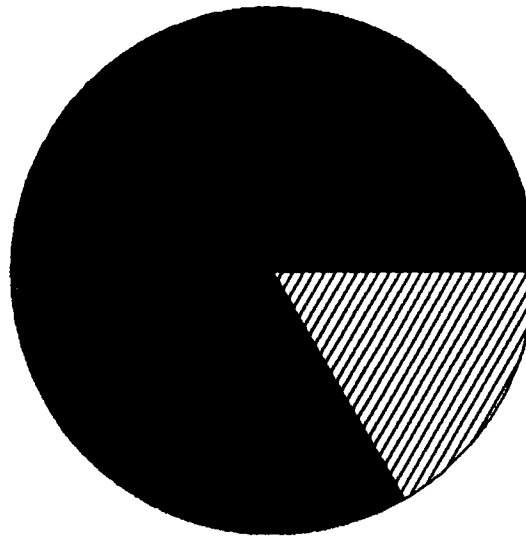
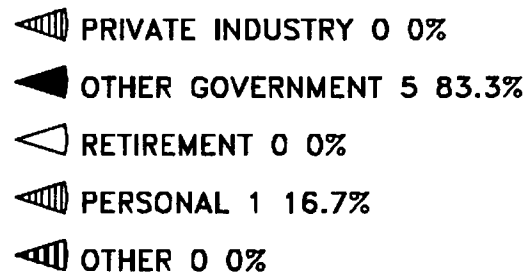
REASONS FOR LEAVING NRC BY ETHNIC GROUP FY-89

REASON FOR LEAVING



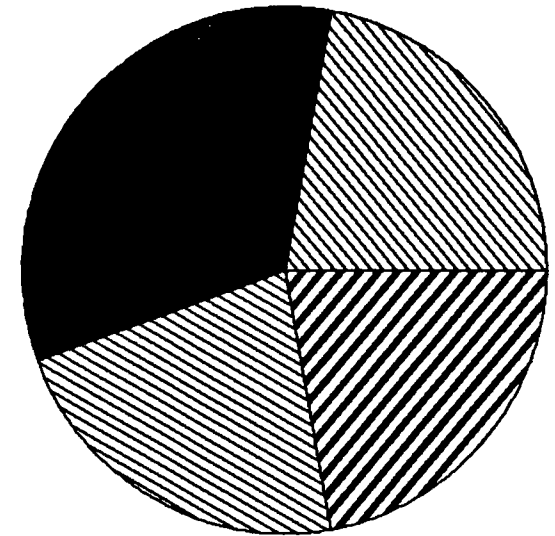
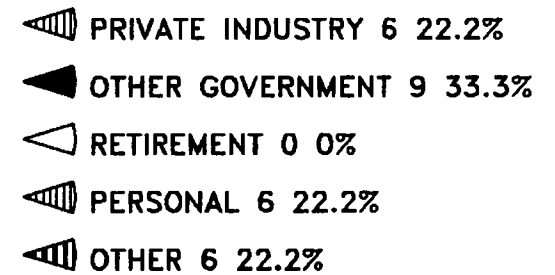
WHITE

REASON FOR LEAVING



OTHER MINORITIES

REASON FOR LEAVING



BLACK