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UNITED STATES OF AMERICA
NUCLEAR REGULATORY COMMISSION

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PERIODIC BRIEFING ON EEO PROGRAM

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PUBLIC MEETING

Nuclear Regulatory Commission
One White Flint North
Rockville, Maryland

Tuesday, August 23, 1994

The Commission met in open session,
pursuant to notice, at 9:30 a.m., Ivan Selin,
Chairman, presiding.

COMMISSIONERS PRESENT:

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

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STAFF SEATED AT THE COMMISSION TABLE:

JAMES TAYLOR, Executive Director for Operations

PAUL BIRD, Director, Office of Personnel

VANDY MILLER, Director, SBCR

KATE RAFFERTY, Federal Women's Program Advisory Committee

MARIA LOPEZ-OTIN, Hispanic Program Advisory Committee

LARRY PITTIGLIO, Joint Labor-Management EEO Advisory Committee

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

THOMAS BERGMAN, Committee on Age Discrimination

CARDELIA MAUPIN, Blacks In Government Committee

ANTHONY HSIA, Asian-Pacific American Advisory Committee

JOSEPH BIRMINGHAM, Affirmative Action Advisory Committee

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

9:30 a.m.

CHAIRMAN SELIN: Good morning, ladies and gentlemen.

We are here this morning to discuss the status of the agency's Equal Employment Opportunity Program. The Energy Reorganization Act of 1974 requires the EDO to report to the Commission at semi-annual public meetings on problems, progress and the status of our EEO efforts and we have established the custom of broadening these public meetings to include representatives of our EEO advisory committees and of the National Treasury Employees Union.

Our last meeting on the subject was held last December, so we look forward to this meeting with considerable anticipation.

As you know, in the past we've gotten these general reviews to hit the spotlights and then they're followed up with some focus on specific issues that have arisen. This meeting is particularly timely because last year the President's initiative to reduce the size of government introduced an element of uncertainty in our long-range EEO planning. Among other things, its cut back on our recruitment and that always has a negative effect or at least it makes the

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1 EEO problem more difficult.

2 In view of these changing circumstances,
3 it behooves us to pay even more attention to our
4 progress and to put more management attention on the
5 changes in our EEO efforts and it requires us to focus
6 with even more attention our long-range EEO planning
7 and these are issues that we'll be discussing this
8 morning.

9 Before I turn the meeting over to Mr.
10 Taylor, Commissioners?

11 Mr. Taylor, welcome.

12 MR. TAYLOR: Good morning. I'll begin by
13 noting that with me are Paul Bird, the Director of the
14 Office of Personnel, and Vandy Miller, the Director of
15 the Office of Small Business and Civil Rights. Vandy
16 will not introduce the others at the table, which are
17 members of the -- chairs of the EEO advisory
18 committees and union representative.

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

20 Mr. Chairman, Commissioner Rogers and
21 Commissioner de Planque, it gives me great pleasure to
22 introduce the committee chairpersons at the table and
23 also the union president.

24 I want to point out that we have four new
25 committee chairpersons here this morning that was not

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1 here in the December meeting. So, to my left here is
2 one new person, Joseph Birmingham, Affirmative Action
3 Advisory Committee. Next to him is Tony Hsia, Asian
4 Pacific American Advisory Committee. Next to Tony is
5 Cardelia Maupin, Blacks in Government Committee. Next
6 to me is Thomas Bergman, a new chairperson. He's the
7 Committee on Age Discrimination. Next to Mr. Bird
8 there is an acting chairperson, Kate Rafferty, Federal
9 Women's Program Advisory Committee. Next to her is
10 Maria Lopez-Otin, Hispanic Program Advisory Committee.
11 Next to her is Larry Pittiglio, the chairperson for
12 the Joint Labor-Management EEO Advisory Committee.
13 Last but not least is Mr. Jim Thomas, President of the
14 Local Chapter 207 of the National Treasury Employees
15 Union.

16 MR. TAYLOR: I'll now continue.

17 On August 10th, I sent the Commission an
18 information paper on the status of our EEO program and
19 copies of this paper have been made available to
20 employees and I believe there are some at the door.
21 I asked the staff to examine in this paper the impact
22 of the President's National Performance Review on
23 equal employment opportunity here at the NRC. It is
24 important to understand the impact of the NPR
25 initiatives on our ability to achieve our affirmative

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1 action objectives.

2 I've also provided in our paper responses
3 to a staff requirements memo that was issued following
4 our EEO briefing in December of this past year.
5 Demographic data depicting work force trends at the
6 NRC are shown in several tables and charts in the
7 paper and I've included brief summaries of career
8 development strategies used by a few of our employees
9 as examples who are progressing nicely in their
10 careers.

11 Finally in the paper I've provided
12 responses to many of the recommendations and issues
13 raised by the seven EEO advisory committees, along
14 with the full statements submitted by the committees.

15 (Slide) I'd now like the first chart,
16 please.

17 Management looked at the five NPR
18 recommendations and the executive or congressional
19 action that has resulted from these recommendations.
20 Let me make a few general statements about the impact
21 from actions in these five areas on EEO and
22 affirmative action. Then I will let Mr. Bird provide
23 additional details.

24 In my view, four of the five NPR actions
25 provide a generally positive environment for

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1 improvement in the EEO area. NRC is well along in
2 most of these areas, as Mr. Bird will discuss, and I
3 would expect to see a continuation of our improvements
4 in these areas. One of the five NPR initiatives does,
5 however, cause me some concern. This is the
6 recommendation to reduce the costs and numbers of
7 positions associated with management control
8 structures by half and this recommendation in NPR was
9 followed by an executive order calling for a four
10 percent reduction of the federal work force by the end
11 of fiscal year '95, of which ten percent was to be
12 taken at grades 14 and above.

13 A subsequent presidential memorandum
14 called for an additional eight percent reduction in
15 FTE as well as a 50 percent reduction in each agency's
16 supervisor-employee ratio within five years. These
17 FTE reductions were then incorporated into the Federal
18 Work Force Restructuring Act of 1994.

19 Because of the reduction in the number of
20 NRC positions through fiscal year 1999, there has been
21 and will continue to be fewer opportunities for hiring
22 from outside the agency. This will impact our efforts
23 to increase opportunities for hiring Hispanic
24 employees in all occupations, women and minorities in
25 professional positions, and disabled employees, three

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1 of the agency's key initiatives for achieving its
2 affirmative action objectives.

3 Despite these downsizing efforts, we plan
4 to continue to recruit aggressively and work directly
5 with selecting officials to identify talent that is
6 available in the groups identified in our key EEO
7 initiatives.

8 While the size of the work force will
9 diminish and our intake of employees from outside the
10 agency will be reduced, we will still be doing limited
11 hiring and will continue to focus on improving our EEO
12 goals with regard to minorities and women,
13 particularly in areas of under representation.
14 Although the number of GG-14 and above positions is
15 being reduced in line with the overall FTE reductions,
16 we plan to maintain approximately the same ratio of
17 higher graded positions to the overall work force.
18 The agency will be taking -- for example, we intend to
19 take advantage of its dual career track and will be
20 shifting some of the positions currently designated as
21 SES positions to senior level system positions.

22 CHAIRMAN SELIN: May I stop you for a
23 second? How are we doing? I think this is a terribly
24 important point. The idea is the shape of the agency
25 should stay the same, even though the number of

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1 supervisory positions will be reduced. Even in
2 proportion to the somewhat smaller agency, the number
3 of senior -- I'll call them technical, but I don't
4 mean that in the sense of engineering, but the senior
5 professional non-supervisory positions will increase
6 so that the same ratio of senior to middle to junior
7 people is to be maintained. But key to that is making
8 the SLS work and the feeder organizations into the
9 higher level professional as opposed to supervisory.
10 How are we doing?

11 MR. TAYLOR: We're doing -- we're
12 underway. We have initially cut ten SES positions and
13 we're in the process of working with the offices now
14 to designate those positions and we expect to have
15 that done fairly shortly. There's a panel that has
16 been reviewing the positions. I expect to have the
17 report from that panel shortly.

18 Paul, would you like to add to that,
19 please?

20 MR. BIRD: Yes. Right now, currently on
21 board we have 195 SESers against our billeted amount
22 of 220. So, we have drawn that work force down. We
23 plan a level of about 200. Right now there are 24
24 positions that were recommended for senior level that
25 are being examined. They will be reviewed by a panel

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1 this month and then recommendations would be made to
2 the EDO on which of those should result in a posting
3 opportunity in the near-term.

4 So, basically, there's a reciprocal
5 reduction and growth, SES reducing, SL positions
6 growing. We're trying to also do that at other grade
7 levels. So, as we come down in supervisors, at the
8 same time we're doing it we're maintaining basically
9 the same ratios of higher graded positions that we've
10 had in the past, albeit we're going to have a lower
11 baseline. But the idea is to try to maintain those
12 ratios up and down the line and we're well underway
13 doing that, particularly with regard to SES reductions
14 and senior level positions that would come on-line.

15 CHAIRMAN SELIN: Fourteens and 15s also?

16 MR. BIRD: Also. We're trying to model
17 that also for 14s and 15s wherein we know we will have
18 fewer supervisory positions, for example, in grade 15.
19 However, our plan is to have roughly an equivalent
20 number of grade 15 professional/technical positions
21 that would offset that in line with the overall
22 reduced numbers.

23 CHAIRMAN SELIN: That's very important
24 because the agency has been treated really quite
25 generously by the Executive Branch, both in terms of

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1 number of SESSs and in terms of our exempt personnel
2 system. It's not because our supervisory needs are so
3 great, it's because our needs for senior professionals
4 are so great.

5 MR. TAYLOR: That's correct.

6 CHAIRMAN SELIN: Both from the point of
7 view of promotional opportunities and from the point
8 of view of doing our business. We want to make sure
9 that we don't lose that flexibility. That was the
10 original justification.

11 MR. TAYLOR: That's the intention.

12 I'll now ask Mr. Bird to continue.

13 MR. BIRD: Thank you, Mr. Taylor.

14 Since 1991, we've been focusing our
15 affirmative action efforts on achieving progress in
16 six specific areas.

17 (Slide) If I could have the next slide,
18 please.

19 These areas of focus are recruiting
20 Hispanic employees in all occupations, recruiting
21 women and minorities in professional positions,
22 expanding the pool of women and minorities eligible
23 for supervisory, managerial and executive positions,
24 attracting, developing and retaining disabled
25 employees, providing a dynamic training and

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1 developmental program and improving communication with
2 regard to equal employment opportunity and affirmative
3 action objectives. In his remarks, Mr. Taylor has
4 highlighted the impact of the NPR employment reduction
5 mandate on these affirmative action efforts.

6 A second NPR recommendation that we
7 focused on in this regard is improvement of individual
8 and operational performance through training and
9 development. A recent amendment to the Government
10 Employees Training Act, which gives agencies more
11 leeway and flexibility in improving the variety of
12 training courses that are no longer required to be
13 related to an employee's official duties has allowed
14 us a little more discretion in planning for the future
15 development needs of the agency. The new legislation
16 expands opportunities to provide training and
17 education, to improve individual and organizational
18 performance. Thus, the NPR initiative will have, I
19 believe, a positive impact on our EEO and affirmative
20 action efforts.

21 A third NPR recommendation which we've
22 looked at deals with improving accountability for
23 equal opportunity goals and accomplishments. Mr.
24 Miller will address the impact of this NPR effort in
25 a moment.

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1 A fourth NPR initiative that we examined
2 calls for enhancement of programs to provide family
3 friendly work places. This initiative was recently
4 incorporated into a presidential memorandum that
5 encourages agencies to establish programs that support
6 the expansion of flexible family friendly work
7 arrangements. At the NRC, compressed work schedules,
8 flexi-time, part-time employment, job sharing and
9 other programs all help employees, often women and
10 minorities, to accommodate their needs, their
11 children's needs, needs of aging parents, of ill
12 spouses and so forth, as well as their own personal
13 incapacitation.

14 At the Child Development Center, which
15 will open on September the 6th of this year, will be
16 an important benefit to NRC employees who wish to
17 enroll their children and should provide to be an
18 attractive feature for recruiting and retaining
19 employees who are responsible for providing or
20 arranging for child care. Fifty-one children are
21 currently enrolled in our program and we expect to
22 open with about 55 to 60 children enrolled.

23 CHAIRMAN SELIN: What's the capacity?

24 MR. BIRD: The capacity is 80 with a
25 little flex room depending on the age of the people

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1 that we'd be taking.

2 CHAIRMAN SELIN: What's the break even
3 registration?

4 MR. BIRD: Well, basically, the teacher
5 ratio is geared to the number of students. So, in
6 essence, we're opening in what could be described as
7 a break even. You don't have to be at full capacity
8 and, quite frankly, compared to other agencies on
9 opening day, we're well ahead of the enrollment that
10 we understand that the other agencies have had.

11 CHAIRMAN SELIN: Is the enrollment
12 entirely NRC children?

13 MR. BIRD: So far it's entirely NRC.

14 CHAIRMAN SELIN: How many scholarship
15 applications have we had?

16 MR. BIRD: Well, we had five scholarship
17 applications. Excuse me, I think we had six
18 applications. Five scholarships were awarded. There
19 is an additional scholarship fund availability and
20 we've gone back out to the staff to ask them to come
21 back and apply for the scholarships that are still
22 available.

23 CHAIRMAN SELIN: Are you surprised that
24 it's such a low application rate?

25 MR. BIRD: Absolutely. I thought we would

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1 have a much higher rate of application for these
2 support scholarships. I think that's an important
3 aspect of what we're trying to do with the child care
4 center, to try to make it affordable to employees who
5 otherwise couldn't afford it. And I was quite
6 surprised that we didn't get the applications for the
7 tuition assistance.

8 MR. TAYLOR: The one denied, the party's
9 involved income considerably exceeded the set income
10 for assistance.

11 MR. BIRD: We do have some new
12 applications, I understand, for the scholarship money
13 that's available. I might also mention at this point
14 that our effort to raise funds for the child care
15 center to support tuition assistance through the
16 Combined Federal Campaign netted what I understand is
17 the second largest net of any federal agency in the
18 government. So, we were very successful in that
19 effort against much larger agencies. We hope that
20 this year's Combined Federal Campaign will be one that
21 would yield really additional funding beyond that
22 level and that we can make that available in the next
23 year.

24 CHAIRMAN SELIN: I just hope that works
25 well. We've stuck our necks way out to push what at

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1 least looks to a visitor as a first rate center. We
2 have a lot of space devoted to it and a lot of
3 management time and effort. I hope the program turns
4 out to be as successful as we're trying to make it.

5 MR. BIRD: I hope so. We're looking
6 forward to opening day, which is not far away at this
7 point.

8 CHAIRMAN SELIN: No strikes this year?

9 MR. BIRD: No strikes, not as far as we
10 know. If you haven't visited the center, I would
11 encourage everyone here to take the opportunity to do
12 so before they open. It's probably better to take the
13 tour now than it will be after the children are there.
14 But it's quite a nice facility. Staff is working
15 there. You can meet the staff. You can get
16 acquainted and you can sort of see for yourself what
17 we have to offer in that regard.

18 Finally, there's a fifth NPR
19 recommendation which has to do with the formation of
20 labor management partnerships which I believe has the
21 potential for a very positive impact on NRC's EEO
22 affirmative action goals. The Agency Level
23 Partnership Committee has been meeting monthly since
24 February and partnership committees within offices and
25 regions have been established to address local issues.

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1 Partnership committees provide a forum through which
2 employees may participate in decisions that affect
3 their working conditions. All employees, including
4 women and minorities, have an opportunity to be heard
5 through membership on these committees. It's also an
6 opportunity for labor representatives to share
7 responsibility with management for improving the
8 agency's EEO posture and progress and I must say from
9 my perspective at least it's been a very positive
10 experience.

11 CHAIRMAN SELIN: Well, let me just say I
12 want you to know that the individual commissioners and
13 the Commission as a whole really look forward to the
14 recommendations of these groups, that when we approve
15 a reorganization what's come out of this has been a
16 critical component in our decision making. We have
17 found the -- in each of the several cases that I've
18 personally been fairly close to, the Region V, the
19 IRM, a couple of others, we found these
20 recommendations to be almost uniformly useful and far
21 beyond what the management had come up with. In most
22 cases have been clear improvements even from our point
23 of view as well as I hope the employees. So, that's
24 a process that's appreciated at all levels. That's
25 good.

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1 MR. BIRD: Good. These impacts are
2 discussed in greater detail in the paper which I would
3 encourage everyone to read. If you have trouble
4 getting a copy, we have copies and if you'll contact
5 my office of Vandy's, I'm sure we can make one
6 available to you.

7 I'll now turn the program over to Vandy
8 Miller who will provide a brief summary of the EEO
9 program from his perspective.

10 MR. MILLER: Thank you, Paul.

11 Mr. Chairman and Commissioner de Planque
12 and Commissioner Rogers, again, it gives me great
13 pleasure to address the Commission this morning on our
14 civil rights and EEO programs.

15 Now, you know it's been seven months since
16 we were here before and we have made progress in these
17 seven months to provide equal opportunity for all of
18 our employees. Needless to say, however, we still
19 have a ways to go. As stated in the Affirmative
20 Action Advisory Committee's statement, and I quote,
21 they "view the impact of the National Program Review
22 on equal employment opportunities at NRC as a
23 challenge to the agency to work harder to ensure
24 fairness and share sacrifices during the period of
25 attrition and diminishing resources." I agree with

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1 their view.

2 Every opportunity I get in speaking with
3 managers and supervisors I stress the importance of
4 being completely open and fair in our EEO and
5 affirmative action decisions. We must not let
6 downsizing impede our commitment to be proactive in
7 pursuit of our EEO and affirmative action goals.

8 I would like to take this opportunity this
9 morning briefly to highlight several areas of
10 interest. The first one is the agency policy
11 documents that we have. The second is the seven EEO
12 advisory committee statuses. Third, an overview of
13 our town meetings that we've been holding, and then
14 fourthly the impact of the National Program Review on
15 the EEO issues.

16 Now, first with the policy documents. The
17 publishing of several policy documents has been a real
18 boost to the EEO and Affirmative Action Program. On
19 April the 15th, as you know probably, of this past
20 year, the agency put a policy in place designed to
21 ensure that its work place is free from discrimination
22 and sexual harassment and is not in violation of
23 applicable EEO laws. The agency also published an
24 announcement giving strong management support to
25 individuals seeking training and career development

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1 and also for individuals who volunteer to serve on the
2 various EEO committees.

3 Now, let's talk quickly about these EEO
4 committees. With regard to these seven EEO
5 committees, I can't over emphasize the importance of
6 these committees to our EEO and affirmative action
7 programs. Their work in the EEO area is greatly
8 appreciated by my office and the NRC management. They
9 continually review EEO practices and report to
10 management on suggestions for improvement. The
11 advisory committees have assisted the agency in
12 focusing its attention on EEO as related to merit
13 staffing, the performance appraisal process, training,
14 career development, hiring and other program areas.
15 They have provided support to management in advancing
16 the six agency EEO goals and objectives as well as
17 reviewing the impact of current downsizing in these
18 goals.

19 Now, the Office of Small Business and
20 Civil Rights has launched a new initiative with these
21 committees. We call it CPC, C for communications, P
22 for partnership and C for cooperation. First, about
23 communication. Communications, we all recognize the
24 importance of good communications. Many EEO and
25 employee supervisory problems and issues can be traced

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1 back to a life of good communication. The advisory
2 committees are calling for better communication. I am
3 committed to fostering better communications by the
4 Office of Small Business and Civil Rights with the
5 committees, with managers, employees throughout the
6 agency and I'm encouraging that we all commit to the
7 same.

8 P stands for partnership. It's very
9 important. If we call work in partnership together,
10 we can ensure a more effective, cohesive and unified
11 effort by all that results in a more successful EEO
12 program.

13 Finally, the C. The C stands for
14 cooperation and it is a must in our diverse work
15 place.

16 My third item I want to discuss is on the
17 town meetings. In the December of '93 meeting, we
18 mentioned that we were about to launch town meetings
19 with managers and supervisors in all the offices and
20 regions. These town meetings provide a forum to
21 communicate the EEO program goals, for discussing the
22 EEO role of managers and supervisors, for reviewing
23 lessons learned from the EEO complaint process, for
24 discussing suggestions for improving manager and
25 employee interactions and most important to allow us

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1 to candidly hear from the managers and supervisors
2 about concerns and interests they have in this area.

3 We have completed our town meetings with
4 NRR, NMSS, Research and Region 1, and also the
5 composite of the small offices. The remaining offices
6 and regions are being scheduled before the end of the
7 year.

8 Now, we have also made a brown bag
9 employee session available to offices and regions on
10 a request basis. These sessions allow employees the
11 opportunity to voice their interest and concerns
12 regarding EEO programs in their respective locations.

13 Now, the last one is the National
14 Performance Review. With regards to the overall
15 impact of the National Performance Review on the EEO
16 and affirmative action issues, we can minimize the
17 impact by continuing to be aggressive in implementing
18 EEO programs designed to enhance opportunities and
19 employment for women, minorities and persons with
20 disability.

21 In closing, I would emphasize our need to
22 continue to monitor our EEO progress by self-
23 evaluation of biannual briefings such as this one and
24 to ensure that we have established conditions for all
25 employees to have an equal opportunity on a level

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1 playing field. Thank you.

2 CHAIRMAN SELIN: Thank you very much, Mr.
3 Miller.

4 MR. MILLER: Now, we have Mr. Jim Thomas,
5 the President of our union. We'll see if he has a
6 statement, after which we have two members of our
7 committees, two chairpersons who would like make an
8 opening statement.

9 CHAIRMAN SELIN: Fine. Thank you.

10 MR. MILLER: Mr. Thomas?

11 MR. THOMAS: I don't recall have a
12 statement, but I have a few comments on the report.
13 In reading through it, I would generally agree with
14 staff recommendations regarding outside recruitment
15 with the FTE of the agency going down. If that's not
16 seriously monitored it could very likely lead to RIF
17 situations in the future.

18 With regard to the comments in here on
19 training, I guess I disagree with some of the general
20 tone of the report. This is sort of like the training
21 has been -- the rules have been loosened a bit.
22 They've been changed dramatically. The law which
23 changed this came some six months after the National
24 Performance Review and basically says that if an
25 employee is interested in a subject and the manager

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1 and the employee develop an individual development
2 plan, that there are virtually no limits on the types
3 of training that can be provided to that employee. I
4 think that is probably the best source in this agency
5 regarding affirmative action goals, is finding well
6 qualified, interested, lower graded employees from
7 whatever minority group who have an interest in taking
8 some training courses and qualifying themselves for
9 higher level opportunities.

10 With regard to the comments on family
11 friendly initiatives, one of the things in the report
12 that I disagree with to some degree is the comment
13 regarding the agency partnership would make a
14 determination as to whether or not some of these
15 programs would be cost beneficial to the agency. I
16 think the approach should be that the agency
17 partnership basically look at the general framework of
18 each one of these as far as what needs to be put
19 together by the agency if you're going to have, let's
20 say, a flex based program What sort of agreements
21 need to be made between the employee, supervisor and
22 so on and then you turn it over to office or regional
23 partnerships where at a local level decision is made
24 about which program would fit with which employee. I
25 don't think on the agency partnership we are even

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1 close to being able to make an assessment at that low
2 a level.

3 Two items which are not mentioned here in
4 this report that I'd like to bring to your attention.
5 One is flexible spending accounts. The NTE has had a
6 proposal with the agency for I believe a little over
7 a year that that's something that should be seriously
8 evaluated by the agency, particularly in light of the
9 day care center. It would allow people to use pre-tax
10 dollars to pay for child care expenses. That's
11 something that's being implemented in other agencies.
12 I believe we have the legal authority to do so here.

13 CHAIRMAN SELIN: Are you talking about
14 cafeteria benefits?

15 MR. THOMAS: Yes. The other area would be
16 parking/Metro subsidies. We have a situation now
17 where I believe a lot of lower paid employees could
18 benefit through the agency's increase in its subsidy
19 to Metro. That's something that's clearly within the
20 authority of the agency right now and would provide
21 employees who may not now take Metro because of cost
22 the opportunity to do that. For a lot of women in the
23 agency, that would provide a safer means of getting to
24 work.

25 Along with that, as long as we have a fair

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1 number of parking vacancies in this building, we
2 should take a look at some means of providing better
3 access to lower paid workers to some of those parking
4 permits. I'm not sure that it makes a lot of sense to
5 me to have lower graded employees parking on the
6 street when we have 100 vacancies in the building.

7 CHAIRMAN SELIN: Because they're not
8 affordable or --

9 MR. THOMAS: Yes.

10 CHAIRMAN SELIN: There's a real problem
11 subsidizing parking. You know that. It goes against
12 all government policy. It's something that's been
13 very much discouraged.

14 MR. THOMAS: Well, we can lower the rate,
15 sir. I didn't mean necessarily --

16 CHAIRMAN SELIN: Because the rates -- the
17 rates have to cover the cost, don't they?

18 MR. THOMAS: Of?

19 CHAIRMAN SELIN: Of running the parking
20 operation.

21 MR. THOMAS: I believe the last executive
22 order on this is basically market rates and that we're
23 supposed to be charging some comparable to the market
24 rates. I think that in this area you'll find a few
25 spaces that are quite a bit less than \$60.00 a month.

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1 MR. TAYLOR: We have set that by market
2 rates in this general area. We also have an agreement
3 with the county which we'll have to dig out and
4 reread, but it does set that we will charge commercial
5 rates. This is part of our traffic mitigation plan.
6 So, we'll take a look at it. I'm not sure in addition
7 to what the Chairman said by our agreements with the
8 county we could actually do that, but we'll reexamine
9 it.

10 CHAIRMAN SELIN: It's the first time I've
11 heard that we have spaces in the building.

12 MR. TAYLOR: I didn't know we had that
13 many vacancies. I'll have to check with my -- you
14 claim there are a hundred? You may be right. I don't
15 know.

16 MR. THOMAS: Well, the last time I checked
17 it was 125. I think the number may have gone down a
18 little from that.

19 MR. TAYLOR: We just --

20 CHAIRMAN SELIN: If that's true, we ought
21 to take --

22 MR. TAYLOR: The benefit of the combined -

23 -

24 CHAIRMAN SELIN: If we can fill the spaces
25 at an increase in total revenue, even if it's a lower

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1 price per space --

2 MR. TAYLOR: I don't know that we're
3 permitted to reduce the charge, but we will look at
4 that.

5 COMMISSIONER ROGERS: You're talking about
6 a parking scholarship?

7 MR. TAYLOR: I can't -- that's another way
8 to put it.

9 CHAIRMAN SELIN: But we have to take a
10 look at that because to have a price that's so high
11 that we have a bunch of vacancies that aren't
12 contributing towards meeting our fixed costs of
13 running the operation, that doesn't make much business
14 sense either. Thank you for bringing that up.

15 Would you care to comment on the labor
16 management partnerships and how they've worked in
17 organizations?

18 MR. THOMAS: I think at the agency level
19 it's working quite well. We're still, I think,
20 fighting with the concept of empowerment and moving a
21 lot of decisions to lower levels. All of the office
22 partnerships have not really been formed yet and many
23 have just received training and are ready to take on
24 reorganization issues. I think there seems to be a
25 problem, I guess, in focusing on supervisory employee

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1 ratios. In management approach and employees approach
2 to the problem, most of the management proposals deal
3 with postponing that decision to future years to 1997.

4 CHAIRMAN SELIN: Sorry. Postponing the
5 decision to --

6 MR. THOMAS: To reduce levels of
7 management. If you take a look at most of the
8 reorganization proposals that we've had recently, they
9 account basically for retirements and a few other
10 actions but no real overall reduction in levels of
11 SES, levels of management. You may have three branch
12 chiefs where you have four, but no one is talking
13 about removing that entire level. I think that's
14 something that I would like to see move a little
15 faster because postponing it really doesn't --

16 CHAIRMAN SELIN: I agree with you on that.
17 Do you have a voice in this mechanism to make it
18 happen? Basically there's a tendency to leave
19 branches unfilled and higher positions filled or just
20 to recognize the vacancies and freeze them rather than
21 to proactively slim the organizations. Do you find
22 this mechanism a reasonable voice in making your views
23 known or does it not work very well?

24 MR. THOMAS: I think it's a reasonable
25 voice. It's just there's an awful lot to be done.

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1 We've spent a lot of time getting the ground rules in
2 place to allow the other partnerships to operate and
3 I think somewhere along the line after we finish the
4 contract negotiations which are on the table for the
5 next partnership meeting we need to tackle some sort
6 of ground rules on establishing organizational
7 structures. You have some offices that just have an
8 incredible number of levels of management. Others
9 don't seem to have that. There should be some sort of
10 generic mechanism that we could address with a given
11 size office you can have this number of levels between
12 the employee and the office director, whether that
13 be -- you have section chiefs or you don't have
14 section chiefs, you have branch chiefs, you don't have
15 division directors. I think it's up to management to
16 figure out what level they want but reducing a number
17 of levels so that the employee can get that letter out
18 with only a couple of concurrences would improve
19 efficiency.

20 CHAIRMAN SELIN: Right. Do you have
21 access when your group is discussing one office to
22 information of how the rest of the agency is
23 organized? Is it a problem of having more general
24 information available to see how it applies to a
25 particular office or is it just hard to do these

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1 things because so much of the organization is
2 historical?

3 MR. THOMAS: I think it's the latter. The
4 NRC has, in my judgment, sort of functioned as --
5 within the individual offices as independent agencies
6 and with different approaches on how --

7 CHAIRMAN SELIN: And this isn't the
8 tightly centrally run consistent larger --

9 MR. THOMAS: Well, maybe not.

10 CHAIRMAN SELIN: There's certainly some
11 truth to that, particularly in the smaller offices.
12 Thank you.

13 Commissioner Rogers?

14 COMMISSIONER ROGERS: Yes. I wonder if
15 you might just elaborate a little bit more on your
16 initial comments on the change in availability of
17 training. I wasn't quite sure if I got the full
18 message that you were trying to convey there. You
19 said that there has been a more dramatic change than
20 the report suggests, but then you just left it at
21 that.

22 Are you suggesting that there could be
23 more -- that people could avail themselves more of
24 training than they are, or what's the message that you
25 want to convey to us by your comment that you thought

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1 the report was a little inadequate in how it described
2 the change in availability of training to people?

3 MR. THOMAS: I believe the previous
4 standard is very comparable to the IRS deductibility
5 standard for taking a course. It has to be something
6 that enhances you in your particular profession. It
7 becomes deductible. If you trains you in some other
8 area, it's not. That used to be the old training
9 standard. The new standard is basically if you work
10 out something that the employee is interested in
11 pursuing and management is interested in offering, it
12 can be done.

13 I think that what would be helpful in the
14 agency is basically to identify a lot of internal
15 internships rather than going out and hiring
16 externally, setting up programs that would allow
17 individuals in lower graded positions to actually
18 apply for a series of training courses to qualify them
19 for either paraprofessional or professional positions.

20 CHAIRMAN SELIN: Your comments are
21 basically we have a lot of potential but we're not
22 taking advantage of it. That's how I read what you
23 were saying. Is that correct?

24 MR. THOMAS: Yes.

25 COMMISSIONER de PLANQUE: Yes. Well, I

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1 have a question, as usual, about flexi-place. I see
2 now that you're dealing with it as well. We've been
3 interested in seeing this expand for quite some time.
4 Can you give us some sort of feel for the timing of
5 when we might get somewhere with this?

6 MR. THOMAS: Well, it's being done as a
7 partnership effort.

8 COMMISSIONER de PLANQUE: Right.

9 MR. THOMAS: So, I could only give you one
10 side of that. We would basically like to be able to
11 wrap up things at the agency partnership level in a
12 matter of a month or two. It's really not all that
13 complicated to go through each one of these programs
14 and look at what rules and regulations may apply to
15 the program and implement that and then turn it over
16 to the individual offices. But I think it's
17 conceivable, if everything fits together, that the
18 program could be implemented in some parts of the
19 agency by year's end.

20 COMMISSIONER de PLANQUE: Are there more
21 steps in between that and some sort of implementation?

22 MR. BIRD: Basically, we have a briefing
23 established with the EDO on September the 22nd. The
24 Partnership Committee is discussing this issue in the
25 sense of interest-based bargaining. So, we're

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1 basically bring a lot of thought to bear on this issue
2 as to how we would apply it, to which positions we
3 believe it should apply and then, of course, the
4 offices will have their respective roles to play. But
5 we visited the center, I believe it's in Frederick,
6 which is an off-site work space. It's not a home.
7 It's not a work at home, but it's an off-site work
8 space that's functioning up there. So, we've taken a
9 look at that. We're also looking at positions that
10 might be suitable for work at home and we'll be
11 reviewing that with the EDO and discussing it in the
12 partnership context in the broad sense of the larger
13 agency.

14 The follow-on to that, as Jim alludes to,
15 would be to then take it to the individual offices and
16 work with them in the context of where we're arrived
17 at it at that agency level. So, that's the plan and
18 we are moving forward with that. I believe it's the
19 22nd of September that we have the briefing with the
20 EDO.

21 COMMISSIONER de PLANQUE: Okay. Do you
22 see a similar time schedule?

23 MR. BIRD: As far as -- I believe so. I
24 think the Agency Partnership Committee will deal with
25 this issue in the next couple of months.

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1 COMMISSIONER de PLANQUE: Okay.

2 MR. BIRD: It's on the agenda for the next
3 meeting, as a matter of fact.

4 MR. MILLER: Mr. Chairman, I now have two
5 of our chairpersons who would like to make a
6 statement. This is not to take away from the other
7 committee chairpersons that are here at the table
8 because you will probably hear from them before the
9 morning is up. So, let's call on now Joseph
10 Birmingham, from the Affirmative Action Advisory
11 Committee.

12 MR. BIRMINGHAM: Thank you, Vandy.

13 Mr. Chairman, Commissioners, the
14 Affirmative Action Advisory Committee has asked to
15 comment today to bring to the Commissioner's attention
16 and to the attention of the NRC employees some actions
17 by SBCR that the Committee deems to be especially
18 noteworthy.

19 Recently the Director of SBCR and part of
20 his staff visited the EEOC to discuss the elements of
21 a good EEO program in the implementation process.
22 This was with the goal of improving the NRC EEO
23 program.

24 Recently, in July, SBCR made available
25 training for the committee chairs on the EEO process

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1 and also on the Federal Women's Program. This
2 training did provide useful information to the
3 attendees. It also promoted communication between the
4 staff members of SBCR and the committee chairs who
5 attended.

6 The Director of SBCR and Barbara Williams
7 recently attended one of our scheduled meetings. Mr.
8 Miller took advantage of discussing one of his
9 favorite subjects, CPC. I believe Mr. Miller or an
10 SBCR member have attended a meeting of each of the
11 advisory committees.

12 SBCR also recently arranged for the review
13 of the charter and the bylaws of the advisory
14 committees. We feel that many positive changes to the
15 bylaws came out of that review and these are
16 recommended and ready for approval.

17 The AAAC views these actions as improving
18 communications between SBCR and the committees and
19 they are positive steps in furthering the goals of the
20 Equal Employment Opportunity here at the NRC. We feel
21 that this signifies a closer partnership between the
22 committees and the SBCR.

23 Secondly, Mr. Chairman, the AAAC would
24 like to bring to your attention a recommendation that
25 was made at the last meeting of the advisory committee

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1 chairs and SBCR. The recommendation was made to
2 identify and track the issues that arise from these
3 EEO briefings and to include a summary of the status
4 of those issues in the following EEO briefing. This
5 action would help ensure the follow-ups --

6 CHAIRMAN SELIN: Repeat that again. I'm
7 sorry.

8 MR. BIRMINGHAM: We believe this action of
9 including tracking and including these issues in the
10 EEO briefings would help ensure the follow-up
11 enclosure of these items and also would communicate
12 the resolution of these items to the rest of the NRC
13 employees. The recommendation was received favorably
14 by SBCR and is being considered.

15 The AAAC also hopes that the Commissioners
16 will consider asking that these be included at the EEO
17 briefings so that all of the NRC employees may see the
18 results of the work of the committees, SBCR, and the
19 Office of Personnel.

20 On behalf of the AAAC, I thank you for
21 this opportunity.

22 CHAIRMAN SELIN: Thank you, Mr.
23 Birmingham.

24 Maybe we should have Mr. Hsia's
25 presentation and then have some questions that cover

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1 both.

2 MR. MILLER: Tony Hsia.

3 MR. HSIA: Good morning, Doctor Selin,
4 Commissioner Rogers, Commissioner de Planque.

5 On behalf of the Committee, I would like
6 to highlight two points that were included in the EEO
7 briefing statements.

8 First, issue 5.1 in the paper reports that
9 in response to a 1993 Office of Personnel survey,
10 questions 72 and 73, 48 percent of NRC Asian Pacific
11 American staff who responded indicated that they have
12 been treated unfairly due to race. Further study of
13 the survey data showed that 48 percent of the NRC
14 Asian Pacific American respondents indicated that the
15 unfair treatment was related to promotion. APAAC,
16 that's our organization, will participate in the focus
17 group that's organized by the Office of Personnel to
18 determine the root cause of the survey results.

19 Second, recommendation 1.1 in the paper
20 talked about the formalized efforts needed to increase
21 APA representation among the NRC supervisory and SES
22 ranks. There is a strong perception among the APA
23 staff that in the current streamlining effort we're
24 experiencing difficulties in maintaining and
25 increasing the representation among the NRC senior

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1 level staff. That means grade 14, grade 15, SES and
2 SLS. APAAC is preparing a memorandum to the Small
3 Business Civil Rights Office with a copy to the EDO
4 providing specific examples related to the above
5 concerns.

6 Mr. Chairman and Commissioners, the data
7 is just that. It's data. I ask myself what does this
8 mean. If a perception exists, does that mean the
9 issue is real? I can only interpret that the results
10 of the survey clearly reflects many of the Asian
11 Pacific American staffs believe that there is a
12 significant problem.

13 To the best of APAAC's probing of the
14 Asian Pacific American community, the fundamental
15 issue rests in the lack of promotion, especially for
16 those who have consistently received very high
17 performance appraisal marks -- I mean, outstanding and
18 excellent. The question I've heard many times is,
19 "Why am I not moving ahead," that is, being promoted,
20 "while others with less experience, maybe less
21 education and similar performance appraisals pass me
22 by?"

23 Mr. Chairman, I do not have a good answer
24 to that, but we're going to look for it to find out.
25 APAAC is attempting to be responsible to the

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1 constituents as well as to the NRC management by
2 undertaking initiative to get to the roots of the
3 perceived problem identified by the Office of
4 Personnel survey. Any guidance or suggestions from
5 the Commission that you could provide, APAAC would
6 certainly take under advisement.

7 Thank you very much.

8 CHAIRMAN SELIN: Thank you.

9 I have two general topics I'd like to hear
10 people's opinions on.

11 First of all, this employee survey was
12 really quite interesting. It's quite different. The
13 results are quite different from those that most
14 surveys come up with. If I generalize, it said that
15 the agency is a pretty good agency but I haven't been
16 treated fairly. And usually it's the other way
17 around, that people say this is a lousy agency but I
18 haven't really been treated very badly. That was
19 quite surprising to me.

20 The general remarks about the work place,
21 the environment, professionalism, those were all quite
22 favorable, but there were many more complaints about
23 how individuals were treated for promotions,
24 appraisals and awards than I would have expected.
25 It's quite different and I wonder if people might be

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1 a little bit more specific about, you know, each own
2 constituency in this area.

3 The second topic is quite different and
4 I'll just tell you what it is for later on, and that
5 is there's a much more positive attitude than I'd
6 expected about the potential in the National
7 Performance Review even though the size and the amount
8 of recruitment in some of the new programs would
9 clearly be limited. People have taken a positive view
10 and said this gives us opportunities for training,
11 advancement, promotion, getting the most out of the
12 people we have, and that if we follow up on these
13 opportunities systematically it might not be a bad
14 thing at all. I'd be interested in your views on
15 that.

16 But let's go back to the survey. Would
17 any of you care to talk in somewhat more detail about
18 the responses in the survey?

19 COMMISSIONER de PLANQUE: I'd like to ask
20 a particular question with respect to the Asian
21 American part of it. Many of these studies indicate
22 that Asian Americans are affected by a glass ceiling
23 problem. Does your survey -- did it have enough
24 information to see if there was a correlation with
25 grade level on those complaints?

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1 MR. HSIA: It's most centered around the
2 higher grades, 13, 14, 15.

3 COMMISSIONER de PLANQUE: Which kind of
4 correlates with that problem. Okay.

5 MR. BIRD: We are looking at the
6 particulars, especially the two questions on fairness.

7 COMMISSIONER de PLANQUE: Yes.

8 MR. BIRD: We're breaking down that data
9 with regard to trying to identify by ethnicity how
10 these results came out the way that they did.
11 Basically there are approximately 200 Asian employees
12 in the agency. Ninety five of those responded to the
13 survey. Forty five of the 95 expressed a concern
14 here, so the purpose of the focus group that we're
15 establishing to pursue this is to try to use the EEO
16 committee process and access to the employees to get
17 at the root causes of these problems.

18 We're being a little careful not to try to
19 take the demographic data and break it down to the
20 point where it might violate the confidentiality of
21 the survey result. And we are dealing to some extent
22 with small numbers. About 2,000 people overall
23 responded to the survey and we're dealing here with an
24 issue where 45 employees expressed some concerns about
25 fairness. And it covered a variety of different

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1 topics. Age was a topic covered. Ethnicity was a
2 topic covered. But we are trying to get behind that
3 data a little bit in order to set the focus group in
4 motion, so we will have that data and we will have, to
5 the extent we have broken it down, that available to
6 discuss with the individuals that have been identified
7 by the committees. We're doing this through all the
8 committees at the table.

9 CHAIRMAN SELIN: Do any of the other
10 chairs care to comment now or do you want to wait?

11 MS. MAUPIN: I would like to make a
12 comment.

13 I would be very remiss if I did not point
14 out that 62 percent of the African-Americans
15 responding to the survey indicated that they were
16 unfairly treated regarding hiring, promotion, awards,
17 assignments, et cetera, and that 71 percent of those
18 responding indicated that they felt that the unfair
19 treatment was due to race.

20 CHAIRMAN SELIN: Seventy one percent of
21 the 62 percent?

22 MS. MAUPIN: Of the overall respondees.
23 Of the overall respondees averaging all four
24 categories when we looked at what was the basis or
25 reason by you checked or felt that you were not --

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1 CHAIRMAN SELIN: Okay. So, of the people
2 who said that they had been treated unfairly in at
3 least one of the four categories, 71 percent --

4 MS. MAUPIN: Right.

5 CHAIRMAN SELIN: -- of those said that
6 race was -- so, of the 62 percent that said they'd
7 been treated less than fairly, three-quarters of them
8 attributed that to race, at least in part to race?

9 MS. MAUPIN: Yes.

10 CHAIRMAN SELIN: Okay.

11 MR. BIRD: Again, you have to be a little
12 careful with how those numbers break down and we do
13 have some data, I think, with regard to that
14 particular question or those two questions.

15 We had approximately 161 African-American
16 respondents and there were 16 of those that expressed
17 the concern on fairness, and we're trying to go back
18 again against that data and look at how that pans out,
19 again without getting so finite that we're identifying
20 individual employees through the use of the survey
21 which was held to be confidential.

22 CHAIRMAN SELIN: You still have the floor,
23 Ms. Maupin.

24 MS. MAUPIN: Okay. I appreciate the
25 attempts that are being made under the proposed focus

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1 groups to look at these issues, but I believe that
2 we -- in looking at my constituency, I have a
3 responsibility to bring these issues forward.

4 And you also raised a question, if I may
5 address, of the National Performance Review. Looking
6 at chart 2.6 of what has been prepared, at 2.6b you
7 will note that among the minority groups in terms of
8 the decline in supervisors and management that the
9 greatest reduction in terms of the minority groups has
10 occurred with two positions in terms of African-
11 Americans. There are two positions that were
12 previously filled by African-Americans which are no
13 longer being filled that way.

14 We believe that there has been an adverse
15 impact, if you will, on African-Americans resulting
16 from the National Performance Review taken so far. We
17 hope and we're working with management to encourage
18 them that the initiatives in terms of affirmative
19 action and EEO that we would not continue to see a
20 decline in this area.

21 CHAIRMAN SELIN: Ms. Lopez-Otin?

22 MS. LOPEZ-OTIN: Just from stories -- I
23 don't have the data of the Hispanic respondents to the
24 survey -- my concern with that is there have been a
25 couple of people, and our population is so small that

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1 that is quite a large percentage, failed to respond
2 because they feel alienated, to use an old time word,
3 and that is shown also in the paper when you say that
4 some of the Hispanics are not applying for positions
5 and things like that.

6 I do believe that some of the actions,
7 especially in response to the National Performance or
8 where the agency is identifying talent in-house, where
9 we have the review group that looks at certification
10 of those that apply to GS-15, SES, SLS, that may start
11 making the Hispanics who feel themselves to be rather
12 neglected, I guess, for a word, although this paper
13 should not make anybody feel the Hispanics are
14 neglected, but perhaps we're not doing a good job at
15 HEPAC in getting the word out that, yes, there are
16 opportunities there.

17 So, if the survey is any reflection of the
18 Hispanics, they're almost tuning out.

19 CHAIRMAN SELIN: I'd like to make three
20 points.

21 First of all, there are a lot of
22 opportunities in the agency. You know, there's a
23 tendency to say supervisory equals senior jobs if you
24 take a look at these pyramids. I mean, it's not at
25 random. The Commission has pushed the staff hard.

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1 The staff has responded enthusiastically to make sure
2 that we're not just reducing positions at the top but
3 we are shifting positions that aren't or don't have to
4 be supervisory to senior positions outside the -- but
5 they're still senior positions.

6 There are a lot of opportunities, and so
7 this feeling that says there are no opportunities
8 here, I better just tune out, you know, take care of
9 my garden or look for another job, it's just not true.
10 There are a lot of opportunities. In many ways there
11 are more opportunities because, although there's been
12 some down-sizing, it's also been coupled with an
13 unprecedentedly generous set of retirement programs.
14 And, at least in the three years I'm here, there are
15 more openings at senior positions, even after the
16 down-sizing, than there have been and probably than
17 have been for a long time.

18 The second point I'd like to make is there
19 are plenty of white males who are disaffected with the
20 promotion assessment process, so, among other things,
21 I think one of the hypotheses that we have to look at
22 is we just do a terrible job at communicating what we
23 do and why we do it, and that in addition to
24 possibilities of prejudice, racial or otherwise, there
25 is just -- I think there are some structural

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1 weaknesses in this process that go beyond ethnicity
2 and those have to be corrected at the same time.

3 We probably are -- well, we are certainly
4 over generous in our evaluations and then the
5 evaluations don't set up people for realistic
6 expectations about what happens and then there's not
7 enough communication about what happens.

8 And the third point, which is tied to the
9 second, is we just have to do more of the career
10 planning. Each of the points that are made are valid,
11 but when you put them all together it says there are
12 opportunities but we have to combine the training, the
13 promotion, the internships so that more people feel
14 that there are people looking out for them as far as
15 planning a career.

16 So, you know, A, I can't stop people from
17 tuning out, but there's no objective reason for this
18 to happen. There really are a great number of
19 opportunities coupled with a considerable deal of
20 consciousness, at least at the top levels of the staff
21 and the Commission, about the diversity.

22 The second is that I think a lot of people
23 are personalizing weaknesses in the process that are
24 in fact weaknesses in the process that have to be
25 dealt with on a generic as well as a target group

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1 basis.

2 And the third is we need to not only do
3 all the things that have been suggested about
4 internships and training, et cetera, but go beyond
5 that to make sure that we really follow up on what
6 we've said we're going to do, and that's have an
7 individual personnel plan. I can't over-emphasize the
8 importance of the plan. And it's the employee's
9 responsibility to at least stay part of that plan. It
10 doesn't mean the agency can't do a lot better job of
11 responding, but it would be much better responding to
12 these plans if employees take somewhat more
13 responsibility in doing these and then it's clear that
14 the agency has or has not responded properly to these
15 plans.

16 So, taking what Ms. Lopez-Otin talked
17 about, a couple of these other points, I believe that
18 we have unprecedented opportunities for employee
19 initiatives at this point. Whether the activities
20 will justify the promise depends very much on
21 management response, but it also depends on employee
22 initiatives at this point.

23 COMMISSIONER ROGERS: Just following on
24 that, I support the Chairman's general comments. On
25 the other hand, I do feel that not only for EEO

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1 objectives but for the benefit of the entire agency
2 that managers have to take a responsibility for
3 developing people. It seems to me that the job of
4 manager is not simply to move the paper of the day
5 through their office, but also to develop the
6 organization's strengths. That means working with
7 individual people and developing them, even to the
8 extent of developing them to the point that they live
9 his or her office to go on to something else and maybe
10 even create a little problem for the manager in doing
11 so. I think that's part of the inevitable consequence
12 of success in this area.

13 So, while I do agree that people must take
14 individual responsibility, it can't be solely the
15 individual's responsibility if the entire agency is to
16 benefit. I think that some ways have to be found to
17 recognize management initiatives at all levels, down
18 to the first line supervisory level, in trying to
19 develop the capabilities of the people that work for
20 them. It seems to me that's a fundamental
21 responsibility of management and managers who don't
22 perceive that to be their job haven't recognize the
23 full scope of their job.

24 So, somehow that needs to be encouraged.
25 I know that Personnel is interested in this and

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1 working on it. But I do think that we have to keep
2 reinforcing that all the time. The temptations to
3 take the short-term view of one's responsibilities are
4 always there. There's paper that has to be moved,
5 there's decisions that have to be made, things that
6 have to be done, deadlines have to be met. Developing
7 people, somehow it's easy to push off to the side.
8 Yet for the benefit of the entire organization as well
9 as the individuals, that's an important part of one's
10 responsibility. Maybe we've done it and I just
11 haven't seen it. but I don't think we've emphasized
12 that enough in the judgment of people for promotion
13 and advancement.

14 I know that we've tried to include some of
15 this I think in the materials for promotion, but I
16 think there needs to be more agency-wide recognition
17 of that. I'd like to see that more formalized in some
18 way without becoming too bureaucratic about it. I
19 think that it's really an attitude that's important
20 here. It's how one thinks about one's job and filling
21 out paper to substantiate that is not my objective.
22 My objective is to really build a set of attitudes
23 within the organization that says that we're
24 strengthening ourselves all the time by developing our
25 people and providing opportunities to do that that

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1 match the capabilities of the individual, not
2 necessarily the needs of the immediate job. I think
3 that's where this new training opportunity comes in
4 and provides us with ways of doing that. It enlarges
5 that.

6 Obviously hard pressed managers have
7 limited time, but still a certain amount of that time
8 should always be directed to these activities, in my
9 opinion.

10 COMMISSIONER de PLANQUE: I would
11 certainly support what Commissioner Rogers has said on
12 that issue. Are we in general questioning now?

13 CHAIRMAN SELIN: We're always in general
14 questioning.

15 COMMISSIONER de PLANQUE: Always in
16 general questioning.

17 CHAIRMAN SELIN: That's one of the
18 outstanding characteristics of a Commission meeting.

19 COMMISSIONER de PLANQUE: Okay. Then I
20 have a few questions.

21 One has to do with the training actually
22 and the sexual harassment training. I know that you
23 say something like 53 percent of the staff and
24 employees have now taken the training?

25 MR. BIRD: Yes.

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1 COMMISSIONER de PLANQUE: That's very
2 good. Do you have any breakdown as to what percentage
3 of the supervisors have taken it?

4 MR. BIRD: I don't have that breakdown
5 with me, but we can certainly identify that because
6 we're doing name identification.

7 COMMISSIONER de PLANQUE: Okay.

8 MR. BIRD: As you know, these programs are
9 ongoing. In fact, there are several courses planned
10 for this month.

11 COMMISSIONER de PLANQUE: Right.

12 MR. BIRD: So, that number will continue
13 to grow. I could find that data for you.

14 COMMISSIONER de PLANQUE: I was just
15 curious because while I think it's important for
16 everybody to have this training, it's especially
17 important for the supervisors to have it as quickly as
18 possible. But that looks good.

19 Thank you very much for including the
20 local PATCO statistics this time. I had an instinct
21 about what they might say and it's always nice to have
22 facts sort of support your instincts, which in this
23 case it did. And I realize there are a lot of
24 qualifiers on using these data, but still it can give
25 you a general sense of things. I had always been

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1 concerned that looking at the U.S.-wide statistics the
2 picture with respect to African-Americans might not be
3 as accurate as if you looked at some of the more local
4 statistics. I noticed at looking at those charts --
5 what are they, the 2.0 charts, that the certainly
6 would seem to be the case because you see a lot more
7 gray areas in the parts of the chart where you're
8 looking at the local statistics from Washington,
9 Philadelphia, Chicago and so forth.

10 So, I thought it was kind of noteworthy.
11 You do see the differences in the groups, but that one
12 is particularly strong, which was something I had a
13 sense of but didn't quite have any data to support
14 that, and probably something that needs to be taken
15 into account in the programs and goals.

16 With respect to recruiting, recognizing
17 that one of your goals is the recruiting of women,
18 especially in professional positions, I was kind of
19 surprised to look at the list of 13 colleges that you
20 recruited at this year and I still don't see any
21 women's colleges which I found a bit surprising. Was
22 that list not meant to cover them?

23 MR. BIRD: No. We did recruit at women's
24 colleges, including Immaculata. As you know, we did
25 cut back the on-site visit.

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1 COMMISSIONER de PLANQUE: Oh, how nice of
2 you to remember. Very good, Paul.

3 MR. BIRD: I do have some --

4 COMMISSIONER de PLANQUE: Is the list
5 larger than what's on 3.3?

6 MR. BIRD: Yes, it is. That was
7 completely a different list.

8 COMMISSIONER de PLANQUE: Okay. I realize
9 this one was in connection with the Asian Pacific
10 American recruiting, but I didn't know if that
11 represented your full list.

12 MR. BIRD: No, it does not.

13 COMMISSIONER de PLANQUE: Okay.

14 MR. BIRD: I do have that somewhere.

15 COMMISSIONER de PLANQUE: You don't
16 necessarily need to give me the information right now.
17 I just wanted to clarify whether this was your
18 complete list or not.

19 MR. BIRD: Yes, it is not.

20 COMMISSIONER de PLANQUE: Obviously not.

21 MR. BIRD: But let me just comment. We
22 did, with regard to our graduate fellowship program,
23 furnish 52 women's colleges with that information,
24 attended five events at women's colleges and women's
25 organizations, including Spellman, the College of

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1 Notre Dame of Maryland, Immaculata. I guess the Women
2 Engineering Program at the Network is one that we're
3 included in and the Society of Women in Engineering.
4 Recruitment literature was provided to Spellman, Elms
5 College, Regis College, Smith College, Douglas College
6 and Seton Hill. Not Seton Hall, Seton Hill College.

7 COMMISSIONER de PLANQUE: Yes.

8 MR. BIRD: And we're following that on in
9 the next year as well. So, we have been to these
10 colleges and we are focused on that and we will
11 continue to do that. We did anticipate this question.

12 COMMISSIONER de PLANQUE: I'm getting
13 predictable.

14 One more question. You indicated about
15 the coop program that you're waiting for some decision
16 from OPM on the FTEs. Does that look optimistic?

17 MR. BIRD: Well, essentially, this is an
18 OMB accounting methodology change. So, it's not OPM,
19 it's OMB.

20 COMMISSIONER de PLANQUE: I'm sorry.

21 MR. BIRD: Essentially both the coop
22 program and the stay in school program were not
23 subject to FTE accountability. Those programs we got
24 specific ceilings. We operated within those ceilings.
25 When the NPR was introduced, one of the byproducts for

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1 accounting for the reductions was a revamped reporting
2 form that does go through OPM but ends up at OMB to
3 measure how well we've done in these reductions. In
4 the course of that, the set asides, if you will, for
5 the coop program and the stay in school program to be
6 FTE free was overtaken by events. So, in effect, now
7 those employees' hours for this year did begin to
8 account against the agency's overall ceiling.

9 The Office of the Controller and I and
10 others have been to OMB to argue that this was not a
11 wise decision. We have been led to believe by our
12 agency manager at OMB that he will make every effort
13 to try to reinstate those accounts so that we would
14 have the benefit of it. Albeit they'll be counted, we
15 would get the credit to be able to continue those
16 programs and apply them fully to the agency, but
17 without impacting the rest of the ceiling.

18 COMMISSIONER de PLANQUE: Okay.

19 MR. BIRD: So, we're optimistic. Ron
20 Scroggins has been following this. Our planning
21 includes the continuation of these programs and I
22 certainly would be the first one to say that this is
23 something that's very much in the agency's interest
24 and in the interest of the EEO program to be able to
25 perpetuate these. I think it's very unfortunate that

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1 it sort of gave way to a new accounting scheme and has
2 had some impact. Hopefully, that will be reconciled
3 in the near-term.

4 COMMISSIONER de PLANQUE: Okay.

5 MR. TAYLOR: I'm not quite as optimistic
6 as to the way the numbers are being --

7 COMMISSIONER de PLANQUE: Do you know how
8 other agencies are dealing with this?

9 MR. TAYLOR: I think they're having the
10 same problem.

11 MR. BIRD: Some agencies are having the
12 same problem. Some agencies had an OMB
13 acknowledgement so that those numbers were built into
14 their ceiling numbers. So, it's a little bit of a
15 mismatch across the agencies, as we understand it.

16 COMMISSIONER de PLANQUE: Yes.

17 CHAIRMAN SELIN: It seems to me at the
18 very least we ought to be changing their retrospective
19 numbers so that when we're talking about a reduction -
20 -

21 COMMISSIONER de PLANQUE: Yes, we can
22 count that.

23 CHAIRMAN SELIN: -- from a basis that's on
24 the same basis as the current --

25 MR. BIRD: I totally agree with that and

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1 that basically was the argument that we presented to
2 OMB when we paid a visit to them on this subject.

3 COMMISSIONER de PLANQUE: Okay. Those are
4 all the specific questions I have. I thought the
5 report was very well done.

6 CHAIRMAN SELIN: I would like to emphasize
7 one more point. Don't give up on recruitment. All
8 the emphasis here has been on treating the people that
9 we have aboard more fairly, more productively, et
10 cetera. Of course that has to be our first priority.
11 These are NRC people. But we do have recruitment
12 opportunities and if you take a look at a couple of
13 the groups, particularly the blacks and the Hispanics,
14 these are groups that are significantly under
15 represented at all levels of the agency. It's not
16 just a question of having large pools from whom we are
17 not advancing at a reasonable level.

18 So, in addition to these other programs,
19 and along with Commissioner Rogers, I would stress the
20 benefits of the rotational programs. I do a lot of
21 informal rotations through my own staff and I find
22 this just very worthwhile. We still have to keep up
23 the emphasis on different ways of getting new
24 employees in the agency. I think inevitably the new
25 employees will tend to be, on the average, more junior

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1 than has been the case in the past. Rather than
2 recruiting at all levels, we'll tend to be taking
3 entry level people and filling more of the promotion
4 through internal training and advancement.

5 But there are groups that are just under
6 represented at the agency. No matter what we do with
7 the people who are currently present they'll still be
8 under represented and the regional statistics make
9 this even more --

10 MR. BIRD: We have continued to have a
11 recruitment focus. In fact, we have 44 events planned
12 for this year. Nineteen of those specifically
13 oriented to --

14 CHAIRMAN SELIN: Yes. Paul, I'm not
15 concerned with the Office of Personnel and the Office
16 of the EDO. I'm concerned with the middle level
17 managers who deep down don't believe they're going to
18 be allowed to hire anybody and therefore don't put the
19 effort into the recruitment that they might have in
20 past years. There are a lot of opportunities in the
21 agency for advancement, for training, for recruitment,
22 and we should not over react to the impact of the
23 downsizing of the personnel ceiling. So, it's a
24 question of communicating this to the non-personnel
25 managers who really manage the people of the agency

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1 and that's where my concern is, not with the people at
2 the table.

3 Anybody care to make anymore comments?

4 MS. MAUPIN: Yes. I had two additional
5 comments I wanted to make, basically to echo some of
6 the concerns that were made by NTEU. The first being
7 the child care facility. I would like to go on the
8 record to say that there were some concerns about the
9 affordability of the child care facility for African-
10 American employees, most of which are at the lower or
11 in some of the lower grades. Just take me for
12 example. I'm fortunate to be at one of the higher
13 grades, but I have three young children. You take
14 \$150.00 a week. We're looking at \$1800.00 a month in
15 child care. So, I do encourage -- I know this is a
16 national problem, but I just do encourage the agency
17 to look into creative ways to make it more affordable.
18 I know the Federal Women's Program has made a comment
19 on that in the package you have before you.

20 I also have been working with the Office
21 of Personnel to work with the Committee on fundraising
22 and to increase the pool of scholarships. So, we are
23 making proactive moves, but this is a real issue for
24 us.

25 CHAIRMAN SELIN: Before you get off that

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1 point, has the money that we've raised -- is that all
2 oriented toward scholarship or can it be towards just
3 offsetting the operating cost of the center itself?

4 MR. BIRD: That money is specifically
5 oriented to scholarships, tuition assistance.

6 COMMISSIONER de PLANQUE: What percentage
7 of the tuition is paid under the scholarship? Is the
8 scholarship a full scholarship, partial?

9 MR. BIRD: They've all been partial
10 scholarships and there is some differential based on
11 economic need. So, we're trying to prorate that. Of
12 course the bigger the base of money, the more
13 opportunity we have to subsidize at a higher rate.

14 CHAIRMAN SELIN: That would be useful
15 because the way it's set up now is that basically the
16 government pays all the fixed costs. In other words,
17 we provide the space, et cetera. So, there aren't
18 economies of scale easily available within the center.
19 We do have to cover the cost of the center. But maybe
20 there's some opportunities for using the --

21 MR. BIRD: There are a couple of things
22 we're doing in addition to the Combined Federal
23 Campaign effort. We've gone out to a group of would
24 be corporate sponsors to ask them if they would help
25 subsidize the cost here. That money, if they came

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1 forward, would be put into the fund. Depending on the
2 availability, we might also make some space at the
3 child care center available to those corporations.
4 So, we're in pursuit of that. I know there's going to
5 be some fundraising events that are coordinated
6 through the Recreation Association to try to raise
7 some additional funds. We've even talked about having
8 a dinner or something of that nature to try to get
9 additional money available. That's the avenue that
10 we're trying to take to offset Cardelia's --

11 CHAIRMAN SELIN: Is there a general
12 shortage of child care spaces in this area?

13 MR. BIRD: Not to my knowledge. There are
14 quite a few that are in the vicinity of this office.
15 In fact, some of the corporate sponsors that we have
16 spoken with have their own centers available to their
17 employees. So, I don't know that there's a lack of
18 availability.

19 COMMISSIONER de PLANQUE: It's
20 availability at reasonable cost.

21 MR. BIRD: It's availability at reasonable
22 cost that's the issue.

23 COMMISSIONER de PLANQUE: All right.

24 CHAIRMAN SELIN: Ms. Maupin?

25 MS. MAUPIN: Okay. Just to piggyback on

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1 that because we did look at some of the other child
2 care facilities in the area who did have to pay for
3 building, maintenance and the overall overhead which
4 we are providing with absolutely no charge. They have
5 basically comparable services, licensed, educated care
6 providers and in some of those instances the cost is
7 less. So, I would just encourage the agency in that
8 regard.

9 The second thing is that in our statement
10 we have -- this also goes back to the NTEU statement
11 they made and we've also made the statement in our
12 package before you, is the development of
13 paraprofessional programs. We are right now at the
14 event of Year 2000 and we're going to see a shift and
15 we have already seen a shift with the reinvention of
16 government in terms of the type of people we can
17 retain here in the agency. I would just continue to
18 encourage the agency to use creative measures and
19 creative programs to train and to get the
20 qualifications that we're going to need in the future
21 and to maybe reconsider having something like an
22 internship program for those people at the lower
23 graded level.

24 CHAIRMAN SELIN: Who are already here?

25 MS. MAUPIN: Who are already here. Even

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1 if we could bring some from the outside. We don't
2 have to limit ourselves.

3 MR. BIRMINGHAM: Within the AAAC we also
4 have similar concern for employees at a 6 and 7 level
5 that feel that they're at a ceiling. If you think
6 it's rough having a ceiling when you're a 13, 14, it's
7 tireder when you're at 6 and 7. We believe that there
8 are avenues for admin/secretarial to move up and to,
9 with a certain amount of training, take on more
10 responsibility, possibly move up into 9, 10s and 11
11 level. The positions now where we have a GS-13, 14
12 taking care of a database is -- it's inappropriate, I
13 think, and yet at the same time it's something that
14 the admin/secretarial could be, with proper training,
15 moved up to.

16 There is a certain amount of increased
17 responsibility, increased knowledge required, but we
18 have courses at Chattanooga such as fundamentals of
19 engineering that would provide that background. As
20 Cardelia said, it encourages the agency to be creative
21 in looking into that.

22 MR. PITTIGLIO: I'd like to take this
23 opportunity to make two statements. First of all, I
24 don't know whether you all are aware of it or not, but
25 with regard to the day care center, I am on the Board

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1 of Directors and Treasurer of the day care center. We
2 did evaluate all the costs very closely. It is a big
3 issue. We're doing the best we can with the money
4 available. We were able to give five partial
5 scholarships that ranged up to about 33 percent. We
6 have a limited amount of funding left. We do have
7 additional seven or eight applicants for that funding.
8 Unfortunately, we'll probably only be able to provide
9 about three or four partial scholarships from the
10 money available. So, there is a big opportunity and
11 I'm going to use this here to request everybody to
12 help us in any mechanism they can come up with to
13 raise funds for the day care center because it would
14 certainly be nice to be able to provide partial
15 scholarships for up to 15 or 16 people. If we could
16 do that, that would be one-third of the people that we
17 currently have in the day care center.

18 But at this time, we have a very limited
19 amount of funding left, unless we get lucky enough to
20 get some additional money from outside participation.
21 The CFC money, I believe, left is less than \$5,000.00
22 and that basically will provide approximately three
23 more additional scholarships. We do hope to award
24 those in the next week or two before the center opens.

25 I extend to all of you the opportunity to

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1 come by and take a look at the center because it
2 certainly is a nice facility and provides just a
3 wonderful opportunity for the children of people in
4 the agency.

5 Second of all, I'd like to just take one
6 second and focus on the enclosure 2 to our
7 presentation in light of what Commissioner Rogers said
8 with regard to the role of the focus of management in
9 the EEO area.

10 I think that our enclosure is the vehicle
11 by which the managers did make that extra effort can
12 be recognized. I think that those that make the
13 effort should certainly have a vehicle for significant
14 recognition in going out of the way and possibly even
15 penalizing themselves by promoting or moving someone
16 up through the ranks. So, I think that the real trick
17 to focus into the program is to provide a mechanism
18 which our committee worked hard on to reward those
19 people that make that extra effort.

20 COMMISSIONER ROGERS: I'd say on that
21 enclosure the career development strategies examples
22 of employees that were given, little case studies, I
23 thought were very interesting. I was very pleased to
24 see those in there because I don't know what fraction
25 of the possibilities these represent, but nevertheless

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1 these are very good examples of initiatives that I
2 think should be encouraged.

3 MS. RAFFERTY: FWPAC submitted the
4 statement for this paper and then afterwards we heard
5 from the regions of a concern regarding the day care
6 center and the NRC funding is being used to cover the
7 operating cost of the center which benefits only the
8 headquarters employees. The regions asked if OP could
9 look into helping in the day care facilities that
10 might surround regional offices or initiating new
11 centers.

12 MS. ROE: I'm Mary Lou Roe, the project
13 officer for the day care center. We've been
14 approached by a couple of the regions, 1 and 3, to
15 work with them on the day care center. They both
16 decided in retrospect not to do it, not to go forward.
17 But we're here and there are regional offices of GSA
18 that would be happy to work with any of our regions
19 who want to do it.

20 Secondly, as the Chairman said, we're not
21 subsidizing the operational costs, only as far as
22 salaries and that kind of thing. We're only providing
23 the space, which we can do in the regions too.

24 CHAIRMAN SELIN: I assume that because of
25 the smaller size of the regional office that their

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1 argument would be that there's an imputed cost of the
2 space that we're providing, why don't we provide a
3 subsidy to offset commercially available day care
4 centers in the regions since it's not practical to
5 provide the services.

6 MS. ROE: That's true. They would have to
7 go in with other agencies and they're looking into it.

8 CHAIRMAN SELIN: Thank you very much.

9 There's a lot of food for thought in the
10 report. There are a couple of practical questions.
11 Obviously we have to continue to look at the day care
12 centers. We knew this would be a big issue. We're
13 making very major contributions in both kind and
14 effort on this program and it behooves us to make it
15 work.

16 The parking area is something I hadn't
17 really heard about. I do think we should take a
18 fairly broad look at the parking. It doesn't make
19 any sense to charge market prices and have a
20 significant number of empty spaces for the same amount
21 of revenue, without increasing the cost. I would
22 expect we could provide more services to our
23 employees, but we have to make sure that we're
24 consistent with our agreements and with federal policy
25 on that question. And there are a lot of ideas which

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1 have to be followed up on, how to make more efficient
2 use of the human resources that are already available
3 to the agency.

4 But we're off on new ground in these
5 surveys and the focus groups that follow up on them,
6 so I'd personally be really interested in not only
7 what the management thinks of the surveys but how the
8 advisory groups feel these focus groups and the
9 follow-on are taking place. In particular, I think we
10 better make sure we have some controls on groups that
11 are not members of minorities to see that we're not
12 just getting a reflection of management, of
13 operational management weaknesses seen through the
14 eyes of particular groups. But that could be solved
15 on an across the board basis, just because that's
16 easier to do than to take a particular group and say
17 make sure that this particular group is treated fairly
18 or that group is treated fairly. If we can improve
19 our efficiency across the board, that will benefit
20 everyone.

21 Commissioner Rogers?

22 Commissioner de Planque?

23 Does anybody else care to comment?

24 Well, we welcome the new members. We're
25 glad to see the old ones are still -- I'm sorry, the

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1 experienced ones are still with us.

2 (Whereupon, at 10:58 a.m., the above-
3 entitled matter was adjourned.)
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CERTIFICATE OF TRANSCRIBER

This is to certify that the attached events of a meeting
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TITLE OF MEETING: PERIODIC BRIEFING ON EEO PROGRAM

PLACE OF MEETING: ROCKVILLE, MARYLAND

DATE OF MEETING: AUGUST 23, 1994

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

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POLICY ISSUE **(Information)**

August 10, 1994

SECY-94-207

FOR: The Commissioners

FROM: James M. Taylor
Executive Director for Operations

SUBJECT: EQUAL EMPLOYMENT OPPORTUNITY (EEO) BRIEFING

PURPOSE:

To inform the Commission of the status of the EEO Program at the NRC.

BACKGROUND:

The Energy Reorganization Act of 1974, as amended, requires the NRC's Executive Director for Operations (EDO) to report to the Commission at semi-annual public meetings on the problems, progress, and status of the Commission's equal employment opportunity efforts. To implement that Act, the EDO has been holding semi-annual EEO Commission briefings.

Since our last meeting in December 1993, many Government agencies including the NRC have begun implementing initiatives that stem from the President's National Performance Review (NPR). The purpose of this review, as stated by the President, is "to make the entire federal government both less expensive and more efficient, and to change the culture of our national bureaucracy away from complacency and entitlement toward initiative and empowerment." At the conclusion of this six-month review effort, a Report of the National Performance Review was issued that focused on cutting red tape, putting customers first, empowering employees to get results, and getting back to basics. To accomplish these objectives more than 130 major recommendations affecting governmental systems such as procurement, budgeting, human resource management, regulatory systems, and information technology were proposed. Since that time the Executive Branch and the Congress have begun taking actions that will enable the Federal government to move forward on these recommendations.

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NOTE: TO BE MADE PUBLICLY AVAILABLE
AT COMMISSION BRIEFING ON
AUGUST 23, 1994

In preparation for our next Commission meeting on August 23, I asked the staff to respond to the Staff Requirements Memorandum from the last EEO briefing (see page 6), and to examine the impact of the National Performance Review on Equal Employment Opportunity at NRC. It is important for the Commission to assess the impact of NPR initiatives on our ability to achieve our affirmative action objectives. Since 1991 we have been focusing our affirmative action efforts on achieving progress in the following six areas:

- (1) enhancing opportunities for recruiting Hispanic employees in all occupations;
- (2) enhancing opportunities for recruiting women and minorities in professional positions;
- (3) expanding the pool of women and minorities eligible for supervisory, management, and executive positions;
- (4) enhancing opportunities for attracting, developing, and retaining disabled employees;
- (5) providing a dynamic training and developmental program, including rotational opportunities, to enhance job performance and support affirmative action; and
- (6) improving communication about EEO and affirmative action objectives, heightening awareness, and evaluating progress.

The staff looked at NPR recommendations that might enhance or impede these efforts. They looked at recommendations for which there has been some Executive or Congressional action; in other words, where changes are actually being mandated today through the Executive or Congressional branches. In Enclosure 1, five specific NPR recommendations that have EEO implications are discussed as well as the Executive/Congressional action that has followed, actions the NRC has taken to implement the recommendation, and the anticipated or actual EEO impact or implications for NRC.

In Enclosure 2, related demographic data and some examples of NRC employees who are progressing in their careers are presented. In Enclosure 3, issues and recommendations put forth by the Committees and the staff responses to these issues and recommendations are presented. Enclosure 4 provides the full statements of the seven EEO Advisory Committees.

DISCUSSION:

In this paper we are using data reflecting workforce demographics for permanent employees for the first half of FY 1994 (October 1, 1993, through March 31, 1994). It is also important to note that, in determining areas of underrepresentation of women and minorities throughout the Federal workforce, the Equal Employment Opportunity Commission (EEOC) uses the PATCO occupational categories as defined in Enclosure 2. These PATCO categories are used throughout this report.

A summary of the five NPR recommendations and the EEO implications for the Agency is provided below, and a more detailed discussion follows in Enclosure 1.

NPR Recommendations

1. Reduce the costs and numbers of positions associated with management control structures by half.

In his memorandum of September 11, 1993, entitled "Streamlining the Bureaucracy," the President called for a 12 percent reduction in the Federal workforce by the end of FY 1999. An Executive Order issued the previous February had already called for a 4 percent reduction in the Federal workforce by FY 1995 of which 10 percent was to be taken at grades 14 and above. The September 11 memorandum incorporated the 4 percent FTE reduction and also called for a 50 percent reduction in each agency's supervisor-employee ratio within 5 years. The FTE reduction was subsequently incorporated into a government-wide FTE reduction in Public Law 103-222, the Federal Workforce Restructuring Act of 1994, signed by the President on March 30, 1994. To implement the Act, the Office of Management and Budget issued the following FTE guidance to the NRC:

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>	<u>FY 1998</u>	<u>FY 1999</u>
FTE	3,293	3,218	3,185	3,144	3,070	2,984

Because of the need to reduce FTE through FY 1999, there will be fewer opportunities for hiring from outside the Agency. This could impact efforts to increase opportunities for hiring Hispanic employees in all occupations, women and minorities in professional positions, and disabled employees -- three of the Agency's key initiatives for achieving its affirmative action objectives. Despite these downsizing efforts, the Agency continues to recruit aggressively and work directly with selecting officials to identify talent that is available from the groups identified in our key initiatives. While the size of the workforce will diminish and our intake of employees from outside the Agency will be reduced, we will focus on improving the ratios of minorities and women, particularly in areas of underrepresentation.

From October 1, 1993, through March 31, 1994, the Agency hired nine individuals in professional positions including one Hispanic male and two white female applicants. Total permanent hires during this six-month period were 24 as compared to 99 in FY 1993. Overall, representation of women at NRC has increased from 37 percent to 37.3 percent reflecting increased attrition among males. Overall, minority representation at NRC has increased from 19.6 percent to 19.9 percent primarily because of increased attrition among the white population. The demographics are displayed in Charts 2.5a - 2.5b (Enclosure 2).

Since March 31, 1994, in Region I, another Hispanic employee entered on duty in a professional position and a Hispanic male was selected for the Cooperative Education Program. In addition, two African Americans (one male, one female) were offered Intern positions and entered on duty this summer. Although hiring will be limited in order to meet the FTE guidance cited above, every effort will be made to increase diversity at the NRC.

Although the number of GG-14 and above positions is being reduced in line with the overall FTE reductions, we plan to maintain approximately the same ratio of higher-graded positions to the overall workforce. There will be a reduction in the number of supervisory and managerial positions; thus career opportunities in these grades will shift to non-supervisory positions. During the reporting period, there were ten competitive promotions from GG-14 to GG-15 including one Asian male and three white females. Also during this six-month period the number of supervisors and managers decreased from 636 to 613 in line with achieving the Agency's supervisory ratio reductions. The demographics are displayed in Charts 2.6a - 2.6b (Enclosure 2); representation of women and minorities has remained relatively constant. With fewer managerial and supervisory positions opening up, the Agency may not be offering its managerial and supervisory developmental programs as frequently.

The Agency will be taking advantage of its dual career track and shifting some of the positions currently designated as Senior Executive Service positions to Senior Level System positions. Thus the career progression opportunities in this career track will expand for employees including women and minorities.

2. Clearly define the objective of training as the improvement of individual and organizational performance.

The NRC has always interpreted the Government Employees Training Act liberally and has been a strong supporter of individual training and education. This amended language merely gives the NRC a little more leeway and flexibility in approving a variety of training courses which may or may not be directly related to an employee's official duties. The impact on Equal Employment Opportunity and Affirmative Action is positive: the opportunities to provide training and education for women and minorities have expanded beyond what was provided for in the previous statutory language.

In line with improving individual and organizational performance, the staff proposed to the Commission new developmental programs for prospective Resident Inspectors and Senior Resident Inspectors. These programs will also provide more career development opportunities for employees including women and minorities.

3. Improve accountability for equal opportunity goals and accomplishments.

The NRC was in compliance with Public Law 103-123 prior to its passage: the Agency had the required policy statements in place and was actively monitoring the implementation of these policies. Passage and implementation of the bill resulted in the issuance of Chairman Selin's announcement, "Discrimination-Free Workplace," of April 15, 1994. The announcement communicated some of the actions the NRC has taken to ensure that its workplace is free from

discrimination and sexual harassment and is not in violation of applicable EEO laws. Another vehicle for improving communication about discrimination-free workplaces is the series of "town meetings" being conducted by the Office of Small Business and Civil Rights, Office of the General Counsel, and Office of Personnel with Offices and Regions to discuss EEO and Affirmative Action issues and objectives.

Moreover, through a number of programs, the NRC engages in a continuing self-monitoring and educational process to ensure that its workplaces remain free of discrimination. For example, the Agency continues to provide EEO training to staff and management and to schedule semi-annual public Commission briefings concerning the status of the EEO program. Seven EEO Advisory Committees continuously review Agency EEO practices and report to management on suggestions for improvement. Thirty trained EEO counselors are available throughout the Agency to assist employees in resolving EEO concerns that may arise.

Periodic self-monitoring of the EEO climate at the NRC also includes administration of employee surveys. The most recent survey, which was administered to all employees in May 1993, solicited opinions and suggestions on a number of topics including work experiences and EEO issues, training, performance management, work schedules, and pay. Overall, responses to the majority of questions indicated that NRC employees hold favorable opinions related to their job satisfaction, the accuracy of the performance appraisal system, and their perception of fairness in treatment in many aspects of work life. Employees were less favorable, however, in their evaluations of fairness with regard to promotions, assignments, and awards. The NRC is currently reviewing options for obtaining follow-up data to determine the basis for reporting dissatisfaction. One option is the use of a small focus group to discuss in greater depth perceptions of fairness with regard to promotions, assignments, and awards.

4. Enhance programs to provide family-friendly workplaces.

The NRC has several initiatives in place that are responsive to the President's memorandum of July 11, 1994, directing agencies to establish a program to encourage and support the expansion of flexible family-friendly work arrangements. The flexible work schedules at NRC permit parents of young children to arrange for the care of their children. Care givers of aging parents and spouses who are ill also benefit from several programs, including work-at-home and flexitime. These programs have helped employees--often women and minorities--arrange for special care during periods of personal hardship.

For employees who want to spend more time with their young children, part-time employment and job sharing are ideal arrangements. As indicated by employee statistics, women and minorities have actively participated in these programs.

Participants in the various programs have been very positive about their experiences and appreciate the support of their management during the periods of participation. The demographics of program participants are described in Enclosure 1.

NRC's Labor Management Partnership Committee will evaluate whether an expanded flexiplace will contribute to furthering the accomplishment of NRC's mission. Elsewhere in the Federal government, flexiplace, consisting of a work-at-home program, a satellite work center program, and flexiplace accommodations for disabled workers, has been tried at several departments and agencies with generally good results from proven performers.

The child development center will be an important benefit to NRC employees who wish to enroll their children and should prove to be an attractive feature for recruiting and retaining women, who often are responsible for providing or arranging for child care. The tuition assistance program, primarily funded through the Combined Federal Campaign, will make it possible for some families, who might not be financially able, to take advantage of this fine educational program. All of the family-friendly workplace initiatives described above help women and minorities balance the demands of work and family.

5. Form labor-management partnerships for success.

Partnership committees provide a forum through which employees may participate in decisions that affect their working conditions. It is an opportunity for all employees, including women and minorities, to be heard through membership on these committees. It is an opportunity for labor representatives to share responsibility with management for making decisions that can improve the Agency's EEO posture and progress.

Staff Requirements Memorandum Responses

Following the EEO briefing of December 7, 1993, the Commission issued a Staff Requirements Memorandum (M931207, December 30, 1993) with comments to the staff. Responses to these comments are provided below:

With reference to the Commission's statement about the value of the Intern Program and the Co-operative Education Program, both have proven to be excellent mechanisms for bringing women and minorities to the NRC. Work experience in both technical and non-technical areas provides students the opportunity to make career decisions and provides NRC the opportunity to assess and mentor potential employees. We have been advised, however, by OMB that previously FTE-exempt employees such as Co-operative Education and Stay-in-School students will now be counted against the Agency's total FTE employment baseline.¹ Until this issue

¹As part of OMB's accounting for FTEs under the Federal Workforce Restructuring Act, OMB is now including positions that were previously exempt from the NRC's FTE ceiling. These exempt positions include programs for stay-in-school students and co-op students. However, these exempt positions were not considered by OMB in developing our April 21, 1994 FTE guidance. The OMB has indicated that it will consider making an adjustment to our FTE guidance to reflect the 27 FTEs previously identified for these programs. Therefore, in our September 9, 1994, budget request to OMB, we will assume OMB will approve our FTE request and we will add an additional 27 FTEs to our existing guidance for FY 1995 and beyond.

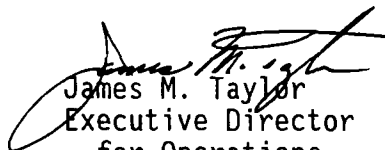
is resolved, we plan to delay pending appointments of Stay-in-School and Co-operative Education students. Earlier this year we hired three Co-operative Education Students (including a white female and Hispanic male), and seven Interns will begin employment at the NRC in FY 1994. Since Interns have always counted against Agency FTE ceiling, the new OMB policy does not affect this program.

With reference to the NRC's support for training, the amendment to the Government Employees Training Act, as discussed above and in Enclosure 1, broadens the Agency's authority to approve training. The new legislation enables agencies to authorize training that improves individual and organizational performance and assists in achieving the Agency's mission and performance goals. Training no longer must be directly related to an employee's current or reasonably foreseeable duties.

With reference to formalizing the requirement that all managers attend sexual harassment prevention training, the course is now listed as one of seven mandatory core courses in NRC's Supervisory and Managerial Development Program Curriculum. These requirements are laid out in the NRC Guide to Training Opportunities.

Finally, with reference to the Staff Requirements Memorandum request that future reports include the PATCO statistics for the Washington area and data obtained from the Oak Ridge Institute for Science and Engineering in addition to the national PATCO statistics, the requested data are presented in Enclosure 2 of this paper. It should be noted that NRC recruiting for professional positions is generally done on a nationwide basis.

The next semi-annual EEO briefing is scheduled for August 23, 1994. We shall be prepared to discuss the ideas presented in this paper at that meeting.


James M. Taylor
Executive Director
for Operations

Enclosures:

1. NPR Recommendations
2. Demographic Data and Career Development Strategies
3. Issues, Recommendations, and Responses
4. EEO Advisory Committee Statements

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Enclosure 1

NATIONAL PERFORMANCE REVIEW RECOMMENDATIONS

National Performance Review Recommendation:

Reduce the costs and numbers of positions associated with management control structures by half. Cut management control positions over the next 5 years.

Executive/Congressional Action Taken:

In his memorandum of September 11, 1993, entitled "Streamlining the Bureaucracy," the President called for a 12 percent reduction in the Federal workforce by the end of FY 1999. An Executive Order issued the previous February had already called for a 4 percent reduction in the Federal workforce by FY 1995 of which 10 percent was to be taken at grades 14 and above. The September 11 memorandum incorporated the 4 percent FTE reduction and also called for a 50 percent reduction in each agency's supervisor-employee ratio within 5 years. The FTE reduction was subsequently incorporated into a government-wide FTE reduction in Public Law 103-222, the Federal Workforce Restructuring Act of 1994, signed by the President on March 30, 1994. To implement the Act, the Office of Management and Budget issued the following FTE guidance to the NRC:

	<u>FY 1994</u>	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>	<u>FY 1998</u>	<u>FY 1999</u>
FTE	3,293	3,218	3,185	3,144	3,070	2,984

Agency Action:

The Agency is monitoring all hires, promotions, and employee departures through bi-weekly reports to ensure that it will meet the mandated FTE and grade reductions. Additionally, Office Directors and Regional Administrators have submitted streamlining plans to the Director of Personnel outlining how they will effect supervisor-employee reduction ratios by the end of FY 1999 through organizational realignments. The supervisory ratio reductions are also being monitored through reports. Agency targets should lead to a substantial reduction in the supervisor-employee ratio by the end of FY 1999.

EEO Impact:

Because of the need to reduce FTE through FY 1999, there will be fewer opportunities for hiring from outside the Agency. This could impact efforts to increase opportunities for hiring Hispanic employees in all occupations, women and minorities in professional positions, and disabled employees -- three of the Agency's key initiatives for achieving its affirmative action objectives. Despite these downsizing efforts, the Agency continues to recruit aggressively and work directly with selecting officials to identify talent that is available from the groups identified in our key initiatives. While the size of the workforce will diminish and our intake of employees from outside the Agency will be reduced, we will focus on improving the ratios of minorities and women, particularly in areas of underrepresentation.

From October 1, 1993, through March 31, 1994, the Agency hired nine individuals in professional positions including one Hispanic male and two white female applicants. Total permanent hires during this six-month period were 24 as compared to 99 in FY 1993. Overall, representation of women at NRC has increased from 37 percent to 37.3 percent reflecting increased attrition among males. Overall, minority representation at NRC has increased from 19.6 percent to 19.9 percent primarily because of increased attrition among the white population. The demographics are displayed in Charts 2.5a - 2.5b (Enclosure 2).

Since March 31, 1994, in Region I, another Hispanic employee entered on duty in a professional position and a Hispanic male was selected for the Cooperative Education Program. In addition, two African Americans (one male, one female) were offered Intern positions and entered on duty this summer. Although hiring will be limited in order to meet the FTE guidance cited above, every effort will be made to increase diversity at the NRC.

Although the number of GG-14 and above positions is being reduced in line with the overall FTE reductions, we plan to maintain approximately the same ratio of higher-graded positions to the overall workforce. There will be a reduction in the number of supervisory and managerial positions; thus career opportunities in these grades will shift to non-supervisory positions. During the reporting period, there were ten competitive promotions from GG-14 to GG-15 including one Asian male and three white females. Also during this six-month period the number of supervisors and managers decreased from 636 to 613 in line with achieving the Agency's supervisory ratio reductions. The demographics are displayed in Charts 2.6a - 2.6b (Enclosure 2); representation of women and minorities has remained relatively constant.

The Agency will be taking advantage of its dual career track and will be shifting some of the positions currently designated as Senior Executive Service positions to Senior Level System positions. There will be the same number of senior staff positions; but more will be allocated to the Senior Level System. Thus the career progression opportunities in this career track will expand for employees including women and minorities.

With fewer managerial and supervisory positions opening up, the Agency may not be offering its managerial and supervisory developmental programs as frequently. For example, the Agency anticipates offering the SES Candidate Development Program and the Supervisory Development Program when approximately half of the current incumbents in these programs have been selected for supervisory or SES positions. Providing fewer developmental opportunities does not assist the Agency in expanding the pool of women and minorities eligible for supervisory, management, and executive positions. On the other hand, it is not useful for the Agency to develop employees if there is not a realistic expectation that there will be opportunities to place these employees in supervisory or executive positions.

National Performance Review Recommendation:

Clearly define the objective of training as the improvement of individual and organizational performance; make training more market driven.

Executive/Congressional Action Taken:

On March 30, 1994, the President signed the Federal Workforce Restructuring Act of 1994 which amended the Government Employees Training Act. The new legislation enables agencies to authorize training that improves individual and organizational performance and assists in achieving the agency's mission and performance goals. This change in language broadens the authority under which the agency can approve training from the original language that restricted approval of training to fields directly related to the performance of an employee's official duties.

Agency Action:

A more flexible standard for approving training is now in effect. The EDO's recent Announcement No. 30 strongly supported training that will enhance performance of employees' current duties or duties that are reasonably foreseeable in the future. Moreover, the new statute provides additional Agency flexibility in this area.

In line with improving individual and organizational performance, the staff proposed to the Commission new developmental programs for prospective Resident Inspectors and Senior Resident Inspectors. These programs are part of an effort to ensure the availability of a cadre of highly qualified resident inspectors for the Operating Reactor Inspector Program.

EEO Impact:

The NRC has always interpreted the Government Employees Training Act liberally and has been a strong supporter of individual training and education. This amended language merely gives the NRC a little more leeway and flexibility in approving a variety of training courses which may or may not be directly related to an employee's official duties. The impact on Equal Employment Opportunity and Affirmative Action is positive: the opportunities to provide training and education for women and minorities have expanded beyond what was provided for in the previous statutory language. The establishment of two new developmental programs for resident inspectors will also provide more career development opportunities for employees including women and minorities.

National Performance Review Recommendation:

Improve accountability for equal opportunity goals and accomplishments. Charge all Federal agency heads with the responsibility for ensuring equal opportunity and increasing representation of qualified women, minorities, and persons with disabilities into all levels and job categories, including middle and senior management positions.

Executive/Congressional Action Taken:

The Treasury, Postal Service, and General Government Appropriations Act of 1994, Public Law 103-123, was passed on October 28, 1993. Title VI, Sec. 629 states: "No department, agency, or instrumentality of the United States receiving appropriated funds under this or any other Act for fiscal year 1994 shall obligate or expend any such funds, unless such department, agency, or instrumentality has in place by July 1, 1994, and will continue to administer in good faith, a written policy designed to ensure that all of its workplaces are free from discrimination and sexual harassment and that all of its workplaces are not in violation of title VII of the Civil Rights Act of 1964, as amended, the Age Discrimination in Employment Act of 1967, and the Rehabilitation Act of 1973." In summary, the NRC could not expend any operating funds allocated to the agency if it did not have EEO policies and an effective program in place.

Agency Actions:

Chairman Selin's Announcement No. 37, dated April 15, 1994, summarizes some of the actions the NRC has taken to implement Public Law 103-123 and to improve accountability for providing equal employment opportunity at the NRC.

The Agency has policies in place that are designed to ensure that its workplace is free from discrimination and sexual harassment and is not in violation of applicable EEO laws. Agency policies designed to prevent discrimination are found in Management Directive 10.161, the Agency's Five Year Plan, and the NRC/NTEU Collective Bargaining Agreement. Procedures for processing employee complaints of EEO discrimination are found either at 29 C.F.R. Part 1614 or the collective bargaining agreement, as appropriate. The procedures for identifying and handling sexual harassment matters are more fully discussed in an NRC brochure entitled Preventing Sexual Harassment in the Workplace, which was issued to all employees (announcement number 105, December 10, 1993).

Moreover, through a number of programs, the NRC engages in a continuing self-monitoring and educational process to ensure that its workplaces remain free of discrimination. For example, the Agency continues to provide EEO training to staff and management and to schedule semi-annual public Commission briefings concerning the status of the EEO program. Seven EEO Advisory Committees continuously review Agency EEO practices and report to management on suggestions for improvement. Thirty trained EEO counselors are available throughout the Agency to assist employees in resolving EEO concerns that may arise. An Executive Resources Board Review Group, appointed by the Executive Director for Operations,

examines selection certificates to review the availability of qualified women and minorities for all SES, SLS, and GG-15 non-bargaining unit positions prior to selection. Recently the Office of Small Business and Civil Rights, Office of the General Counsel, and Office of Personnel began conducting a series of "town meetings" with Offices and Regions to improve communication about EEO policies and issues.

Periodic self-monitoring of the EEO climate at the NRC also includes administration of employee surveys. The most recent survey, which was administered to all employees in May 1993, solicited opinions and suggestions on a number of topics including work experiences and EEO issues, training, performance management, work schedules, and pay. Overall, responses to the majority of questions indicated that NRC employees hold favorable opinions related to their job satisfaction, the accuracy of the performance appraisal system, and their perception of fairness in treatment in many aspects of work life. Employees were less favorable, however, in their evaluations of fairness with regard to promotions, assignments, and awards. A detailed report on the results of the survey was issued in January 1994. The NRC is currently reviewing options for obtaining follow-up data to determine the basis for reporting dissatisfaction. One option is the use of a small focus group to discuss in greater depth perceptions of fairness with regard to promotions, assignments, and awards.

The NRC has a very aggressive EEO program in place designed to enhance opportunities in employment for women, minorities, and persons with disabilities. Additionally, the agency strives to improve communications, awareness of, and sensitivity to EEO-related issues such as sexual harassment. With regard to sexual harassment prevention, the agency continues to train all of its employees. At this time about 53% of supervisors and employees have attended a recently designed sexual harassment prevention workshop.

EEO Impact:

The NRC was in compliance with Public Law 103-123 prior to its passage: the Agency had the required policy statements in place and was actively monitoring the implementation of these policies. Passage and implementation of the bill resulting in the issuance of Chairman Selin's announcement, "Discrimination-Free Workplace," of April 15, 1994, help to improve communication about EEO and affirmative action. Another vehicle for improving communication about discrimination-free workplaces is the series of "town meetings" being conducted by the Office of Small Business and Civil Rights, Office of the General Counsel, and Office of Personnel with Offices and Regions to discuss EEO and Affirmative Action issues and objectives.

National Performance Review Recommendation:

Enhance programs to provide family-friendly workplaces. Implement family-friendly workplace practices (flex-time, flexiplace, job sharing, telecommuting) while ensuring accountability for customer service. Provide telecommunications and administrative support necessary for employees participating in flexiplace and telecommuting work arrangements. Expand the authority to establish and fund dependent care programs. Allow employees to use sick leave to care for dependents. Allow employees who leave and then re-enter Federal service to be given credit for prior sick leave balances.

Executive/Congressional Action Taken:

- Family and Medical Leave Act of 1993 - allows up to 12 weeks of leave from the job.
- Federal Employees Leave Sharing Act of 1993 - permits employees to donate excess annual leave to a pool that can be transferred to other employees in need of leave.
- The Tribble Amendment (40 U.S.C. 4906(b)), passed in 1985 and amended in 1992, authorizes Federal agencies to establish on-site child care centers using appropriated funds. Agencies may pay for equipment, utilities, maintenance, and start-up costs.
- President's memorandum of July 11, 1994 - directs heads of executive agencies to establish a program to encourage and support the expansion of flexible family-friendly work arrangements.

Agency Actions:

NRC adopted a Compressed Work Schedule Program in 1984 for bargaining unit employees and in 1987 for non-bargaining unit employees. This arrangement gives employees one day off per pay period. More than 2,000 NRC employees participate in this program.

NRC adopted the Flexitour Schedule in 1984 allowing a flexible range for starting and ending the work day.

NRC supports the Part-Time Career Employment Program and has 159 employees working on a permanent part-time basis. Of these, 156 are female, 3 are male, 140 are white, and 19 are minorities. In addition, NRC has 12 employees who are paired to job-share. Of these, all are female, 10 are white, 2 are minorities.

NRC has in place a work-at-home policy that permits an employee to work at home during a period of personal incapacitation, such as during recovery from medical treatment or the birth of a child, or in cases of personal hardship, such as caring for a family member who is ill. In 1993, 21 employees were granted approval to work at home. Of these, 17 were female (13 white, 4 minorities) and 4 were male (3 white, 1 minority). Thus far in 1994, 11 white female and 5 white male employees have participated in the program.

The Family and Medical Leave Act of 1993 is an additional option for those who need to take time off (up to 12 weeks) without jeopardizing their jobs.

NRC's Leave Transfer Program was established in 1988. At present, 6 employees participating in the program are recipients of donated leave. Of these, 4 are female (3 white, 1 minority), and 2 are male (1 white, 1 minority).

NRC's Labor Management Partnership Committee will evaluate whether an expanded flexiplace will contribute to furthering the accomplishment of NRC's mission. Elsewhere in the Federal government, flexiplace, consisting of a work-at-home program, a satellite work center program, and flexiplace accommodations for disabled workers, has been tried at several departments and agencies with generally good results from proven performers.

The NRC will open its child development center in September 1994. With room for 80 children, the center will offer a safe, stimulating learning environment for children 6 weeks to 6 years old. The Agency has established a tuition assistance program, and with money raised through last year's Combined Federal Campaign awarded scholarships in July to 5 applicants. The Agency will again mount an aggressive fundraising effort in the fall through the Combined Federal Campaign.

EEO Impact:

The flexible work schedules at NRC permit parents of young children to arrange for the care of their children. Care givers of aging parents and spouses who are ill also benefit from several programs, including work-at-home and flexitime. These programs have helped employees--often women and minorities--arrange for special care during periods of personal hardship.

For employees who want to spend more time with their young children, part-time employment and job sharing are ideal arrangements. As indicated by employee statistics, women and minorities have actively participated in these programs.

Participants in the various programs have been very positive about their experiences and appreciate the support of their management during the periods of participation.

The child development center will be an important benefit to NRC employees who wish to enroll their children and should prove to be an attractive feature for recruiting and retaining women, who often are responsible for providing or arranging for child care. The tuition assistance program, primarily funded through the Combined Federal Campaign, will make it possible for some families, who otherwise might not be financially able, to take advantage of this fine educational program. All of the family-friendly workplace initiatives described above help women and minorities balance the demands of work and family.

National Performance Review Recommendation:

Form labor-management partnerships for success. The President should issue a directive that establishes labor-management partnership as an executive branch goal and establishes a National Partnership Council to help implement it.

Executive/Congressional Action Taken:

The President issued Executive Order 12871, Labor-Management Partnerships, on October 1, 1993, establishing a new form of labor-management relations through partnership and a National Partnership Council to advise the President on labor-management relations matters.

Agency Actions:

The NRC has, with representatives of the National Treasury Employees Union (NTEU), formed an Agency Labor-Management Partnership Committee to implement the Executive Order and oversee partnership activities within the Agency. This Committee has been meeting monthly since February of 1994. In addition, partnership committees within Offices and Regions are being established to address local issues, as appropriate.

The Agency has also begun to provide training in interest-based bargaining techniques for partnership members. In May "An Overview of Interest-based Bargaining Techniques" was presented by the Federal Mediation and Conciliation Service to partnership members and other employees who will be actively involved in labor-management matters. A longer, more comprehensive training course on interest-based bargaining techniques is also being given to partnership committee members throughout the Agency. Sessions began in March for the Agency Partnership Committee and will continue to be presented by the Federal Mediation and Conciliation Service throughout the year.

EEO Impact:

Partnership committees provide a forum through which employees may participate in decisions that affect their working conditions. It is an opportunity for all employees, including women and minorities, to be heard through membership on these committees. It is an opportunity for labor representatives to share responsibility with management for making decisions that can improve the Agency's EEO posture and progress.

Enclosure 2

DEMOGRAPHIC DATA AND CAREER DEVELOPMENT STRATEGIES

DESCRIPTION OF DEMOGRAPHIC DATA

The following tables, charts, and graphs show data comparing the NRC population with several outside reference indices, and trends of the NRC population over the last five years. The outside references used are the PATCO Occupational Categories (as defined by the Office of Personnel Management and provided in this enclosure), Census Availability Data (CAD, as provided by the Census Bureau), and the Oak Ridge Institute for Science and Engineering (ORISE) availability data.

PATCO Comparisons (Tables 2.0-2.5)

The EEOC uses PATCO data to measure Agency EEO and Affirmative Action progress. There are five PATCO occupational categories (Professional, Administrative, Technical, Clerical, and Blue Collar) into which all current permanent NRC employees have been grouped and then compared with the 1990 CAD for these categories, within a breakout matrix of gender and ethnicity. We have also compared NRC regions and headquarters with the comparable Census statistical metropolitan area.

A few caveats should be noted concerning these comparisons: First, the PATCO categories generally contain populations that differ significantly from those found at NRC. In particular, the PATCO category of Professional contains numerous occupations with significant population not found (or found with very few in number) at NRC, as exemplified by social scientists, life and medical sciences, economists, teachers, etc.

Second, some PATCO occupational availability categories can contain a significant percentage of non-citizens who have traditionally not been considered eligible for hire by the NRC.

These tables compare the current (May 5, 1994) NRC population with the Census Availability Data of 1990. Each table compares the NRC population in a specific geographic area with the corresponding Census Statistical Metropolitan Area by gender and ethnicity.

ORISE Availability Comparisons (Table 2.6 and Charts 2.1-2.4)

The NRC has contracted with the Oak Ridge Institute for Science and Engineering (ORISE) to provide data that will allow us to estimate the pool of potential applicants, by ethnicity within occupation, who are available for employment within the eight specified occupations of interest (chosen because of their heavy representation within the NRC population). The comparable NRC data is based on employees working in these specified occupational categories with each chart showing the occupational categories for a specific ethnic group.

NRC Data

The remaining charts depict the NRC workforce and recent trends. The comments on each chart highlight the significance of the data presented.

PATCO OCCUPATIONAL CATEGORIES

Professional:

Occupations that require knowledge in a field of science or learning characteristically acquired through education or training equivalent to a college degree in the particular field. NRC examples: engineers, scientists, attorneys.

Administrative:

Occupations that involve the exercise of analytical ability, judgement, discretion, and personal responsibility and application of a substantial body of knowledge or principles, concepts, and practices applicable to one or more fields of administration or management. NRC examples: budget analyst, program analyst, contract specialist, personnel specialist.

Technical:

Occupations that involve work, typically associated with and supportive of a professional or administrative field, which is non-routine in nature and which involves extensive practical knowledge, gained through on-the-job experience and/or specific training less than that represented by college graduation. NRC examples: fiscal accounting assistants, personnel assistants, program assistants.

(Note that the EEOC uses "Technical" to describe technician and para-professional support positions. The NRC uses "Technical" to refer to engineers and scientists who are included by EEOC in the "Professional" category.)

Clerical:

Occupations that involve structured work in support of office, business, or fiscal operations performed in accordance with established policies, procedures, or techniques and requiring training, experience, or working knowledge related to the tasks to be performed. NRC examples: secretaries, word processing clerks, mail and file clerks.

Blue Collar:

Occupations that involve work typically associated with manual labor, trades and crafts.

These are known as the PATCO categories (Professional, Administrative, Technical, Clerical Occupations), and the definitions above apply to this report unless otherwise noted. One should further note that any EEOC data used include non-citizens in the available labor force.

It is also useful to note that the acronyms and abbreviations used in various charts throughout this paper refer to the following groups:

WH	=	Whites
HSP	=	Hispanics
APA	=	Asian Pacific Americans
A/A	=	African Americans
N/A	=	Native Americans
W or F	=	Women
M	=	Men

PATCO Comparisons

PERCENTAGE OF PERMANENT EMPLOYEES BY PATCO - COMPARED WITH 1990 CENSUS DATA
UNITED STATES
AS OF MAY 5, 1994

		TOTAL			WHITE			MINORITY			AFRICAN AMERICAN			HISPANIC			NATIVE AMERICAN			ASIAN PACIFIC AMER		
		NRC	EEOC	DIFF	NRC	EEOC	DIFF	NRC	EEOC	DIFF	NRC	EEOC	DIFF	NRC	EEOC	DIFF	NRC	EEOC	DIFF	NRC	EEOC	DIFF
PROFESSIONAL	M:	84.9%	63.0%	21.9%	72.9%	54.7%	18.2%	12.0%	8.3%	3.7%	3.0%	2.4%	0.6%	1.5%	2.1%	-0.6%	0.1%	0.2%	-0.1%	7.4%	3.5%	3.9%
	F:	15.1%	37.0%	-21.9%	11.8%	30.3%	-18.5%	3.3%	6.7%	-3.4%	2.0%	3.2%	-1.2%	0.2%	1.4%	-1.2%	0.0%	0.2%	-0.2%	1.0%	1.9%	-0.9%
	T:	100.0%	100.0%		84.7%	85.0%	-0.3%	15.3%	15.0%	0.3%	5.0%	5.6%	-0.6%	1.7%	3.5%	-1.8%	0.1%	0.4%	-0.3%	8.4%	5.4%	3.0%
ADMINISTRATIVE	M:	49.7%	50.0%	-0.3%	43.1%	42.1%	1.0%	6.5%	7.9%	-1.4%	5.6%	3.6%	2.0%	0.5%	2.6%	-2.1%	0.5%	0.3%	0.2%	0.0%	1.4%	-1.4%
	F:	50.3%	50.0%	0.3%	36.9%	40.4%	-3.5%	13.4%	9.6%	3.8%	11.3%	5.3%	6.0%	0.8%	2.6%	-1.8%	0.2%	0.3%	-0.1%	1.1%	1.4%	-0.3%
	T:	100.0%	100.0%		80.0%	82.5%	-2.5%	20.0%	17.5%	2.5%	16.9%	8.9%	8.0%	1.3%	5.2%	-3.9%	0.6%	0.5%	0.1%	1.1%	2.8%	-1.7%
TECHNICAL	M:	12.6%	45.1%	-32.5%	7.9%	36.1%	-28.2%	4.6%	9.0%	-4.4%	4.0%	3.6%	0.4%	0.3%	3.2%	-2.9%	0.0%	0.4%	-0.4%	0.3%	1.9%	-1.6%
	F:	87.4%	54.9%	32.5%	52.3%	42.9%	9.4%	35.1%	12.0%	23.1%	30.1%	6.6%	23.5%	0.3%	3.4%	-3.1%	1.0%	0.4%	0.6%	3.6%	1.6%	2.0%
	T:	100.0%	100.0%		60.3%	79.0%	-18.7%	39.7%	21.0%	18.7%	34.1%	10.2%	23.9%	0.7%	6.6%	-5.9%	1.0%	0.7%	0.3%	4.0%	3.5%	0.5%
CLERICAL	M:	6.4%	19.5%	-13.1%	2.8%	14.0%	-11.2%	3.6%	5.5%	-1.9%	3.6%	2.8%	0.8%	0.0%	1.7%	-1.7%	0.0%	0.1%	-0.1%	0.0%	0.8%	-0.8%
	F:	93.6%	80.5%	13.1%	69.1%	63.4%	5.7%	24.5%	17.1%	7.4%	19.1%	9.6%	9.5%	3.6%	5.2%	-1.6%	0.3%	0.5%	-0.2%	1.5%	1.9%	-0.4%
	T:	100.0%	100.0%		71.9%	77.4%	-5.5%	28.1%	22.6%	5.5%	22.7%	12.3%	10.4%	3.6%	6.9%	-3.3%	0.3%	0.6%	-0.3%	1.5%	2.7%	-1.2%
BLUE COLLAR	M:	84.6%	85.9%	-1.3%	46.2%	65.4%	-19.2%	38.5%	20.5%	18.0%	38.5%	9.1%	29.4%	0.0%	8.7%	-8.7%	0.0%	0.8%	-0.8%	0.0%	1.7%	-1.7%
	F:	15.4%	14.1%	1.3%	15.4%	9.8%	5.6%	0.0%	4.3%	-4.3%	0.0%	2.2%	-2.2%	0.0%	1.5%	-1.5%	0.0%	0.2%	-0.2%	0.0%	0.5%	-0.5%
	T:	100.0%	100.0%		61.5%	75.2%	-13.7%	38.5%	24.8%	13.7%	38.5%	11.3%	27.2%	0.0%	10.2%	-10.2%	0.0%	1.0%	-1.0%	0.0%	2.2%	-2.2%

NOTE: SHADED AREAS SIGNIFY SPECIFIC ETHNIC OR GENDER CATEGORIES (NOT APPLIED TO TOTALS OR WHITE MALES) WITH AN UNDERREPRESENTATION OF MORE THAN 1%.

ANALYSIS: OVERALL HISPANICS ARE THE MOST WIDELY UNDERREPRESENTED GROUP FOLLOWED BY ASIAN PACIFIC AMERICANS. WHITE FEMALES ARE UNDERREPRESENTED IN BOTH THE PROFESSIONAL AND ADMINISTRATIVE CATEGORIES WHILE AFRICAN AMERICANS ARE UNDERREPRESENTED IN THE PROFESSIONAL FEMALE CATEGORY. IT SHOULD BE NOTED THAT IN THE CAD, THE PROFESSIONAL CATEGORY INCLUDES MANY OCCUPATIONS (E.G., SOCIAL SCIENTISTS, NURSES, ETC.) THAT ARE NOT BEING RECRUITED AT THE NRC.

PERCENTAGE OF PERMANENT EMPLOYEES BY PATCO - COMPARED WITH 1990 CENSUS DATA
WASHINGTON, DC METRO AREA
AS OF MAY 5, 1994

		TOTAL			WHITE			MINORITY			AFRICAN AMERICAN			HISPANIC			NATIVE AMERICAN			ASIAN PACIFIC AMER		
		HQ	EEOC	DIFF	HQ	EEOC	DIFF	HQ	EEOC	DIFF	HQ	EEOC	DIFF	HQ	EEOC	DIFF	HQ	EEOC	DIFF	HQ	EEOC	DIFF
PROFESSIONAL	M:	82.6%	59.6%	23.0%	68.7%	47.3%	21.4%	14.0%	12.3%	1.7%	3.4%	6.0%	-2.6%	0.8%	1.8%	-1.0%	0.1%	0.1%	-0.0%	9.7%	4.4%	5.3%
	F:	17.4%	40.4%	-23.0%	13.7%	28.4%	-14.7%	3.7%	12.0%	-8.3%	2.3%	8.5%	-6.2%	0.2%	1.1%	-0.9%	0.0%	0.1%	-0.1%	1.2%	2.3%	-1.1%
	T:	100.0%	100.0%		82.3%	75.7%	6.6%	17.7%	24.3%	-6.6%	5.7%	14.5%	-8.8%	0.9%	2.9%	-2.0%	0.1%	0.2%	-0.1%	10.9%	6.7%	4.2%
ADMINISTRATIVE	M:	48.3%	45.5%	2.8%	41.5%	33.8%	7.7%	6.8%	11.7%	-4.9%	5.9%	8.7%	-2.8%	0.4%	1.4%	-1.0%	0.5%	0.1%	0.4%	0.0%	1.4%	-1.4%
	F:	51.7%	54.5%	-2.8%	38.1%	35.1%	3.0%	13.6%	19.4%	-5.8%	11.7%	15.5%	-3.8%	0.9%	1.8%	-0.9%	0.2%	0.2%	-0.0%	0.9%	2.0%	-1.1%
	T:	100.0%	100.0%		79.5%	68.9%	10.6%	20.5%	31.1%	-10.6%	17.6%	24.2%	-6.6%	1.3%	3.2%	-1.9%	0.7%	0.3%	0.4%	0.9%	3.4%	-2.5%
TECHNICAL	M:	12.6%	46.6%	-34.0%	7.5%	31.6%	-24.1%	5.0%	15.0%	-10.0%	4.5%	9.2%	-4.7%	0.5%	2.4%	-1.9%	0.0%	0.1%	-0.1%	0.0%	3.2%	-3.2%
	F:	87.4%	53.4%	34.0%	48.2%	31.7%	16.5%	39.2%	21.7%	17.5%	33.2%	17.1%	16.1%	0.5%	2.0%	-1.5%	1.5%	0.2%	1.3%	4.0%	2.3%	1.7%
	T:	100.0%	100.0%		55.8%	63.3%	-7.5%	44.2%	36.7%	7.5%	37.7%	26.3%	11.4%	1.0%	4.4%	-3.4%	1.5%	0.3%	1.2%	4.0%	5.6%	-1.6%
CLERICAL	M:	7.0%	23.5%	-16.5%	2.6%	12.2%	-9.6%	4.4%	11.3%	-6.9%	4.4%	8.9%	-4.5%	0.0%	1.1%	-1.1%	0.0%	0.1%	-0.1%	0.0%	1.3%	-1.3%
	F:	93.0%	76.5%	16.5%	62.9%	43.9%	19.0%	30.1%	32.6%	-2.5%	24.5%	26.7%	-2.2%	4.4%	3.0%	1.4%	0.0%	0.2%	-0.2%	1.3%	2.6%	-1.3%
	T:	100.0%	100.0%		65.5%	56.1%	9.4%	34.5%	43.9%	-9.4%	28.8%	35.6%	-6.8%	4.4%	4.1%	0.3%	0.0%	0.3%	-0.3%	1.3%	3.9%	-2.6%
BLUE COLLAR	M:	84.6%	86.5%	-1.9%	46.2%	48.5%	-2.3%	38.5%	38.0%	0.5%	38.5%	27.0%	11.5%	0.0%	6.3%	-6.3%	0.0%	0.3%	-0.3%	0.0%	2.9%	-2.9%
	F:	15.4%	13.5%	1.9%	15.4%	7.5%	7.9%	0.0%	6.0%	-6.0%	0.0%	4.0%	-4.0%	0.0%	1.2%	-1.2%	0.0%	0.0%	0.0%	0.0%	0.8%	-0.8%
	T:	100.0%	100.0%		61.5%	56.0%	5.5%	38.5%	44.0%	-5.5%	38.5%	31.0%	7.5%	0.0%	7.5%	-7.5%	0.0%	0.3%	-0.3%	0.0%	3.7%	-3.7%

NOTE: SHADED AREAS SIGNIFY SPECIFIC ETHNIC OR GENDER CATEGORIES (NOT APPLIED TO TOTALS OR WHITE MALES) WITH AN UNDERREPRESENTATION OF MORE THAN 1%.

ANALYSIS: IN HQ, AFRICAN AMERICANS ARE THE MOST WIDELY UNDERREPRESENTED GROUP FOLLOWED BY ASIAN PACIFIC AMERICANS AND HISPANICS. WHITE FEMALES ARE UNDERREPRESENTED IN THE PROFESSIONAL AREA. SEVERAL HIRES IN THESE GROUPS WOULD BE NECESSARY TO COME IN LINE WITH CENSUS AVAILABILITY DATA (CAD). IT SHOULD BE NOTED THAT IN THE CAD, THE PROFESSIONAL CATEGORY INCLUDES MANY OCCUPATIONS (E.G., SOCIAL SCIENTISTS, NURSES, ETC.) THAT ARE NOT BEING RECRUITED AT THE NRC.

PERCENTAGE OF PERMANENT EMPLOYEES BY PATCO - COMPARED WITH 1990 CENSUS DATA
PHILADELPHIA, PA METRO AREA
AS OF MAY 5, 1994

		TOTAL			WHITE			MINORITY			AFRICAN AMERICAN			HISPANIC			NATIVE AMERICAN			ASIAN PACIFIC AMER		
		RI	EEOC	DIFF	RI	EEOC	DIFF	RI	EEOC	DIFF	RI	EEOC	DIFF	RI	EEOC	DIFF	RI	EEOC	DIFF	RI	EEOC	DIFF
PROFESSIONAL	M:	86.5%	62.5%	24.0%	80.0%	54.8%	25.2%	6.5%	7.7%	-1.2%	1.0%	3.6%	-2.6%	1.0%	1.0%	0.0%	0.0%	0.0%	0.0%	4.5%	2.9%	1.6%
	F:	13.5%	37.5%	-24.0%	11.5%	30.5%	-19.0%	2.0%	7.0%	-5.0%	1.0%	4.8%	-3.8%	0.0%	0.6%	-0.6%	0.0%	0.1%	-0.1%	1.0%	1.5%	-0.5%
	T:	100.0%	100.0%		91.5%	85.3%	6.2%	8.5%	14.7%	-6.2%	2.0%	8.4%	-6.4%	1.0%	1.7%	-0.7%	0.0%	0.1%	-0.1%	5.5%	4.4%	1.1%
ADMINISTRATIVE	M:	62.5%	50.2%	12.3%	50.0%	42.6%	7.4%	12.5%	7.5%	5.0%	12.5%	5.9%	6.6%	0.0%	0.8%	-0.8%	0.0%	0.0%	0.0%	0.0%	0.7%	-0.7%
	F:	37.5%	49.8%	-12.3%	25.0%	39.4%	-14.4%	12.5%	10.4%	2.1%	6.3%	8.6%	-2.4%	0.0%	1.0%	-1.0%	0.0%	0.1%	-0.1%	6.3%	0.7%	5.6%
	T:	100.0%	100.0%		75.0%	82.0%	-7.0%	25.0%	18.0%	7.0%	18.8%	14.5%	4.3%	0.0%	1.8%	-1.8%	0.0%	0.2%	-0.2%	6.3%	1.4%	4.9%
TECHNICAL	M:	25.0%	43.9%	-18.9%	17.9%	35.4%	-17.5%	7.1%	8.5%	-1.4%	3.6%	6.1%	-2.5%	0.0%	1.0%	-1.0%	0.0%	0.0%	0.0%	3.6%	1.4%	2.2%
	F:	75.0%	56.1%	18.9%	57.1%	41.9%	15.2%	17.9%	14.2%	3.7%	17.9%	12.1%	5.8%	0.0%	1.1%	-1.1%	0.0%	0.1%	-0.1%	0.0%	0.9%	-0.9%
	T:	100.0%	100.0%		75.0%	77.3%	-2.3%	25.0%	22.7%	2.3%	21.4%	18.2%	3.2%	0.0%	2.0%	-2.0%	0.0%	0.1%	-0.1%	3.6%	2.3%	1.3%
CLERICAL	M:	5.1%	19.3%	-14.2%	2.6%	14.5%	-11.9%	2.6%	4.8%	-2.2%	2.6%	3.8%	-1.2%	0.0%	0.6%	-0.6%	0.0%	0.0%	0.0%	0.0%	0.4%	-0.4%
	F:	94.9%	80.7%	14.2%	87.2%	62.6%	24.6%	7.7%	18.1%	-10.4%	2.6%	15.7%	-13.1%	0.0%	1.5%	-1.5%	2.6%	0.1%	2.5%	2.6%	0.8%	1.8%
	T:	100.0%	100.0%		89.7%	77.2%	12.5%	10.3%	22.8%	-12.5%	5.1%	19.5%	-14.4%	0.0%	2.0%	-2.0%	2.6%	0.1%	2.5%	2.6%	1.1%	1.5%

NOTE: SHADED AREAS SIGNIFY SPECIFIC ETHNIC OR GENDER CATEGORIES (NOT APPLIED TO TOTALS OR WHITE MALES) WITH AN UNDERREPRESENTATION OF MORE THAN 1.0%.

ANALYSIS: IN RI, AFRICAN AMERICANS ARE THE MOST WIDELY UNDERREPRESENTED GROUP WITH ONLY ADMINISTRATIVE MALES AND TECHNICAL FEMALES IN RI EXCEEDING THE CAD. WHITE FEMALES ARE UNDERREPRESENTED IN BOTH THE PROFESSIONAL AND ADMINISTRATIVE AREAS WHILE HISPANIC FEMALES ARE SLIGHTLY UNDERREPRESENTED IN THE TECHNICAL AND CLERICAL AREAS. IN ALL EXCEPT THE PROFESSIONAL AREA AND WHITE ADMINISTRATIVE FEMALES, REPRESENTATION WOULD COME IN LINE WITH THE CAD BY HIRING 1 REPLACEMENT EMPLOYEE IN EACH GROUP. IT SHOULD BE NOTED THAT IN THE CAD, THE PROFESSIONAL CATEGORY INCLUDES MANY OCCUPATIONS (E.G., SOCIAL SCIENTISTS, NURSES, ETC.) THAT ARE NOT BEING RECRUITED AT THE NRC.

PERCENTAGE OF PERMANENT EMPLOYEES BY PATCO - COMPARED WITH 1990 CENSUS DATA
ATLANTA, GA METRO AREA
AS OF MAY 5, 1994

		TOTAL			WHITE			MINORITY			AFRICAN AMERICAN			HISPANIC			NATIVE AMERICAN			ASIAN PACIFIC AMER		
		RII	EEOC	DIFF	RII	EEOC	DIFF	RII	EEOC	DIFF	RII	EEOC	DIFF	RII	EEOC	DIFF	RII	EEOC	DIFF	RII	EEOC	DIFF
PROFESSIONAL	M:	92.3%	60.5%	31.8%	81.8%	52.0%	29.8%	10.5%	8.6%	1.9%	5.5%	5.3%	0.2%	2.8%	1.3%	1.5%	0.6%	0.1%	0.5%	1.7%	1.9%	-0.2%
	F:	7.7%	39.5%	-31.8%	5.0%	29.9%	-24.9%	2.8%	9.6%	-6.8%	1.7%	8.1%	-6.4%	0.6%	0.6%	-0.0%	0.0%	0.1%	-0.1%	0.6%	0.9%	-0.3%
	T:	100.0%	100.0%		86.7%	81.8%	4.9%	13.3%	18.2%	-4.9%	7.2%	13.3%	-6.1%	3.3%	1.9%	1.4%	0.6%	0.1%	0.5%	2.2%	2.8%	-0.6%
ADMINISTRATIVE	M:	52.9%	46.3%	6.6%	52.9%	37.6%	15.3%	0.0%	8.7%	-8.7%	0.0%	7.5%	-7.5%	0.0%	0.6%	-0.6%	0.0%	0.1%	-0.1%	0.0%	0.6%	-0.6%
	F:	47.1%	53.7%	-6.6%	17.6%	40.6%	-23.0%	29.4%	13.0%	16.4%	23.5%	11.7%	11.8%	0.0%	0.7%	-0.7%	0.0%	0.2%	-0.2%	5.9%	0.4%	5.5%
	T:	100.0%	100.0%		70.6%	78.3%	-7.7%	29.4%	21.7%	7.7%	23.5%	19.2%	4.3%	0.0%	1.3%	-1.3%	0.0%	0.3%	-0.3%	5.9%	1.0%	4.9%
TECHNICAL	M:	8.7%	44.9%	-36.2%	4.3%	34.6%	-30.3%	4.3%	10.3%	-6.0%	4.3%	8.6%	-4.3%	0.0%	0.5%	-0.5%	0.0%	0.1%	-0.1%	0.0%	1.1%	-1.1%
	F:	91.3%	55.1%	36.2%	26.1%	37.5%	-11.4%	65.2%	17.6%	47.6%	65.2%	16.3%	48.9%	0.0%	0.8%	-0.8%	0.0%	0.1%	-0.1%	0.0%	0.4%	-0.4%
	T:	100.0%	100.0%		30.4%	72.1%	-41.7%	69.6%	27.9%	41.7%	69.6%	24.9%	44.7%	0.0%	1.3%	-1.3%	0.0%	0.1%	-0.1%	0.0%	1.5%	-1.5%
CLERICAL	M:	9.1%	18.8%	-9.7%	2.3%	12.7%	-10.4%	6.8%	6.1%	0.7%	6.8%	5.5%	1.3%	0.0%	0.4%	-0.4%	0.0%	0.0%	0.0%	0.0%	0.2%	-0.2%
	F:	90.9%	81.2%	9.7%	56.8%	57.3%	-0.5%	34.1%	23.9%	10.2%	31.8%	22.0%	9.8%	0.0%	1.1%	-1.1%	0.0%	0.2%	-0.2%	2.3%	0.5%	1.8%
	T:	100.0%	100.0%		59.1%	69.9%	-10.8%	40.9%	30.1%	10.8%	38.6%	27.5%	11.1%	0.0%	1.4%	-1.4%	0.0%	0.2%	-0.2%	2.3%	0.7%	1.6%

NOTE: SHADED AREAS SIGNIFY SPECIFIC ETHNIC OR GENDER CATEGORIES (NOT APPLIED TO TOTALS OR WHITE MALES) WITH AN UNDERREPRESENTATION OF MORE THAN 1.0%.

ANALYSIS: IN RII, AFRICAN AMERICANS ARE UNDERREPRESENTED IN THE PROFESSIONAL FEMALE, ADMINISTRATIVE MALE, AND TECHNICAL MALE CATEGORIES. WHITE FEMALES ARE UNDERREPRESENTED IN THE PROFESSIONAL, ADMINISTRATIVE, AND TECHNICAL AREAS. HISPANIC FEMALES ARE SLIGHTLY UNDERREPRESENTED IN THE CLERICAL AREA. IT SHOULD BE NOTED THAT IN THE CAD, THE PROFESSIONAL CATEGORY INCLUDES MANY OCCUPATIONS (E.G., SOCIAL SCIENTISTS, NURSES, ETC.) THAT ARE NOT RECRUITED AT THE NRC.

PERCENTAGE OF PERMANENT EMPLOYEES BY PATCO - COMPARED WITH 1990 CENSUS DATA
CHICAGO, IL METRO AREA
AS OF MAY 5, 1994

		TOTAL			WHITE			MINORITY			AFRICAN AMERICAN			HISPANIC			NATIVE AMERICAN			ASIAN PACIFIC AMER		
		RIII	EEOC	DIFF	RIII	EEOC	DIFF	RIII	EEOC	DIFF	RIII	EEOC	DIFF	RIII	EEOC	DIFF	RIII	EEOC	DIFF	RIII	EEOC	DIFF
PROFESSIONAL	M:	88.1%	61.5%	26.6%	81.8%	50.2%	31.6%	6.3%	11.3%	-5.1%	0.6%	3.7%	-3.1%	2.3%	2.4%	-0.1%	0.0%	0.1%	-0.1%	3.4%	5.1%	-1.7%
	F:	11.9%	38.5%	-26.6%	8.5%	28.2%	-19.7%	3.4%	10.4%	-7.0%	2.8%	5.7%	-2.9%	0.0%	1.4%	-1.4%	0.0%	0.0%	0.0%	0.6%	3.2%	-2.6%
	T:	100.0%	100.0%		90.3%	78.4%	11.9%	9.7%	21.6%	-11.9%	3.4%	9.4%	-6.0%	2.3%	3.7%	-1.4%	0.0%	0.1%	-0.1%	4.0%	8.3%	-4.3%
ADMINISTRATIVE	M:	64.7%	49.0%	15.7%	64.7%	38.6%	26.1%	0.0%	10.4%	-10.4%	0.0%	6.4%	-6.4%	0.0%	2.4%	-2.4%	0.0%	0.0%	0.0%	0.0%	1.5%	-1.5%
	F:	35.3%	51.0%	-15.7%	29.4%	37.1%	-7.7%	5.9%	14.0%	-8.1%	5.9%	9.9%	-4.0%	0.0%	2.6%	-2.6%	0.0%	0.0%	0.0%	0.0%	1.5%	-1.5%
	T:	100.0%	100.0%		94.1%	75.7%	18.4%	5.9%	24.3%	-18.4%	5.9%	16.3%	-10.4%	0.0%	4.9%	-4.9%	0.0%	0.1%	-0.1%	0.0%	3.0%	-3.0%
TECHNICAL	M:	11.1%	45.9%	-34.8%	7.4%	33.4%	-26.0%	3.7%	12.5%	-8.8%	3.7%	6.0%	-2.3%	0.0%	3.6%	-3.6%	0.0%	0.0%	0.0%	0.0%	2.9%	-2.9%
	F:	88.9%	54.1%	34.8%	66.7%	35.2%	31.5%	22.2%	18.9%	3.3%	14.8%	12.9%	1.9%	0.0%	3.6%	-3.6%	0.0%	0.1%	-0.1%	7.4%	2.3%	5.1%
	T:	100.0%	100.0%		74.1%	68.6%	5.5%	25.9%	31.4%	-5.5%	18.5%	18.8%	-0.3%	0.0%	7.2%	-7.2%	0.0%	0.1%	-0.1%	7.4%	5.2%	2.2%
CLERICAL	M:	2.6%	20.5%	-17.9%	2.6%	12.7%	-10.1%	0.0%	7.8%	-7.8%	0.0%	4.7%	-4.7%	0.0%	2.0%	-2.0%	0.0%	0.0%	0.0%	0.0%	1.1%	-1.1%
	F:	97.4%	79.5%	17.9%	84.2%	54.8%	29.4%	13.2%	24.7%	-11.5%	7.9%	17.3%	-9.4%	2.6%	5.4%	-2.8%	0.0%	0.2%	-0.2%	2.6%	1.9%	0.7%
	T:	100.0%	100.0%		86.8%	67.5%	19.3%	13.2%	32.5%	-19.3%	7.9%	22.0%	-14.1%	2.6%	7.4%	-4.8%	0.0%	0.2%	-0.2%	2.6%	2.9%	-0.3%

NOTE: SHADED AREAS SIGNIFY SPECIFIC ETHNIC OR GENDER CATEGORIES (NOT APPLIED TO TOTALS OR WHITE MALES) WITH AN UNDERREPRESENTATION OF MORE THAN 1.0%.

ANALYSIS: IN RIII, AFRICAN AMERICANS, HISPANICS, AND ASIAN PACIFIC AMERICANS ARE ALL UNDERREPRESENTED IN SIX OR SEVEN AREAS. WHITE FEMALES ARE UNDERREPRESENTED IN BOTH THE PROFESSIONAL AND ADMINISTRATIVE AREAS. IN ALL EXCEPT THE PROFESSIONAL AREA AND AFRICAN AMERICAN AREAS, REPRESENTATION WOULD COME IN LINE WITH THE CAD BY HIRING 1 REPLACEMENT EMPLOYEE IN EACH GROUP. IT SHOULD BE NOTED THAT IN THE CAD, THE PROFESSIONAL CATEGORY INCLUDES MANY OCCUPATIONS (E.G., SOCIAL SCIENTISTS, NURSES, ETC.) THAT ARE NOT RECRUITED AT THE NRC.

PERCENTAGE OF PERMANENT EMPLOYEES BY PATCO - COMPARED WITH 1990 CENSUS DATA
DALLAS, TX METRO AREA
AS OF MAY 5, 1994

		TOTAL			WHITE			MINORITY			AFRICAN AMERICAN			HISPANIC			NATIVE AMERICAN			ASIAN PACIFIC AMER		
		RIV	EEOC	DIFF	RIV	EEOC	DIFF	RIV	EEOC	DIFF	RIV	EEOC	DIFF	RIV	EEOC	DIFF	RIV	EEOC	DIFF	RIV	EEOC	DIFF
PROFESSIONAL	M:	90.1%	61.9%	28.2%	80.1%	53.7%	26.4%	9.9%	8.2%	1.7%	1.4%	2.9%	-1.5%	6.4%	2.9%	3.5%	0.0%	0.2%	-0.2%	2.1%	2.2%	-0.1%
	F:	9.9%	38.1%	-28.2%	7.8%	30.4%	-22.6%	2.1%	7.7%	-5.6%	0.7%	4.5%	-3.8%	1.4%	1.6%	-0.2%	0.0%	0.1%	-0.1%	0.0%	1.5%	-1.5%
	T:	100.0%	100.0%		87.9%	84.1%	3.8%	12.1%	15.9%	-3.8%	2.1%	7.4%	-5.3%	7.8%	4.4%	3.4%	0.0%	0.3%	-0.3%	2.1%	3.7%	-1.6%
ADMINISTRATIVE	M:	63.2%	48.3%	14.9%	57.9%	40.2%	17.7%	5.3%	8.1%	-2.8%	0.0%	4.1%	-4.1%	5.3%	3.2%	2.1%	0.0%	0.2%	-0.2%	0.0%	0.7%	-0.7%
	F:	36.8%	51.7%	-14.9%	36.8%	41.5%	-4.7%	0.0%	10.2%	-10.2%	0.0%	6.2%	-6.2%	0.0%	2.8%	-2.8%	0.0%	0.1%	-0.1%	0.0%	1.0%	-1.0%
	T:	100.0%	100.0%		94.7%	81.7%	13.0%	5.3%	18.3%	-13.0%	0.0%	10.2%	-10.2%	5.3%	6.0%	-0.7%	0.0%	0.3%	-0.3%	0.0%	1.7%	-1.7%
TECHNICAL	M:	4.0%	45.6%	-41.6%	4.0%	35.0%	-31.0%	0.0%	10.6%	-10.6%	0.0%	5.8%	-5.8%	0.0%	3.2%	-3.2%	0.0%	0.2%	-0.2%	0.0%	1.4%	-1.4%
	F:	96.0%	54.4%	41.6%	88.0%	37.5%	50.5%	8.0%	16.9%	-8.9%	4.0%	11.0%	-7.0%	0.0%	4.2%	-4.2%	0.0%	0.4%	-0.4%	4.0%	1.3%	2.7%
	T:	100.0%	100.0%		92.0%	72.5%	19.5%	8.0%	27.5%	-19.5%	4.0%	16.7%	-12.7%	0.0%	7.4%	-7.4%	0.0%	0.7%	-0.7%	4.0%	2.7%	1.3%
CLERICAL	M:	5.3%	20.4%	-15.1%	5.3%	13.7%	-8.4%	0.0%	6.7%	-6.7%	0.0%	3.7%	-3.7%	0.0%	2.4%	-2.4%	0.0%	0.2%	-0.2%	0.0%	0.5%	-0.5%
	F:	94.7%	79.6%	15.1%	86.8%	58.8%	28.0%	7.9%	20.8%	-12.9%	0.0%	13.6%	-13.6%	7.9%	5.8%	2.1%	0.0%	0.5%	-0.5%	0.0%	0.9%	-0.9%
	T:	100.0%	100.0%		92.1%	72.5%	19.6%	7.9%	27.5%	-19.6%	0.0%	17.3%	-17.3%	7.9%	8.2%	-0.3%	0.0%	0.6%	-0.6%	0.0%	1.4%	-1.4%

NOTE: SHADED AREAS SIGNIFY SPECIFIC ETHNIC OR GENDER CATEGORIES (NOT APPLIED TO TOTALS OR WHITE MALES) WITH AN UNDERREPRESENTATION OF MORE THAN 1.0%.

ANALYSIS: IN RIV, AFRICAN AMERICANS ARE THE MOST WIDELY UNDERREPRESENTED GROUP WITH LOW REPRESENTATION IN ALL AREAS. WHITE FEMALES ARE UNDERREPRESENTED IN BOTH THE PROFESSIONAL AND ADMINISTRATIVE AREAS. HISPANICS AND ASIAN PACIFIC AMERICANS ARE JUST SLIGHTLY UNDERREPRESENTED. IN THESE AREAS, REPRESENTATION WOULD COME IN LINE WITH THE CAD BY HIRING 1 REPLACEMENT EMPLOYEE IN MOST GROUPS. IT SHOULD BE NOTED THAT IN THE CAD, THE PROFESSIONAL CATEGORY INCLUDES MANY OCCUPATIONS (E.G., SOCIAL SCIENTISTS, NURSES, ETC.) THAT ARE NOT RECRUITED AT THE NRC.

ORISE Availability Comparisons

**1993 ORISE AVAILABILITY VS. NRC POPULATION
IN SELECTED OCCUPATIONS BY ETHNICITY**

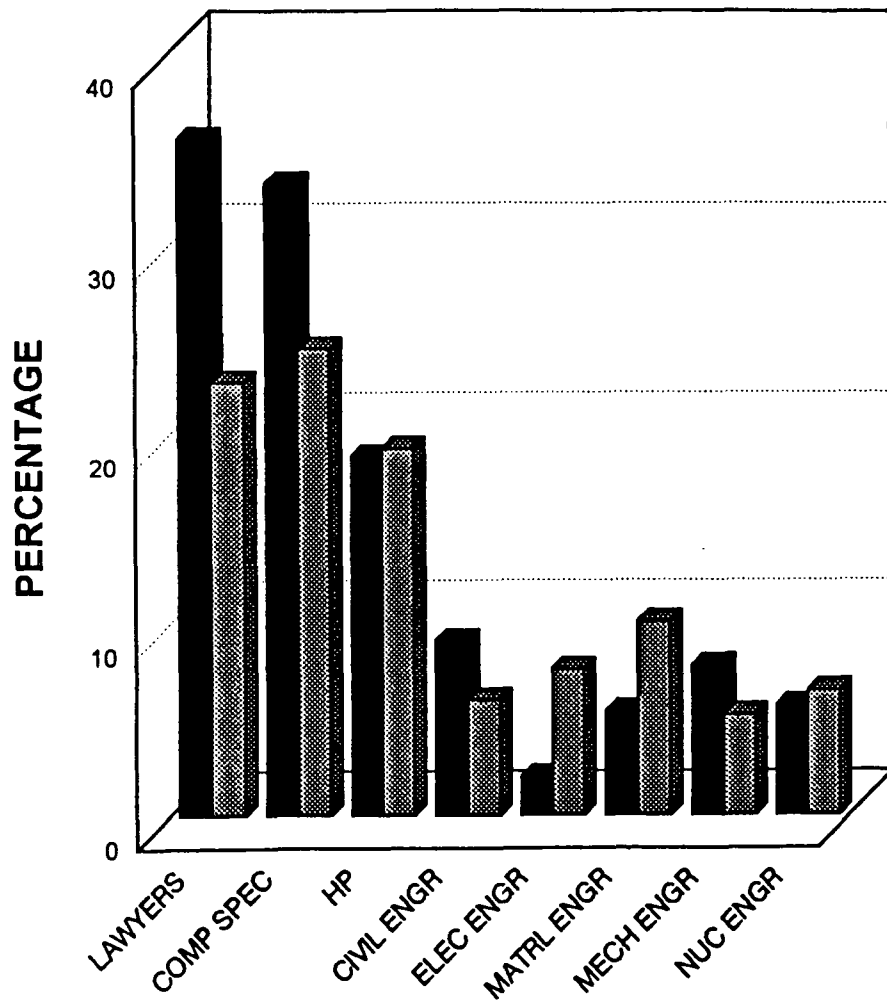
		TOTAL			WHITE			MINORITY			AFRICAN AMERICAN			HISPANIC			NATIVE AMERICAN			ASIAN PACIFIC AMER		
		NRC	ORISE	DIFF	NRC	ORISE	DIFF	NRC	ORISE	DIFF	NRC	ORISE	DIFF	NRC	ORISE	DIFF	NRC	ORISE	DIFF	NRC	ORISE	DIFF
LAWYERS	M:	57.6%	73.9%	-16.3%	50.8%	69.1%	-18.3%	6.8%	4.6%	2.2%	3.4%	1.9%	1.5%	1.7%	1.7%	-0.0%	0.0%	0.1%	-0.1%	1.7%	0.9%	0.8%
	F:	42.4%	26.1%	16.3%	35.6%	22.8%	12.8%	6.8%	3.2%	3.6%	5.1%	1.6%	3.5%	0.0%	0.9%	-0.9%	0.0%	0.1%	-0.1%	1.7%	0.6%	1.1%
COMPUTER SPEC	M:	55.6%	69.7%	-14.1%	47.6%	58.5%	-10.9%	7.9%	10.0%	-2.1%	7.9%	2.9%	5.0%	0.0%	2.0%	-2.0%	0.0%	0.2%	-0.2%	0.0%	4.9%	-4.9%
	F:	44.4%	30.3%	14.1%	33.3%	24.6%	8.7%	11.1%	5.4%	5.7%	6.3%	2.4%	3.9%	0.0%	0.9%	-0.9%	0.0%	0.1%	-0.1%	4.8%	2.0%	2.8%
HEALTH PHYSICS	M:	77.0%	79.2%	-2.2%	67.1%	76.0%	-8.9%	9.9%	3.2%	6.7%	2.7%	1.4%	1.3%	3.2%	1.1%	2.1%	0.0%	0.0%	0.0%	4.1%	0.7%	3.4%
	F:	23.0%	20.8%	2.2%	18.9%	19.3%	-0.4%	4.1%	1.5%	2.6%	3.2%	0.7%	2.5%	0.5%	0.3%	0.2%	0.0%	0.0%	0.0%	0.5%	0.5%	-0.0%
CIVIL ENGINEER	M:	90.9%	92.3%	-1.4%	27.3%	78.1%	-50.8%	63.6%	13.1%	50.5%	0.0%	2.5%	-2.5%	0.0%	3.3%	-3.3%	0.0%	0.3%	-0.3%	63.6%	7.0%	56.6%
	F:	9.1%	7.7%	1.4%	9.1%	6.0%	3.1%	0.0%	1.5%	-1.5%	0.0%	0.4%	-0.4%	0.0%	0.4%	-0.4%	0.0%	0.0%	0.0%	0.0%	0.7%	-0.7%
ELECTRICAL ENGR	M:	93.9%	89.7%	4.2%	59.2%	75.8%	-16.6%	34.7%	13.1%	21.6%	8.2%	3.1%	5.1%	4.1%	2.7%	1.4%	0.0%	0.2%	-0.2%	22.4%	7.1%	15.3%
	F:	6.1%	10.3%	-4.2%	2.0%	7.6%	-5.6%	4.1%	2.6%	1.5%	2.0%	0.9%	1.1%	0.0%	0.5%	-0.5%	0.0%	0.0%	0.0%	2.0%	1.2%	0.8%
MATERIALS ENGR	M:	94.6%	87.0%	7.6%	73.0%	75.5%	-2.5%	21.6%	9.0%	12.6%	2.7%	1.9%	0.8%	5.4%	2.4%	3.0%	0.0%	0.1%	-0.1%	13.5%	4.6%	8.9%
	F:	5.4%	13.0%	-7.6%	5.4%	10.1%	-4.7%	0.0%	2.7%	-2.7%	0.0%	1.9%	-1.9%	0.0%	0.4%	-0.4%	0.0%	0.0%	0.0%	0.0%	0.4%	-0.4%
MECHANICAL ENGR	M:	82.4%	93.9%	-11.5%	54.9%	82.9%	-28.0%	27.5%	10.2%	17.3%	0.0%	2.3%	-2.3%	3.9%	2.5%	1.4%	0.0%	0.4%	-0.4%	23.5%	5.0%	18.5%
	F:	17.6%	6.1%	11.5%	7.8%	5.2%	2.6%	9.8%	0.8%	9.0%	3.9%	0.3%	3.6%	0.0%	0.2%	-0.2%	0.0%	0.0%	0.0%	5.9%	0.3%	5.6%
NUCLEAR ENGR	M:	93.0%	92.8%	0.2%	84.9%	82.9%	2.0%	8.0%	9.7%	-1.7%	1.8%	1.7%	0.1%	1.4%	2.0%	-0.6%	0.2%	0.2%	-0.0%	4.7%	5.8%	-1.1%
	F:	7.0%	7.2%	-0.2%	5.7%	6.5%	-0.8%	1.4%	0.7%	0.7%	0.2%	0.1%	0.1%	0.4%	0.1%	0.3%	0.0%	0.1%	-0.1%	0.8%	0.4%	0.4%

NRC DATA AS OF MAY 5, 1994

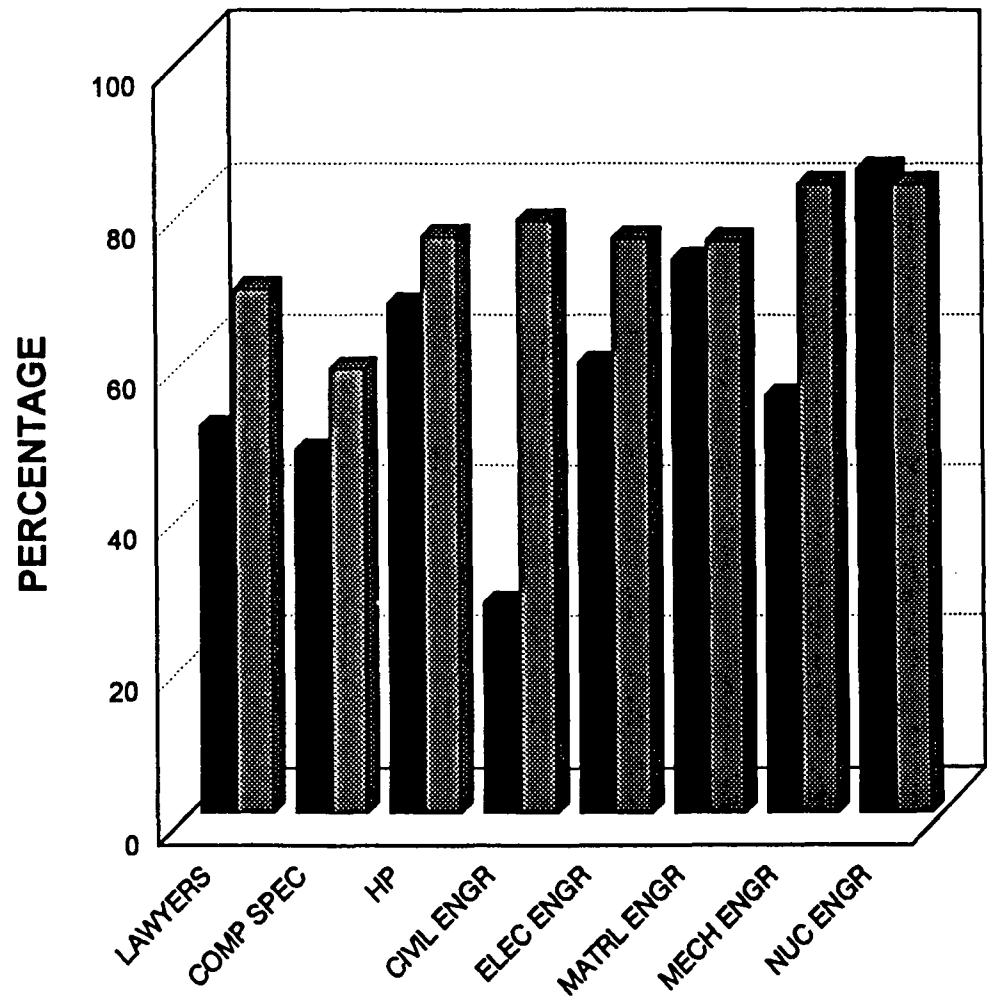
NOTE: SHADED AREAS SIGNIFY SPECIFIC ETHNIC OR GENDER CATEGORIES (NOT APPLIED TO TOTALS OR WHITE MALES) WITH AN UNDERREPRESENTATION OF MORE THAN 1.0%.

ORISE AVAILABILITY VS. NRC POPULATION IN SELECTED OCCUPATIONS BY ETHNICITY

WHITE FEMALES



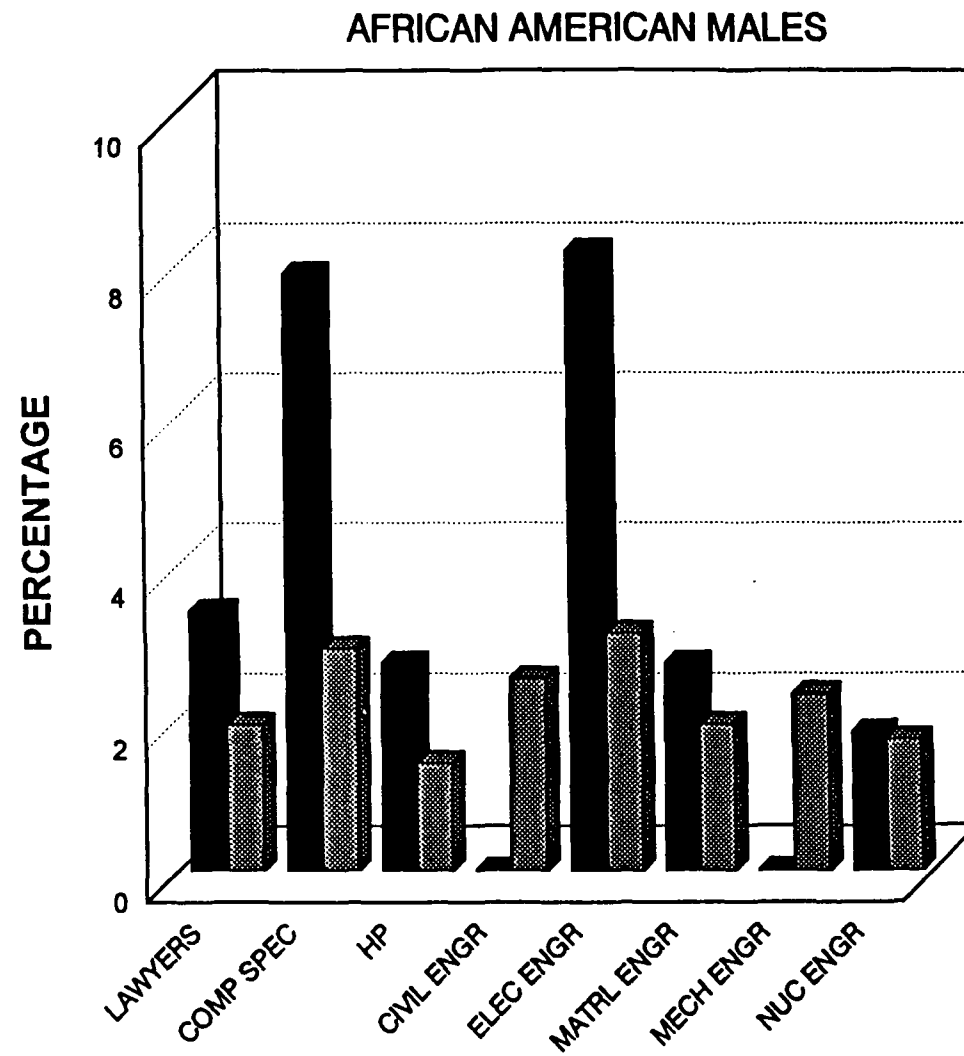
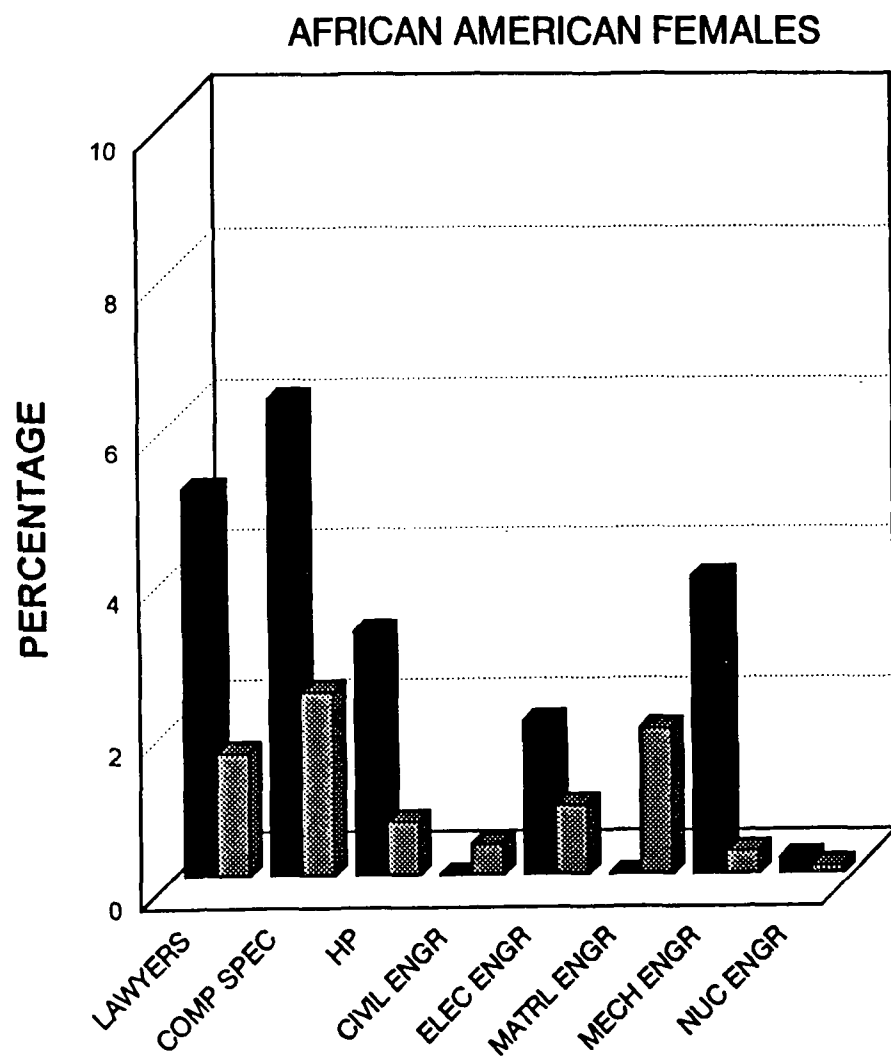
WHITE MALES



NOTE: CHART SCALES DIFFER TO SHOW DETAIL.

■ NRC ■ ORISE

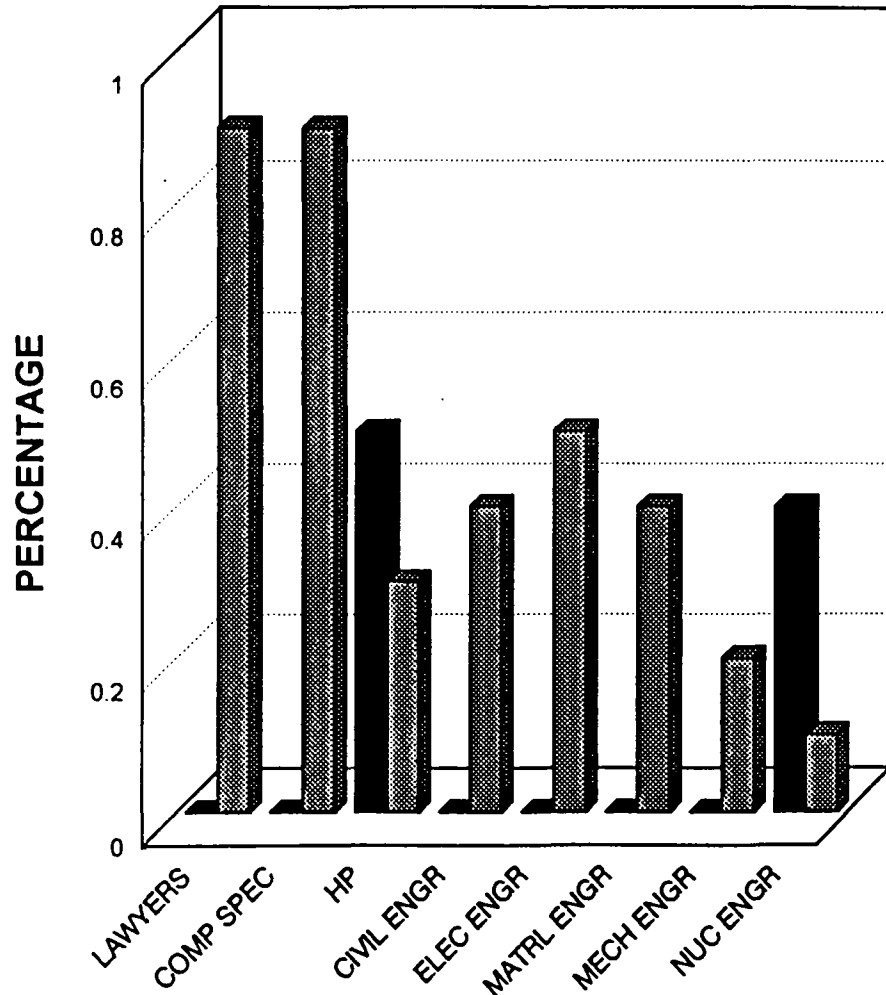
ORISE AVAILABILITY VS. NRC POPULATION IN SELECTED OCCUPATIONS BY ETHNICITY



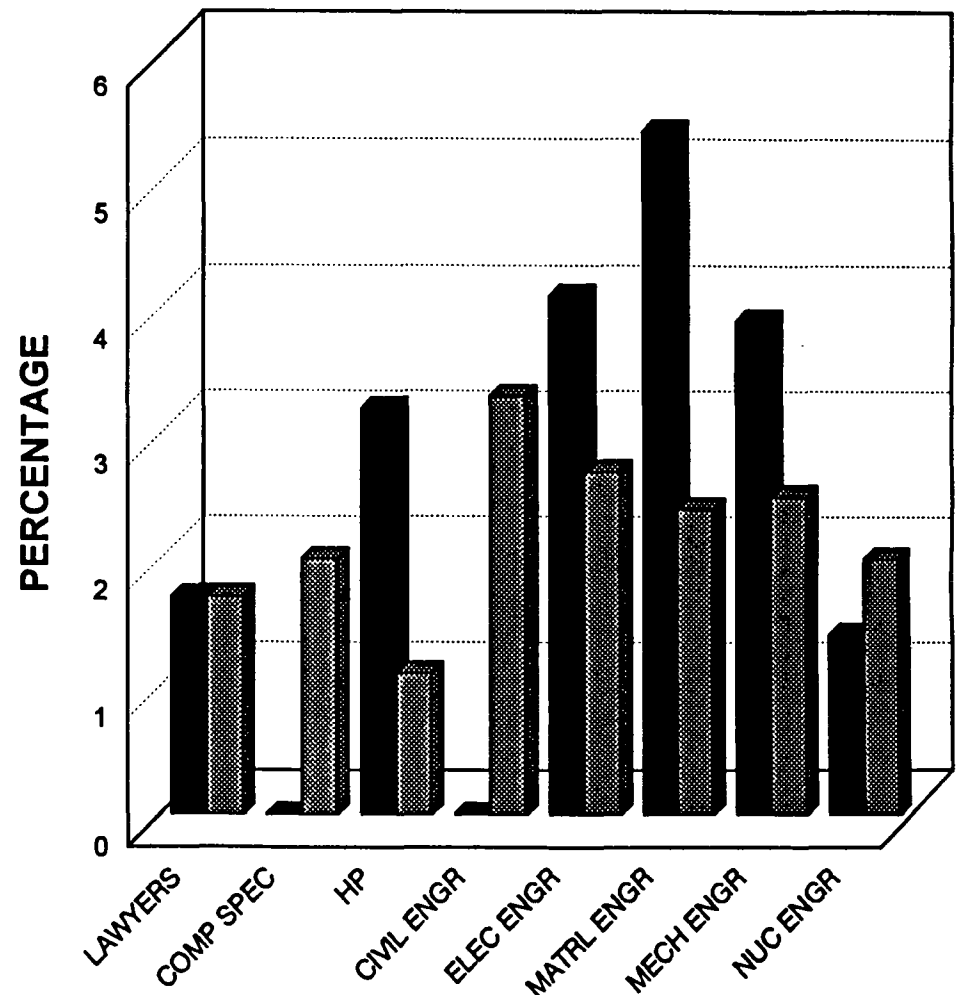
■ NRC ■ ORISE

ORISE AVAILABILITY VS. NRC POPULATION IN SELECTED OCCUPATIONS BY ETHNICITY

HISPANIC FEMALES



HISPANIC MALES

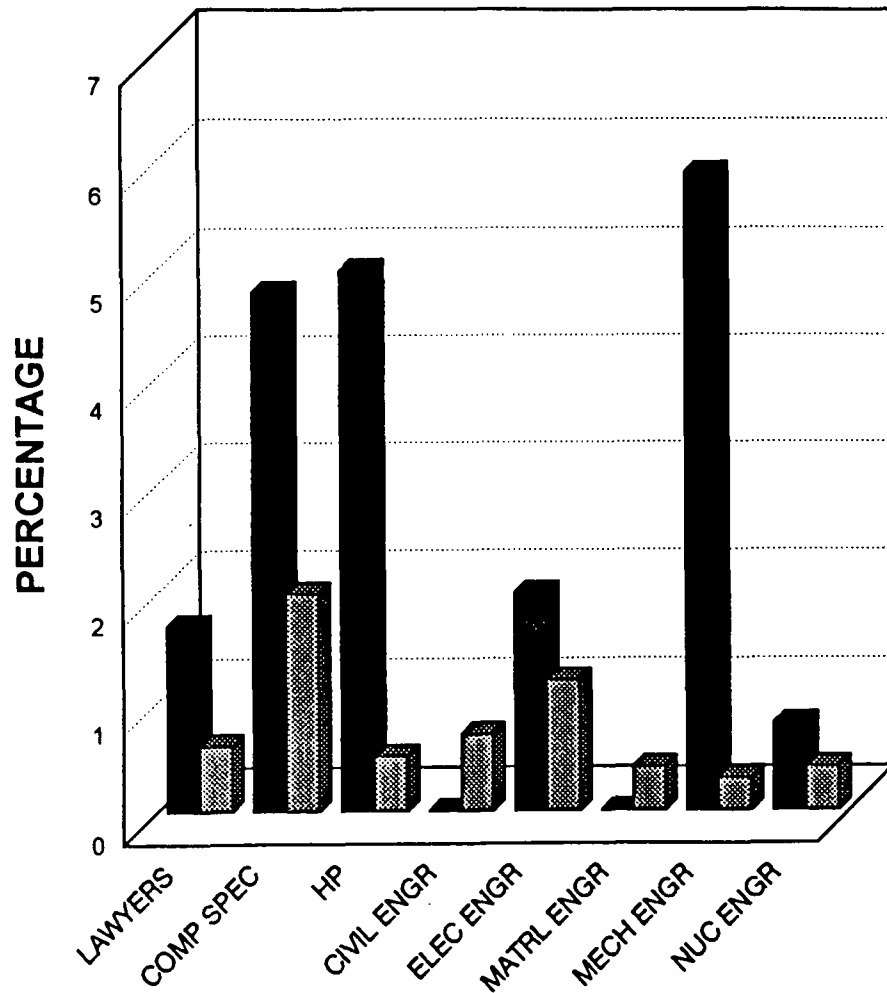


NOTE: CHART SCALES DIFFER TO SHOW DETAIL.

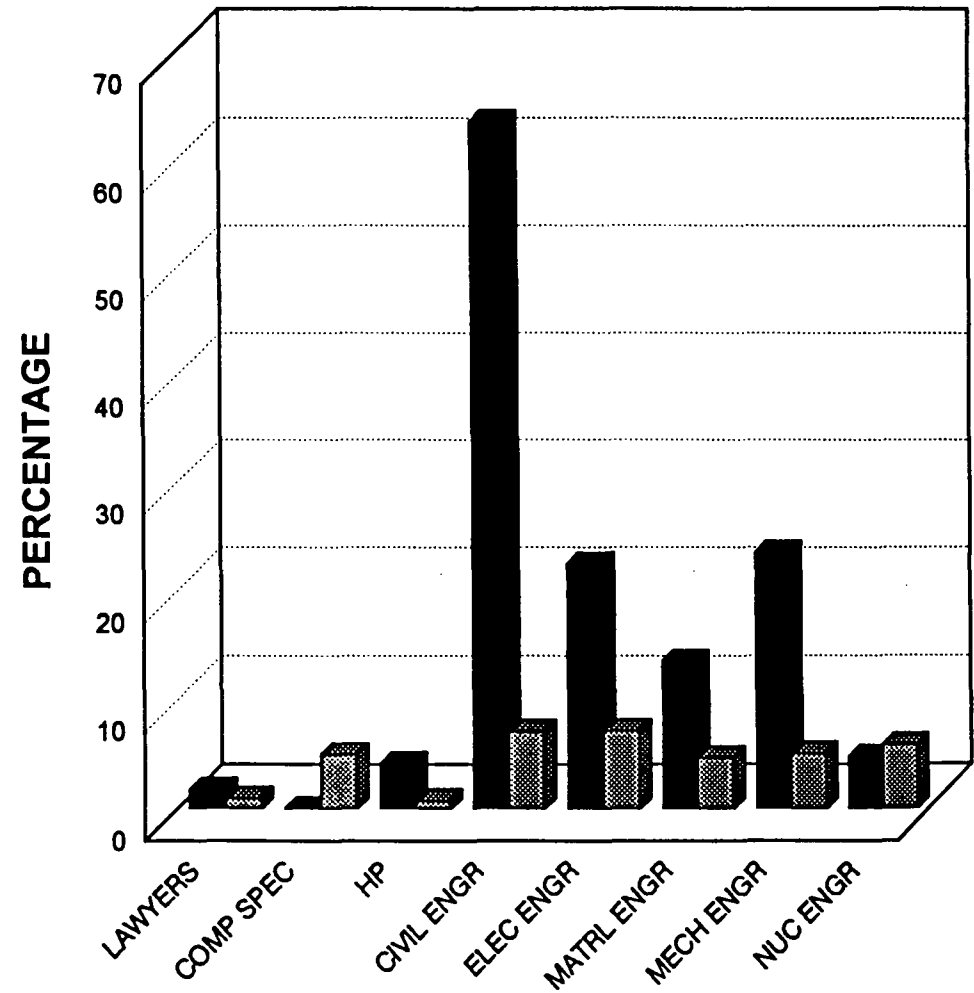
■ NRC ■ ORISE

ORISE AVAILABILITY VS. NRC POPULATION IN SELECTED OCCUPATIONS BY ETHNICITY

ASIAN PACIFIC AMERICAN FEMALES



ASIAN PACIFIC AMERICAN MALES



NOTE: CHART SCALES DIFFER TO SHOW DETAIL.

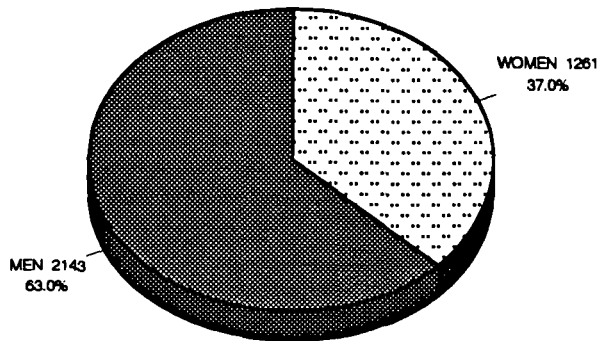
■ NRC ■ ORISE

NRC Data

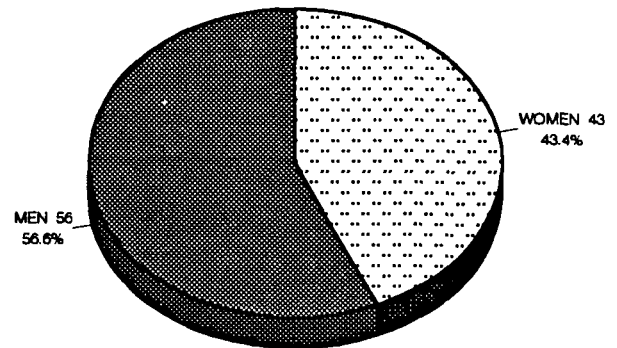
POPULATION DISTRIBUTION AND PERMANENT NEW HIRES BY GENDER

FY 1993

POPULATION DISTRIBUTION

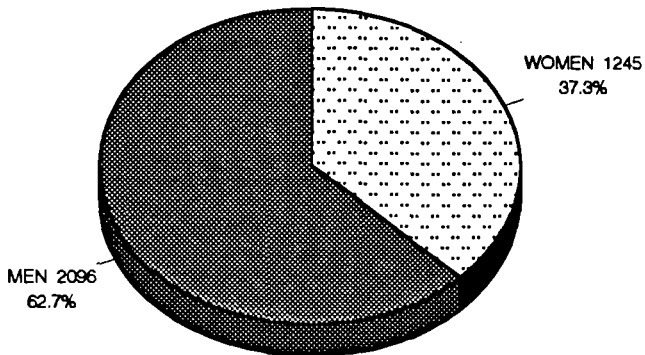


99 NEW HIRES

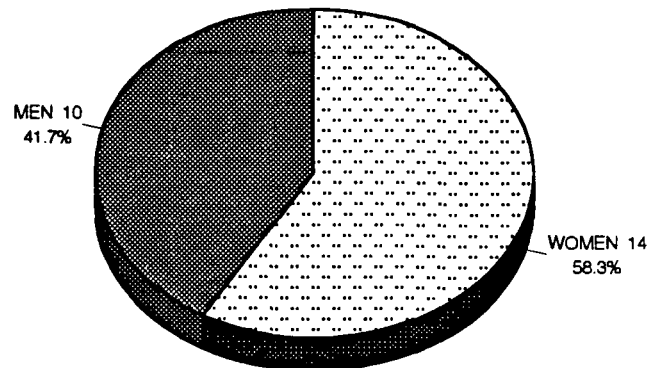


FY 1994 THROUGH QTR 2

POPULATION DISTRIBUTION



24 NEW HIRES

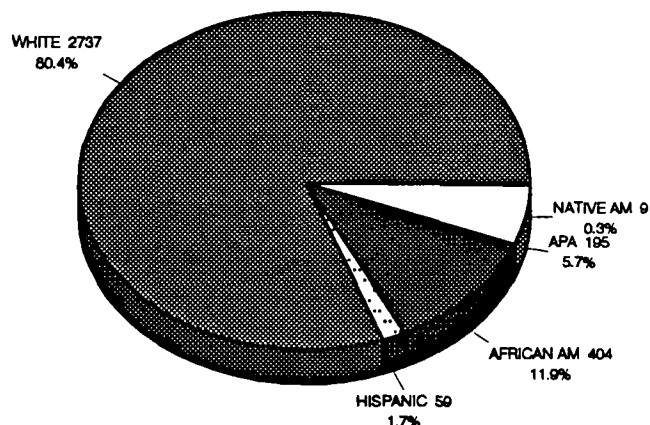


ANALYSIS: OVERALL WOMEN'S REPRESENTATION IN THE NRC HAS INCREASED FROM 37.0% TO 37.3% DUE TO INCREASED ATTRITION AMONG THE MALE POPULATION.

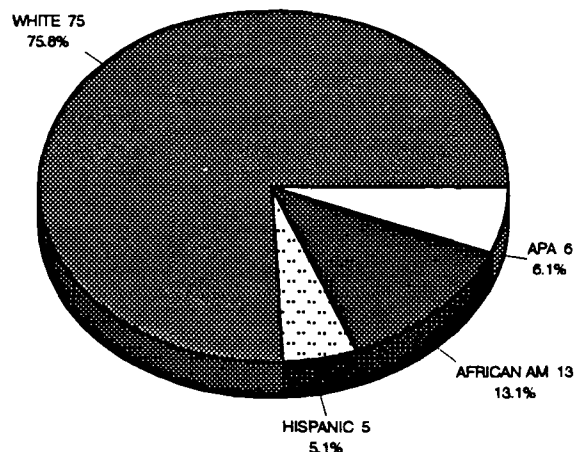
POPULATION DISTRIBUTION AND PERMANENT NEW HIRES BY ETHNICITY

FY 1993

POPULATION DISTRIBUTION

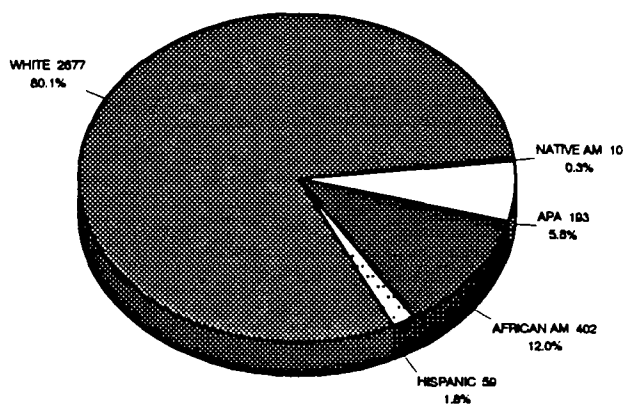


99 NEW HIRES

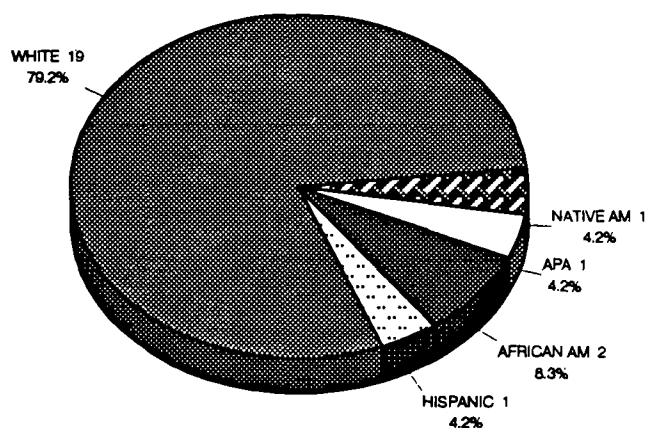


FY 1994 THROUGH QTR 2

POPULATION DISTRIBUTION



24 NEW HIRES

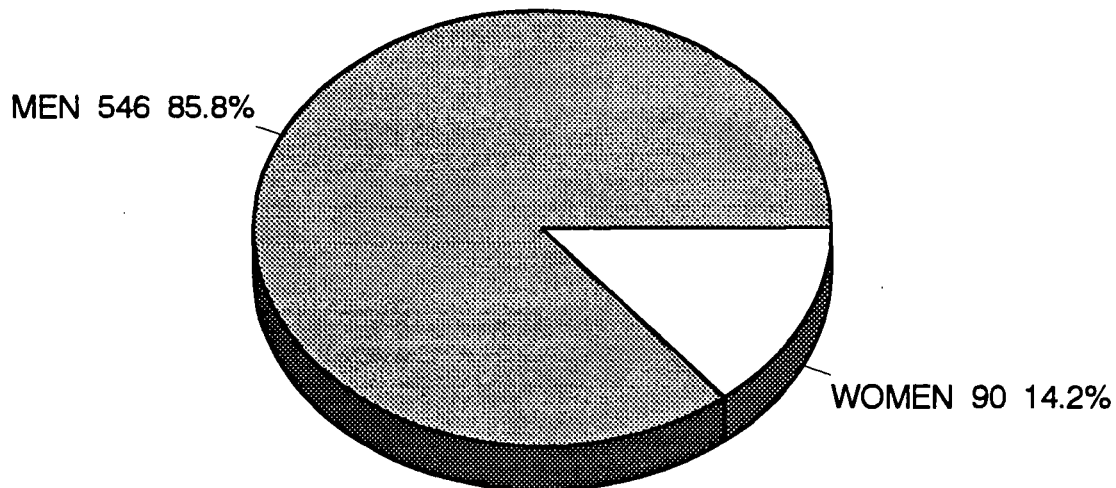


ANALYSIS: OVERALL MINORITY REPRESENTATION IN THE NRC HAS INCREASED FROM 19.6% TO 19.9% DUE TO INCREASED ATTRITION AMONG THE WHITE POPULATION.

SUPERVISORS AND MANAGERS BY GENDER

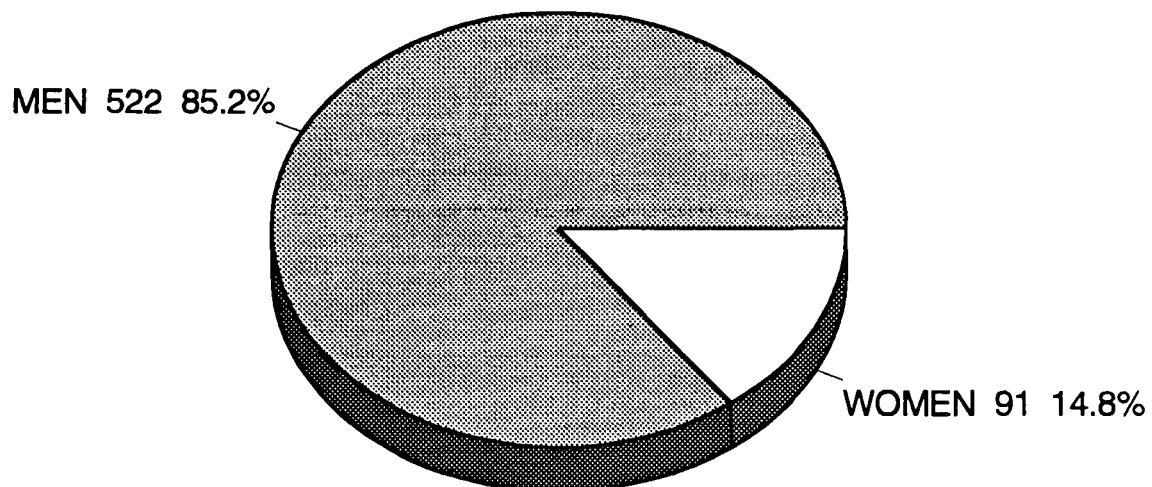
AS OF 9/30/93

TOTAL = 636



AS OF 3/31/94

TOTAL = 613

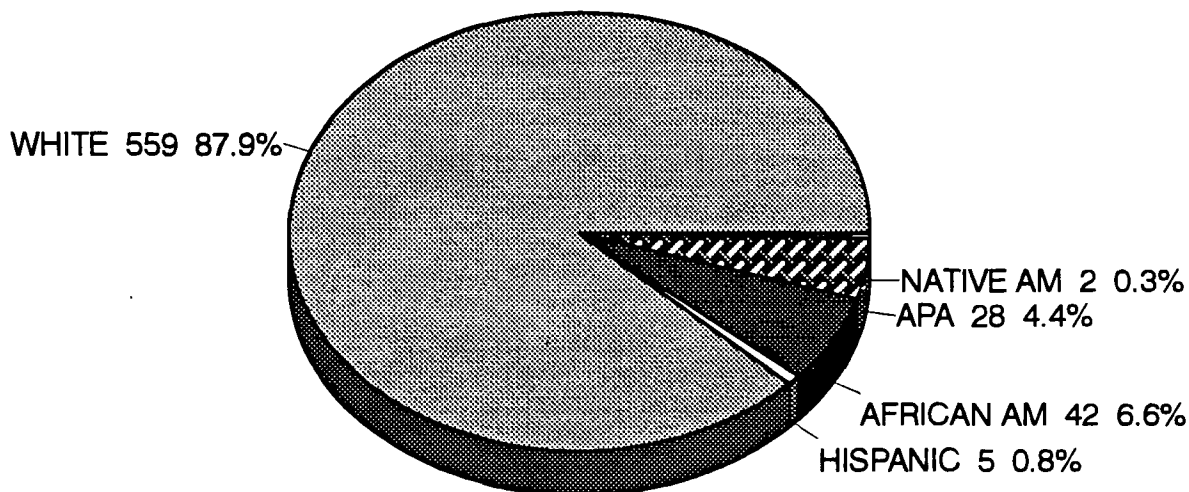


ANALYSIS: ALTHOUGH THE NUMBER OF SUPERVISORS AND MANAGERS HAS DECREASED BY 23 OVER THIS 6-MONTH PERIOD, REPRESENTATION AMONG WOMEN HAS INCREASED BY 1 AND THEIR PERCENTAGE OF THE POPULATION HAS GROWN BY .6%. AS THE NUMBER OF SUPERVISORS AND MANAGERS IS REDUCED, EFFORTS TOWARD INCREASING FEMALE REPRESENTATION WILL CONTINUE.

SUPERVISORS AND MANAGERS BY ETHNICITY

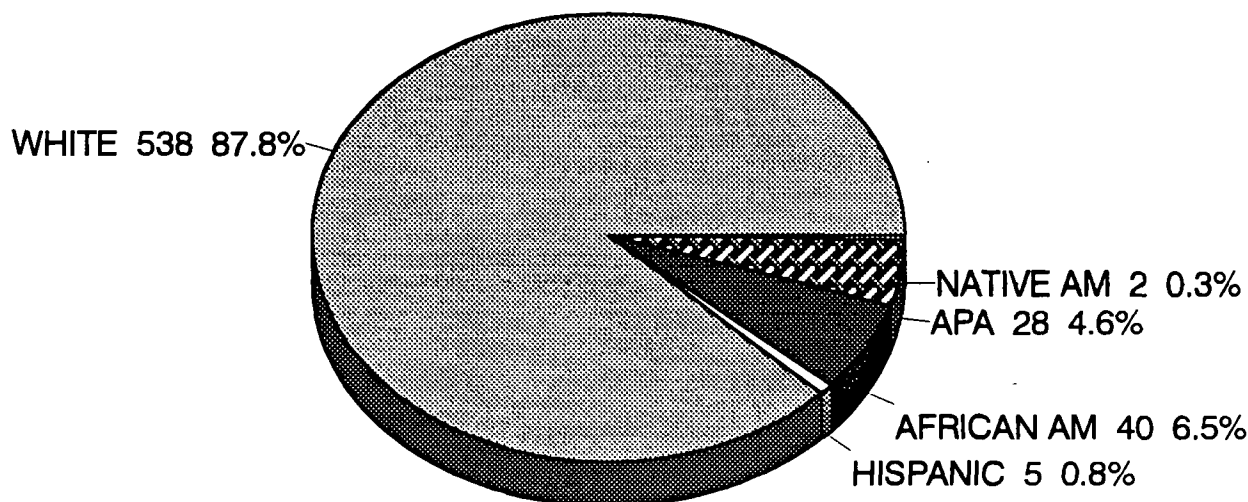
AS OF 9/30/93

TOTAL = 636



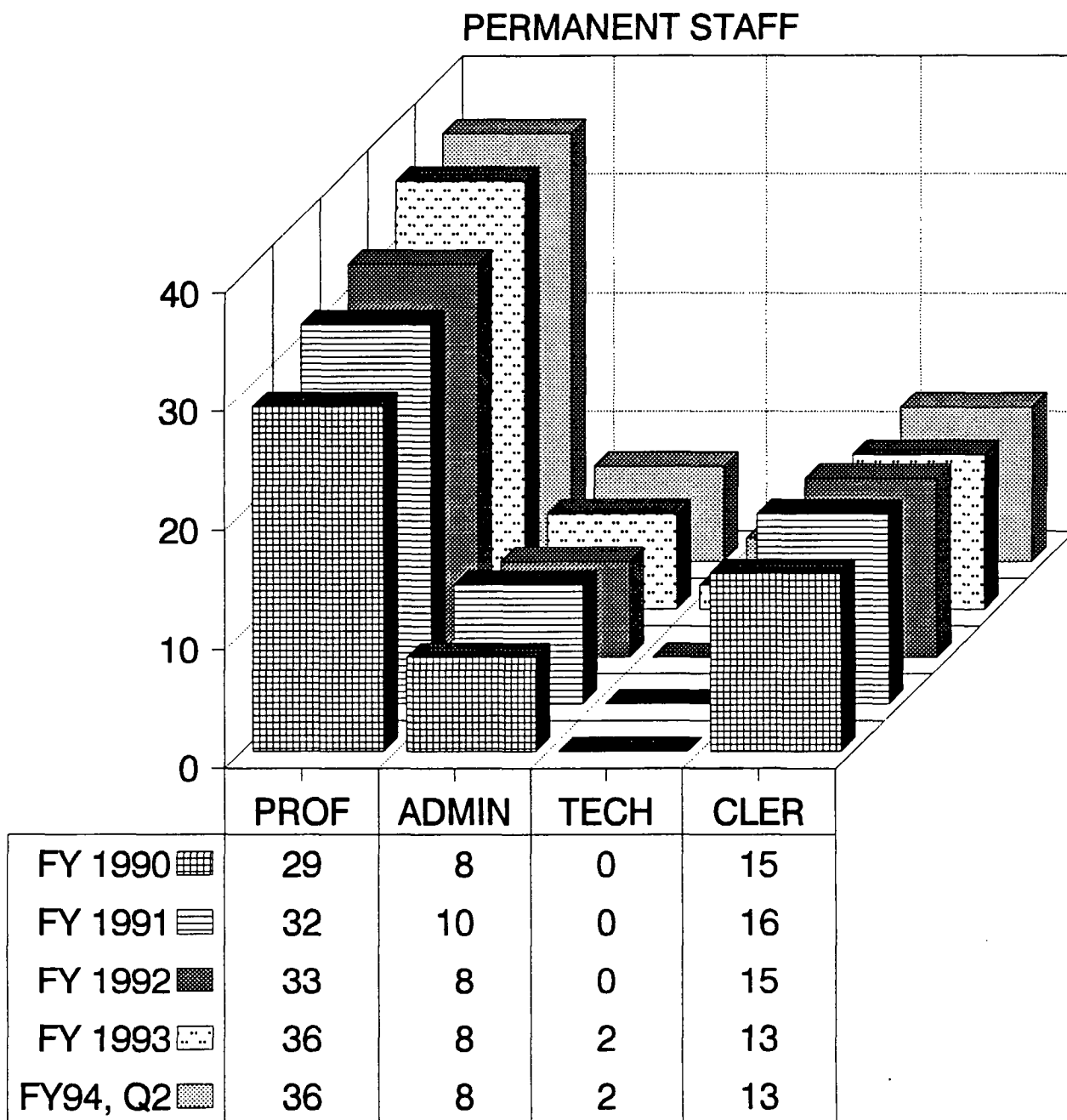
AS OF 3/31/94

TOTAL = 613



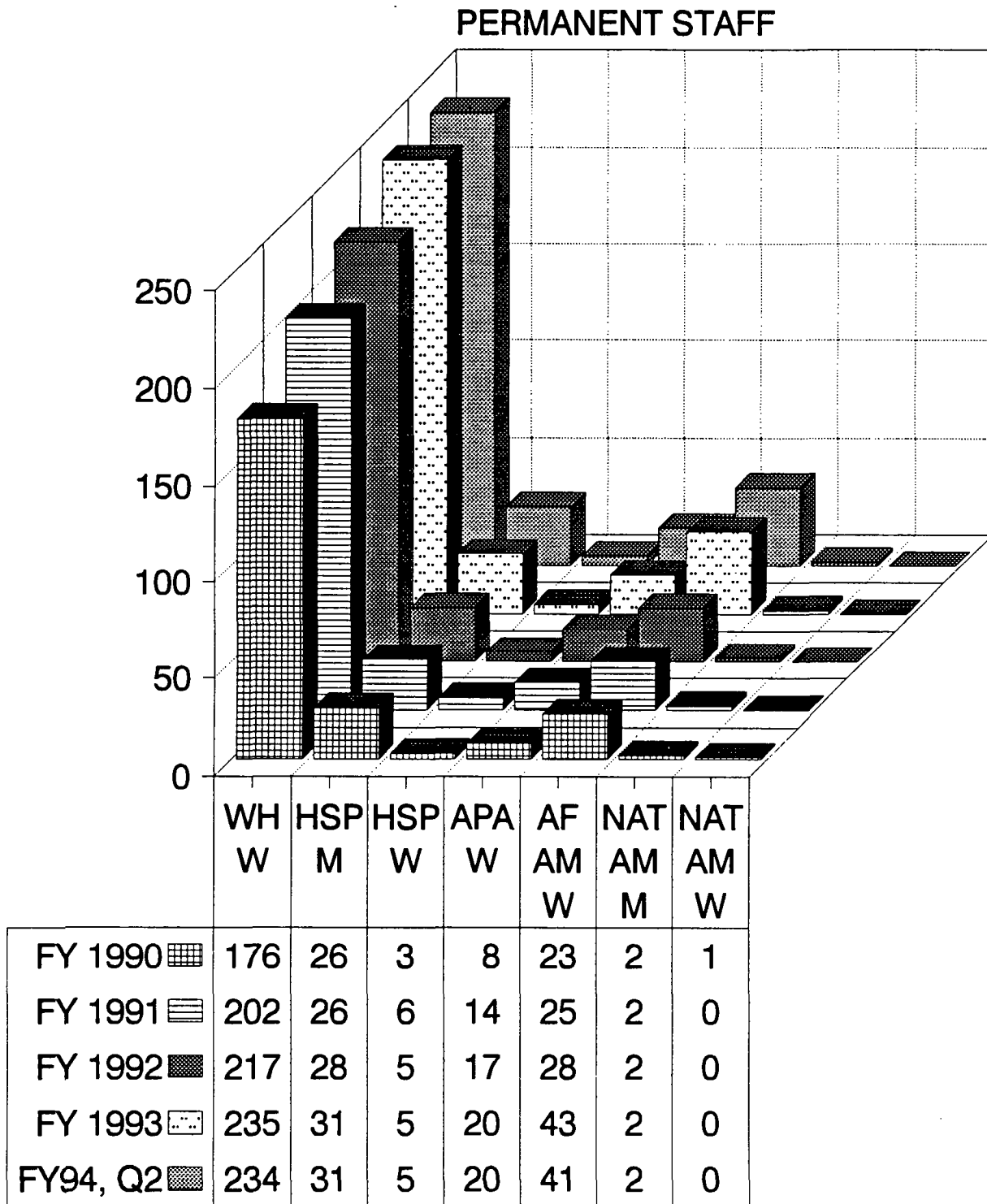
ANALYSIS: ALTHOUGH THE NUMBER OF SUPERVISORS AND MANAGERS HAS DECREASED BY 23 OVER THIS 6-MONTH PERIOD, REPRESENTATION AMONG MINORITY GROUPS HAS REMAINED CONSTANT WITH THE EXCEPTION OF AFRICAN AMERICANS WHICH DECREASED BY 2. AS THE NUMBER OF SUPERVISORS AND MANAGERS IS REDUCED, EFFORTS TOWARD INCREASING DIVERSITY WILL CONTINUE.

DISTRIBUTION OF HISPANIC STAFF BY PATCO CATEGORY



THE CHANGES IN TECHNICAL AND CLERICAL CATEGORIES IN FY 1993 MERELY REFLECT CHANGES IN PATCO DEFINITIONS. OVERALL THERE IS AN INCREASE IN REPRESENTATION SINCE 1990.

NRC DISTRIBUTION OF EEOC IDENTIFIED UNDERREPRESENTED GROUPS IN THE PROFESSIONAL CAREER FIELDS

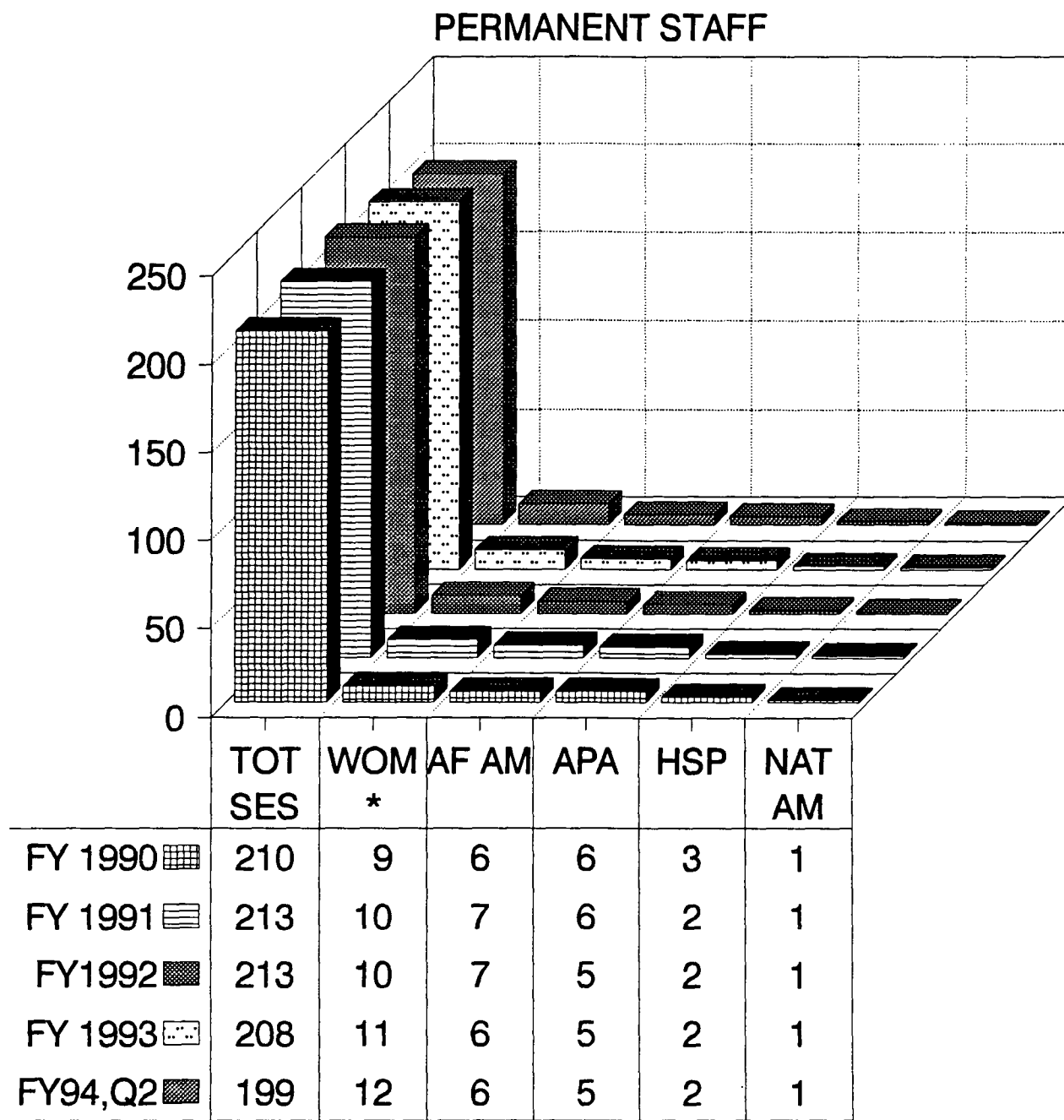


MINORITY REPRESENTATION HAS INCREASED OVERALL SINCE 1990.

SES WOMEN AND MINORITIES

PERMANENT STAFF

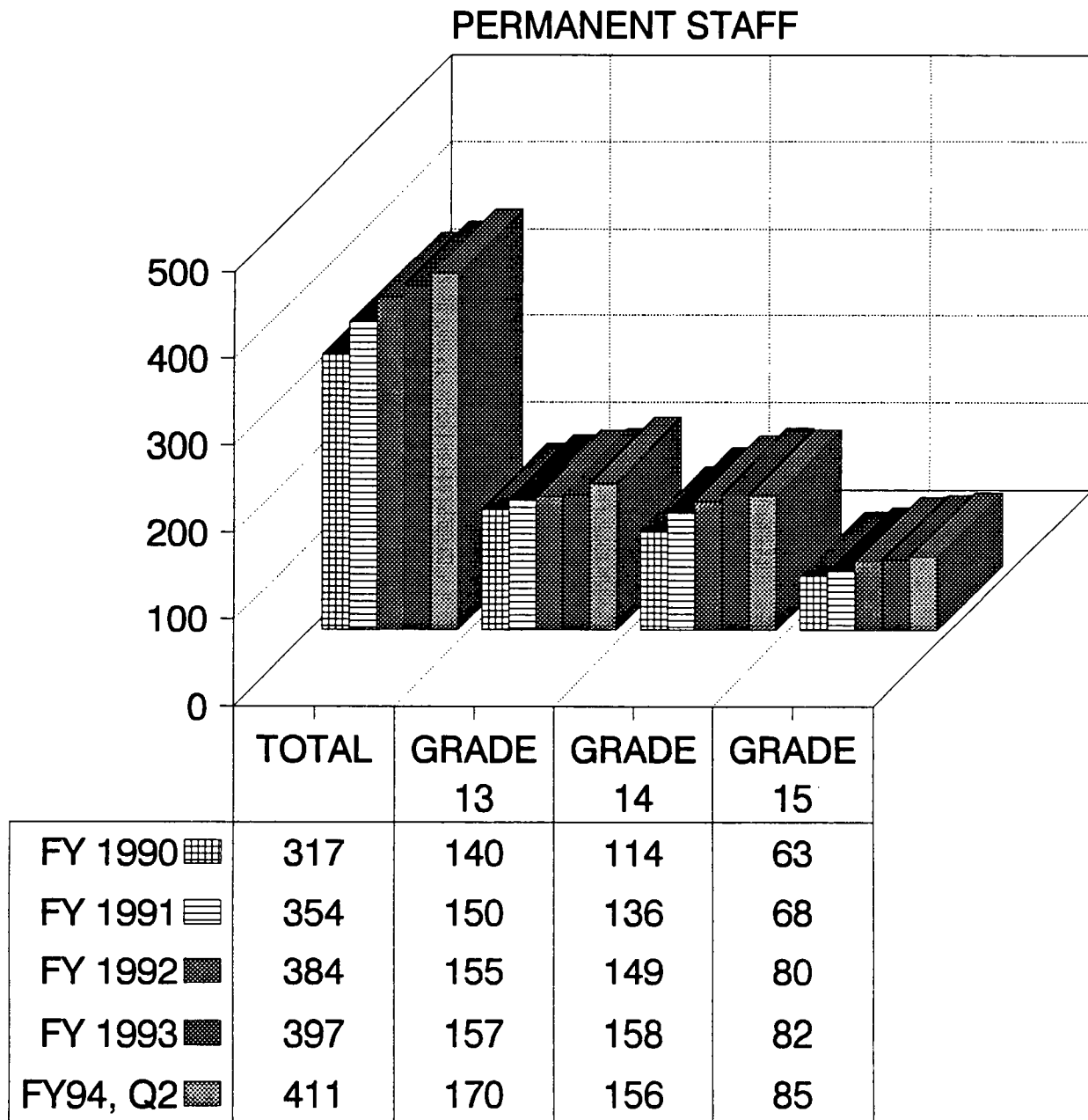
FY 1990 THROUGH FY 1994, QTR 2



* IN THIS CATEGORY ALL WOMEN ARE WHITE.

WOMEN AND MINORITIES IN THE SES HAVE INCREASED SLIGHTLY OVERALL.

WOMEN GRADES 13-15 PERMANENT STAFF FY1990 THROUGH FY 1994, QTR 2



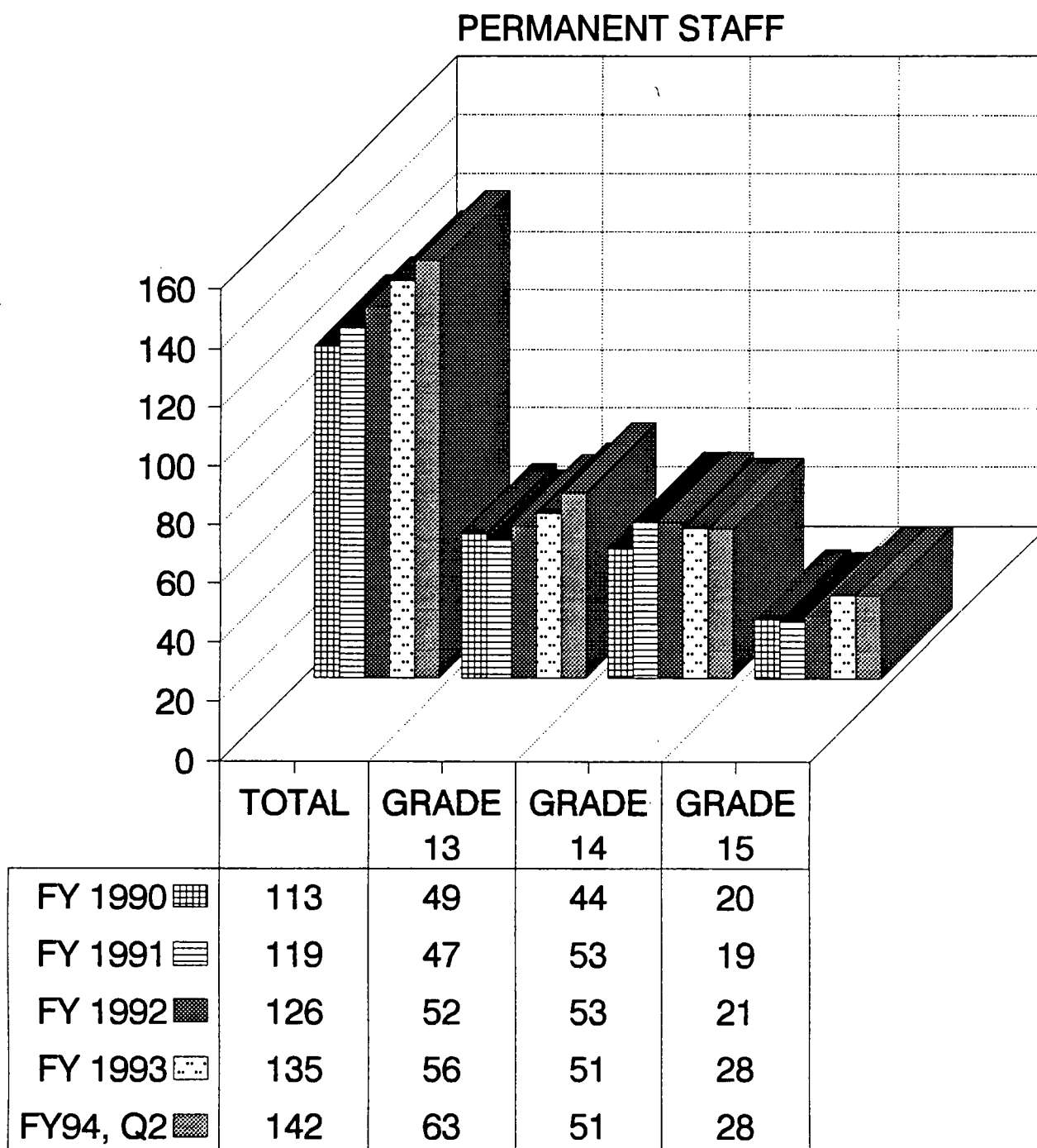
THE WOMEN SES FEEDER POPULATION HAS INCREASED SINCE FY 1990 BY 94 (29.6%); MORE RECENTLY DURING FY 1994 BY 14 (3.5%).

AFRICAN AMERICANS GRADES 13-15

PERMANENT STAFF

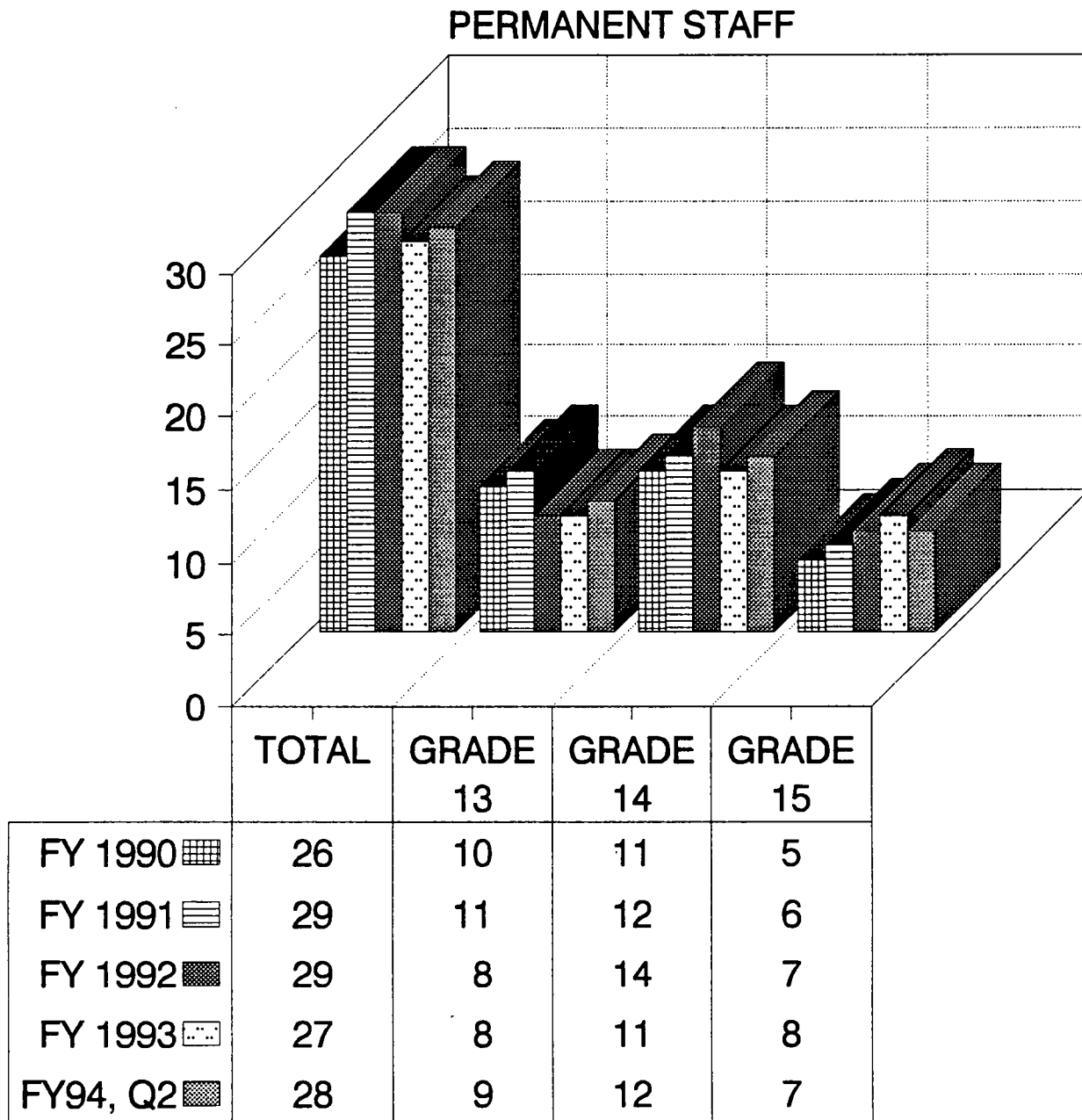
FY 1990 THROUGH FY 1994, QTR 2

Chart 2.11



THE AFRICAN AMERICAN SES FEEDER POPULATION HAS INCREASED SINCE FY 1990 BY 29 (26.7%); MORE RECENTLY DURING FY 1994 BY 7 (5.2%).

HISPANICS GRADES 13-15 **PERMANENT STAFF** **FY 1990 THROUGH FY 1994, QTR 2**

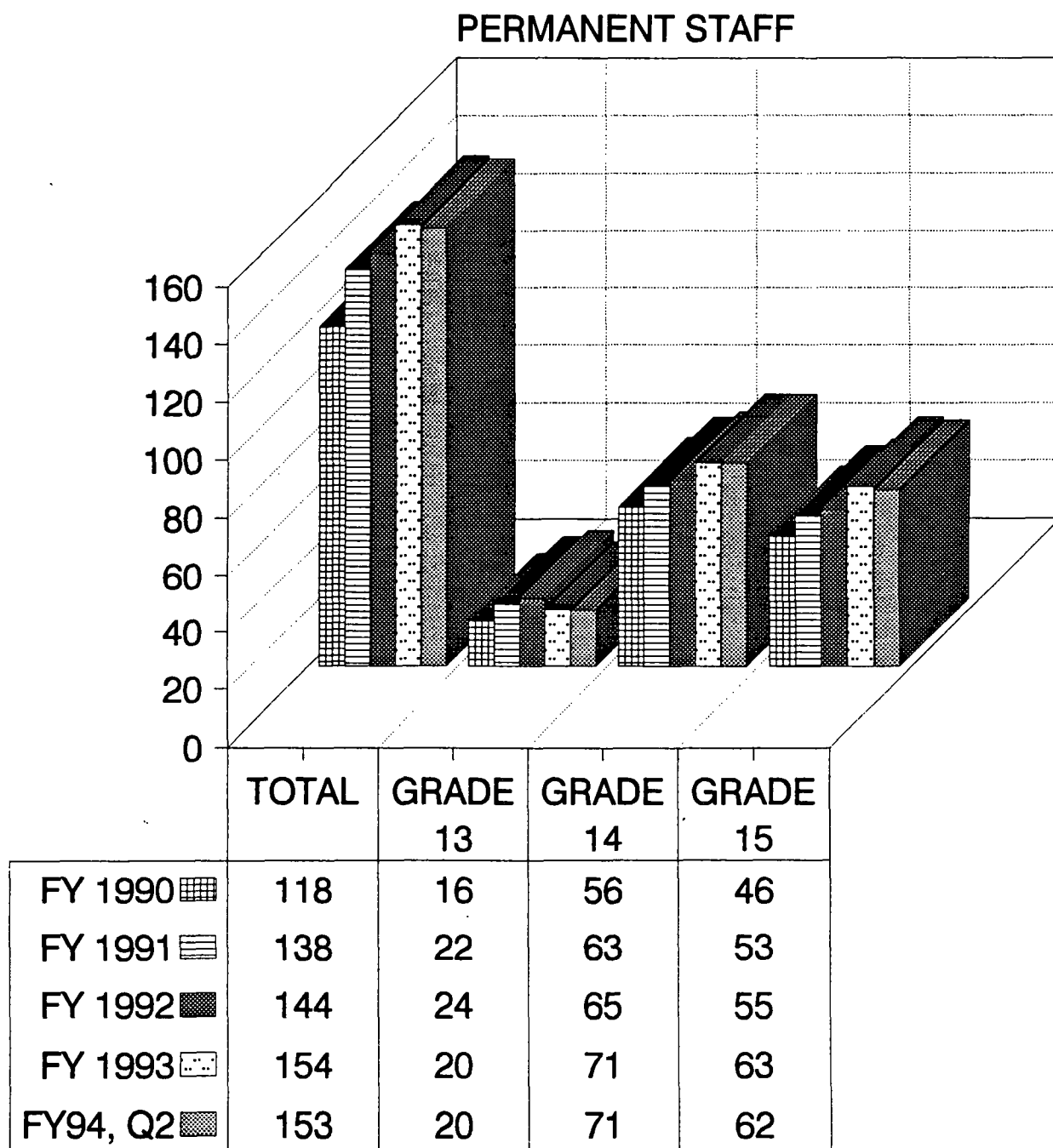


THE HISPANIC SES FEEDER POPULATION HAS INCREASED SINCE FY 1990 BY 2 (7.7%); MORE RECENTLY DURING FY 1994 BY 1 (3.7%).

ASIAN PACIFIC AMERICANS GRADES 13-15

PERMANENT STAFF

FY 1990 THROUGH FY 1994, QTR 2

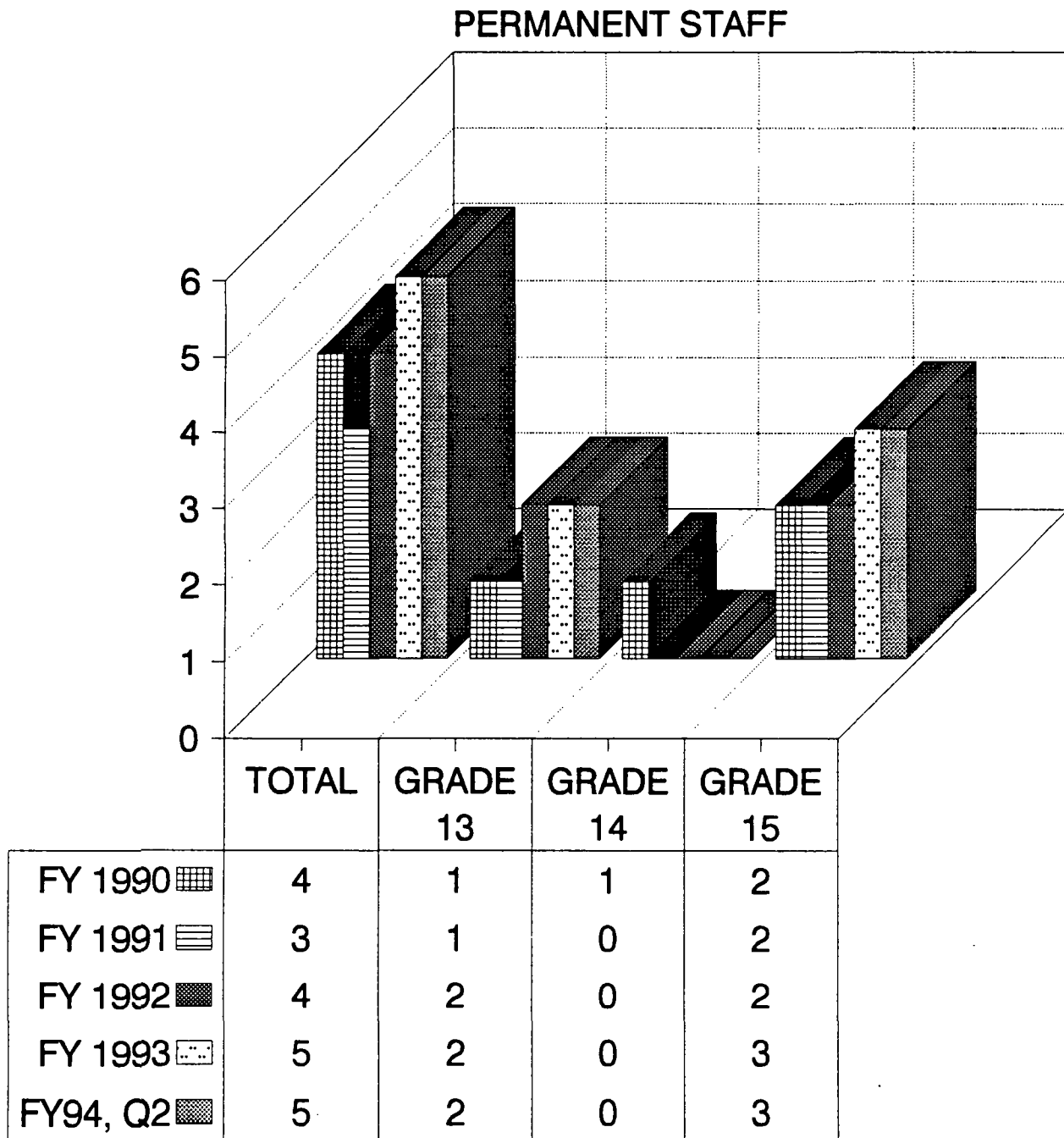


ALTHOUGH THE ASIAN PACIFIC AMERICAN SES FEEDER POPULATION HAS INCREASED SINCE FY 1990 BY 35 (30%), IT HAS DECREASED BY 1 (0.65%) DURING FY 1994.

NATIVE AMERICANS GRADES 13-15

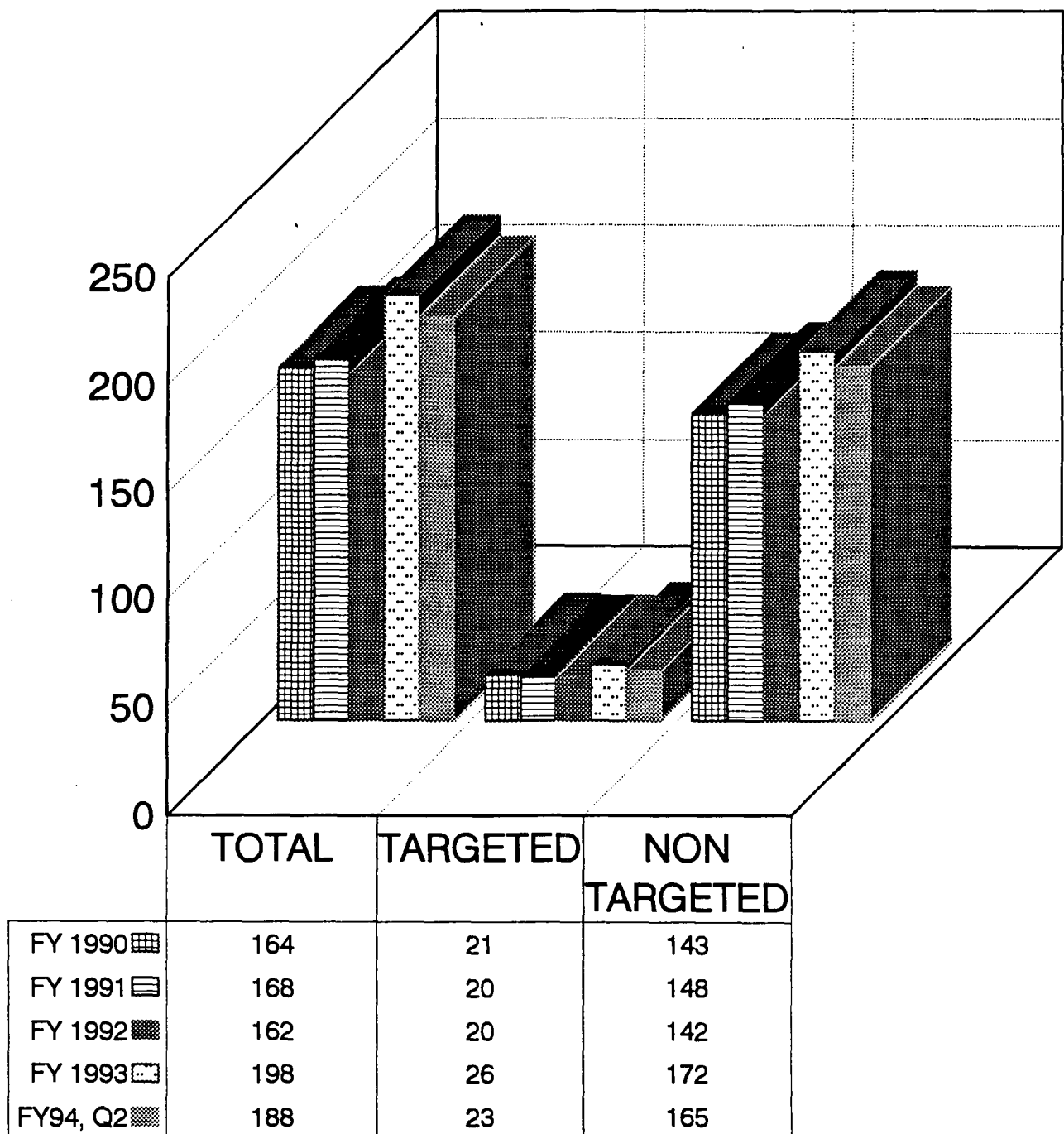
PERMANENT STAFF

FY 1990 THROUGH FY 1994, QTR 2



THE NATIVE AMERICAN SES FEEDER POPULATION HAS INCREASED MODESTLY BY 1 (25%) SINCE FY 1990 BUT HAS REMAINED CONSTANT AT 5 DURING FY 1994.

DISABLED POPULATION PERMANENT EMPLOYEES FY 1990 - FY 1994, QTR 2

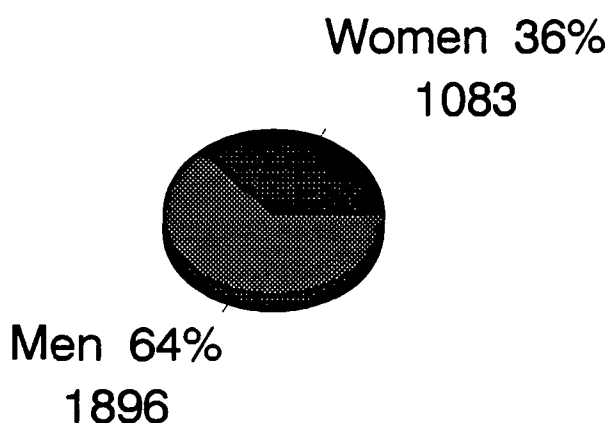


WHILE THE DISABLED PERMANENT STAFF HAS INCREASED BY 24 (14.6%) SINCE FY 1990, DURING FY 1994 THERE WAS A LOSS OF 10 (5%).

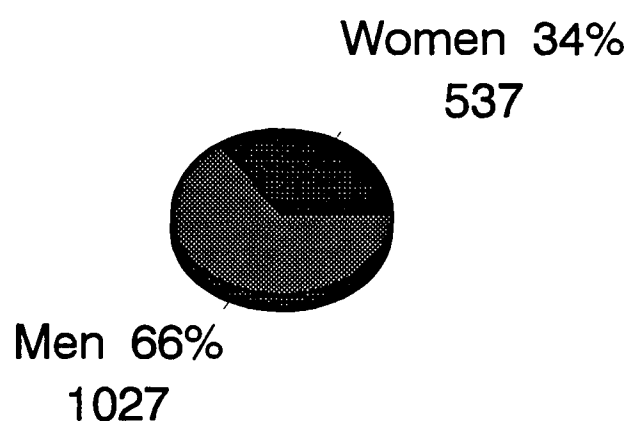
TRAINING AND ROTATIONS

BY GENDER FOR FY 1994 THROUGH QTR 2

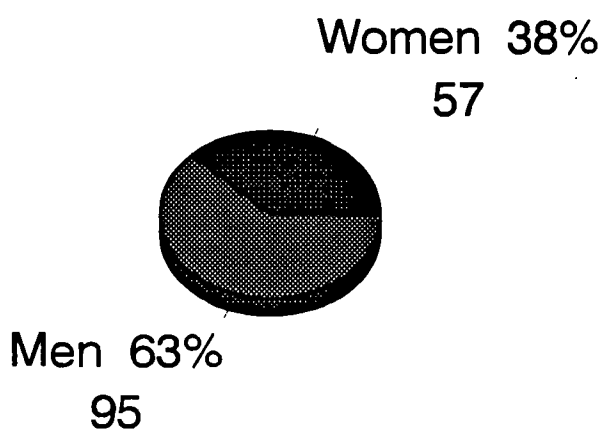
INSTANCES OF TRAINING



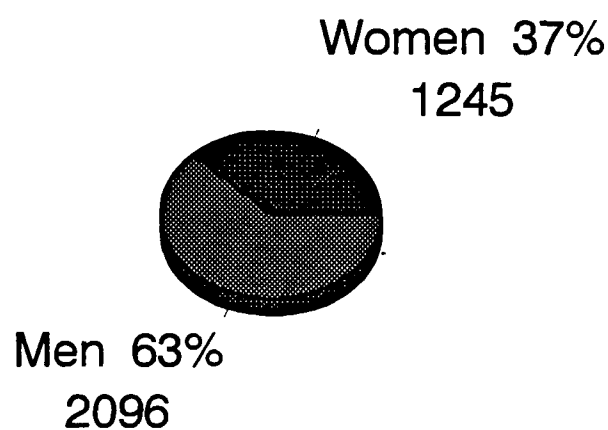
EMPLOYEES TRAINED



ROTATIONAL ASSIGNMENTS



POPULATION DISTRIBUTION

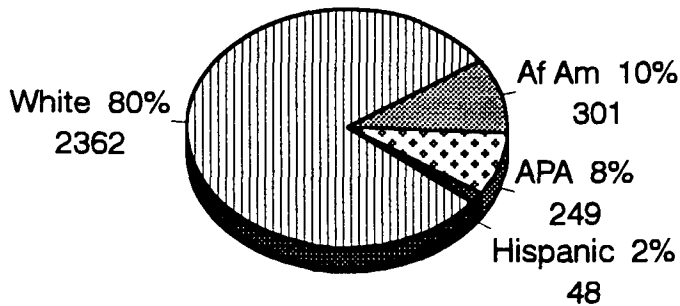


THE NUMBER OF WOMEN ON ROTATIONAL ASSIGNMENTS EXCEEDS THEIR PERCENT OF THE POPULATION. ALL DATA REFLECT PERMANENT STAFF ONLY.

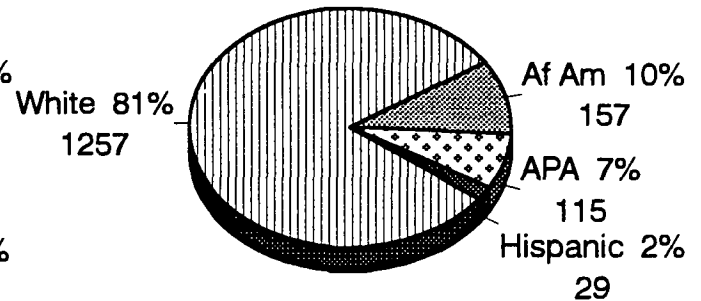
TRAINING AND ROTATIONS

BY ETHNICITY FOR FY 1994 THROUGH QTR 2

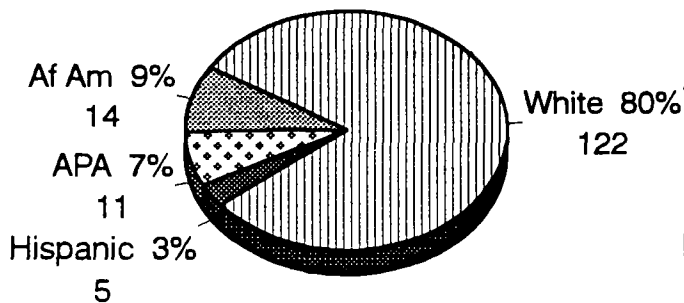
INSTANCES OF TRAINING



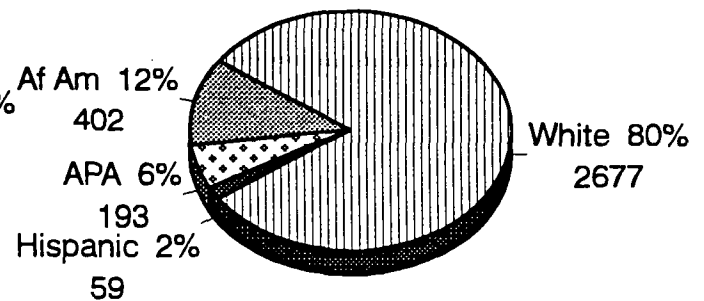
EMPLOYEES TRAINED



ROTATIONAL ASSIGNMENTS



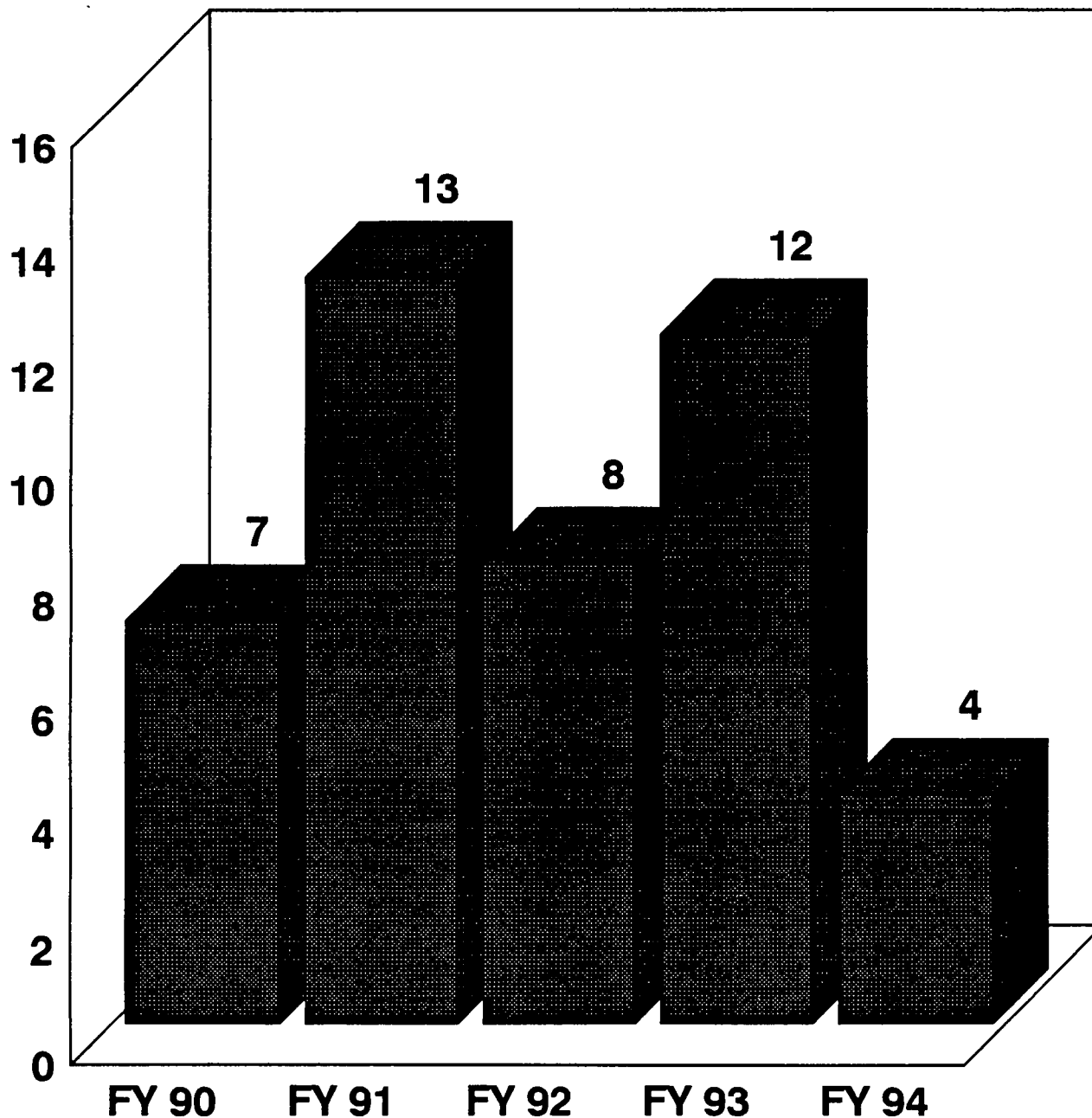
POPULATION DISTRIBUTION



6 NATIVE AMERICANS (OUT OF A POPULATION OF 10) HAD 19 INSTANCES OF TRAINING AND NO ROTATIONS. ALL DATA REFLECT PERMANENT STAFF ONLY.

NUMBER OF EEO COMPLAINTS FILED BY FISCAL YEAR

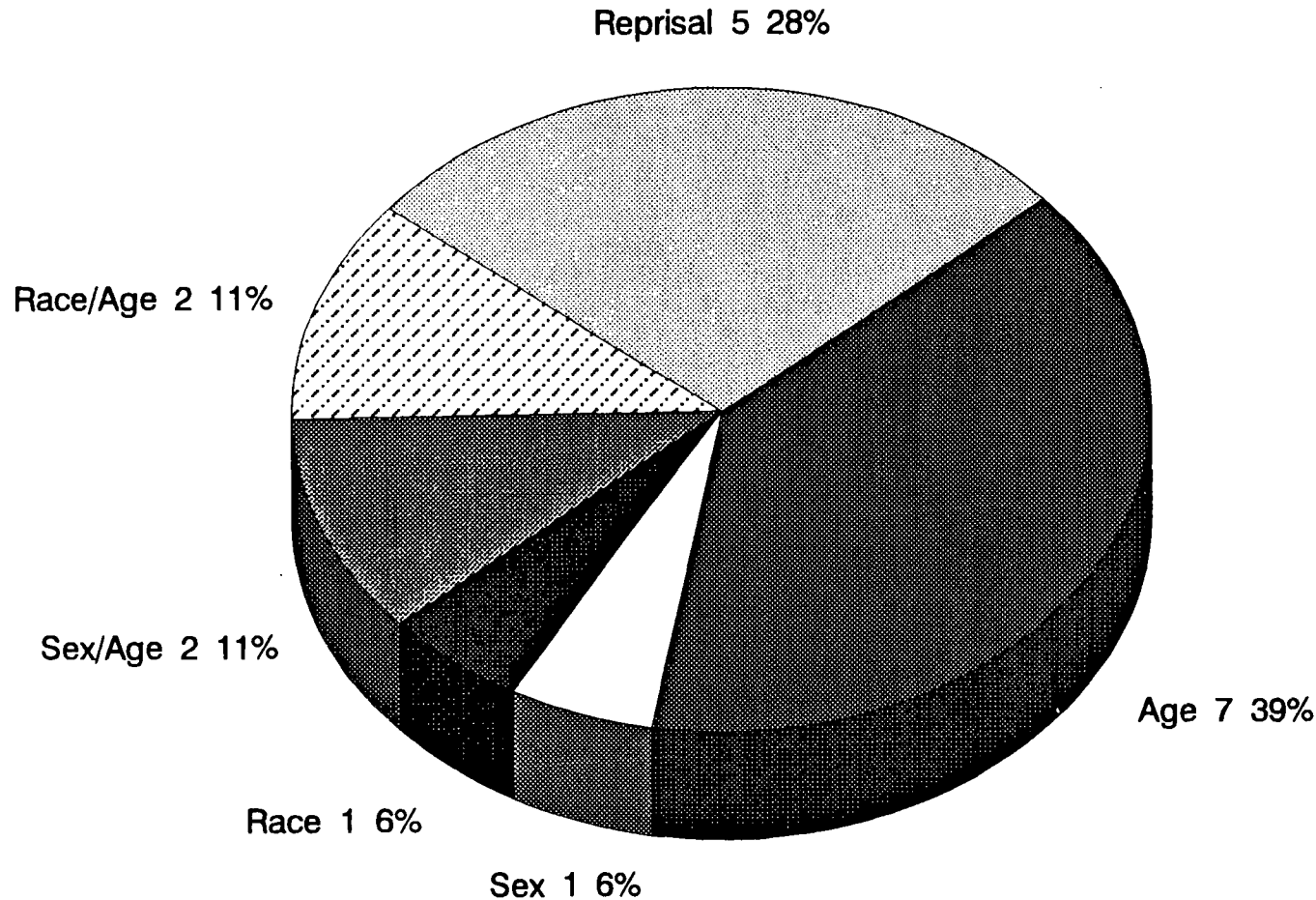
PERMANENT STAFF



DATA AS OF MARCH 31, 1994

THESE NUMBERS DO NOT INCLUDE GRIEVANCES FILED UNDER THE COLLECTIVE BARGAINING AGREEMENT.

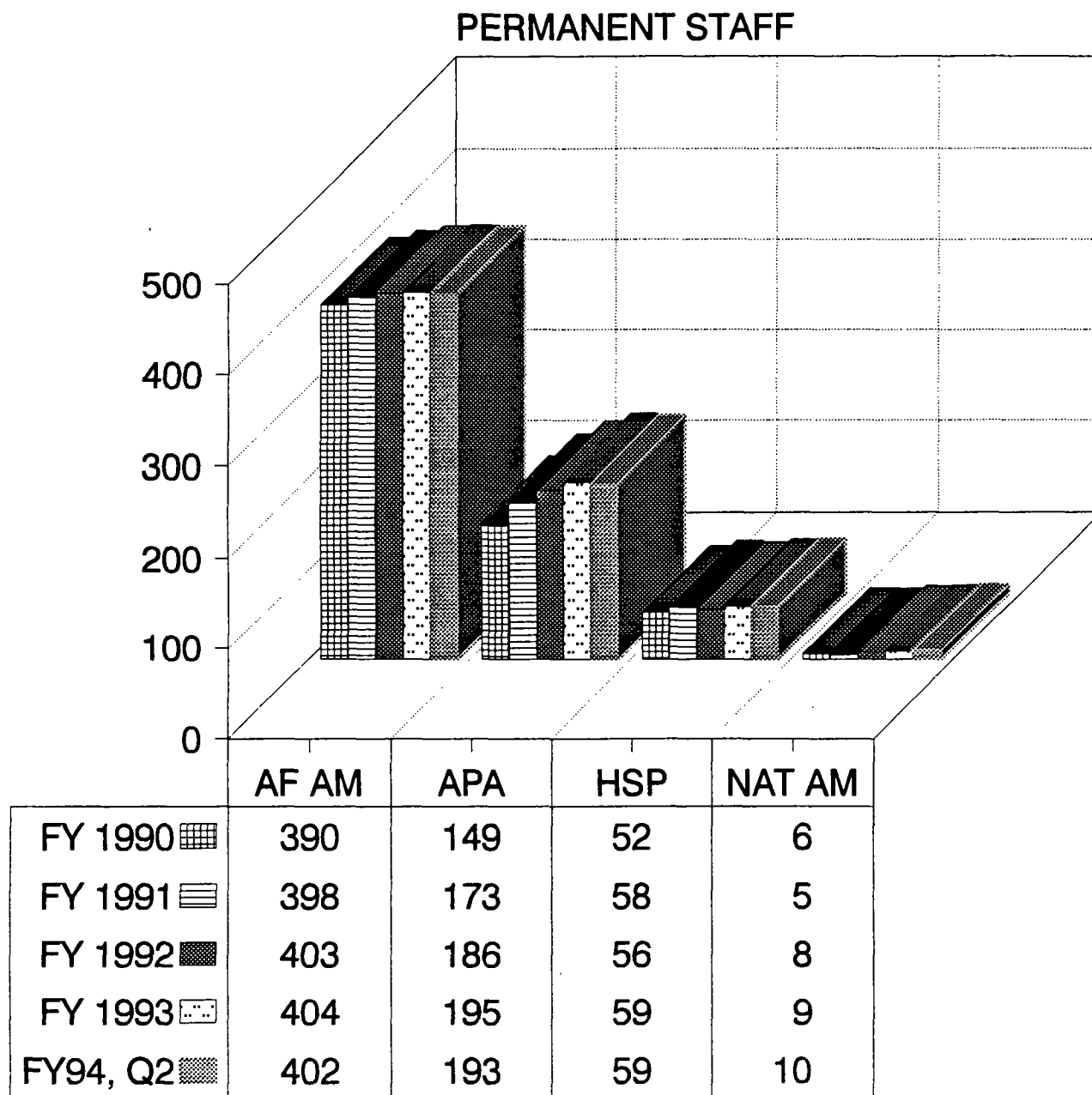
DISCRIMINATION COMPLAINTS FILED BY COMPLAINT BASES



DATA AS OF MARCH 31, 1994
TOTAL ACTIVE COMPLAINTS = 18

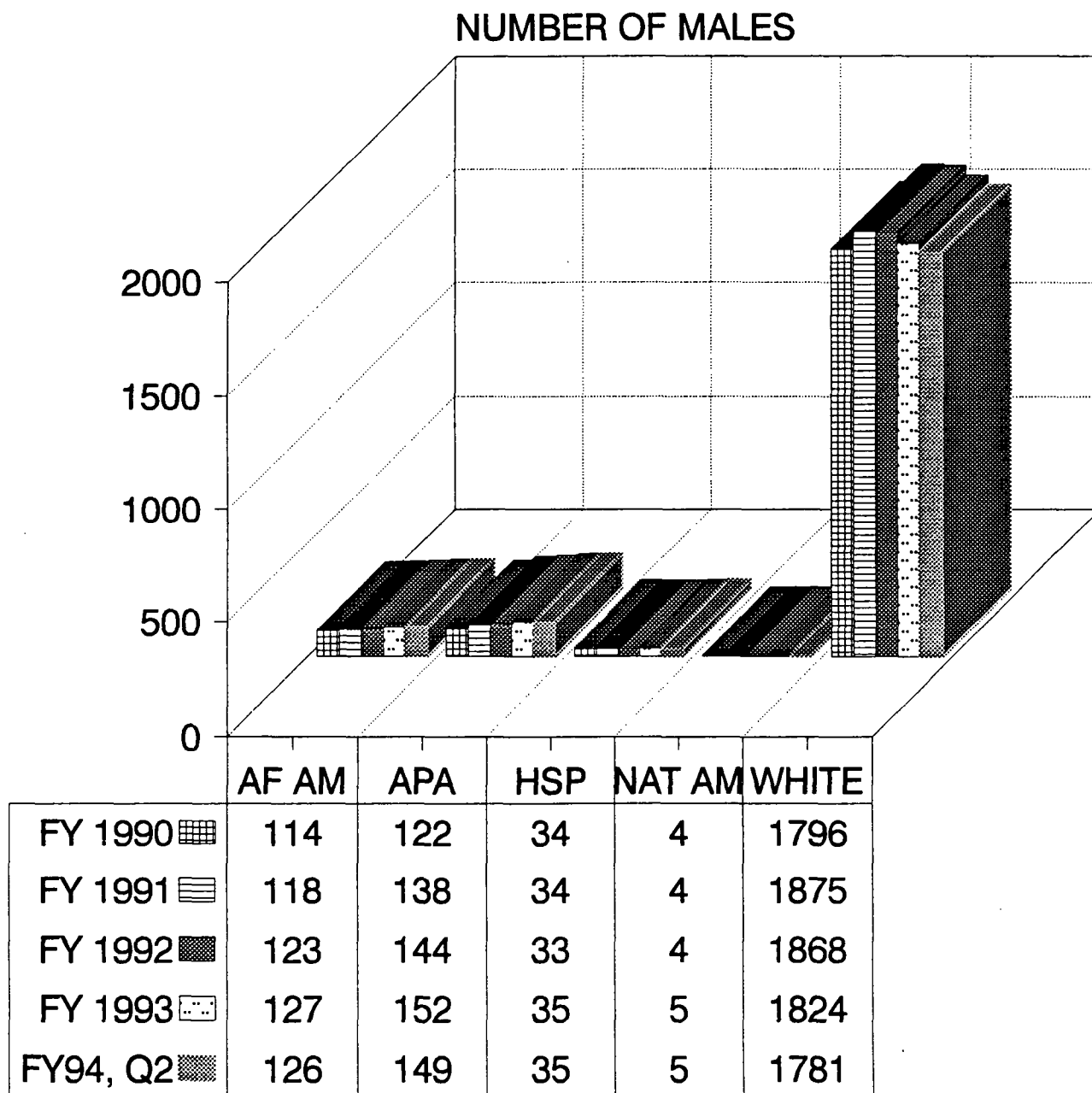
For comparison purposes, as of September 30, 1993, there were 22 active complaints. The complaint bases for these were: Sex/Age (3); Reprisal (3); National Origin (1); Sex/Religion (1); Sex/Retaliation (1); National Origin/Age (1); National Origin/Reprisal (1); Sex (1); Breach Agreement (1); Race/Age (1); and Age (8).

NRC MINORITIES PERMANENT STAFF FY 1990 THROUGH FY 1994, QTR 2



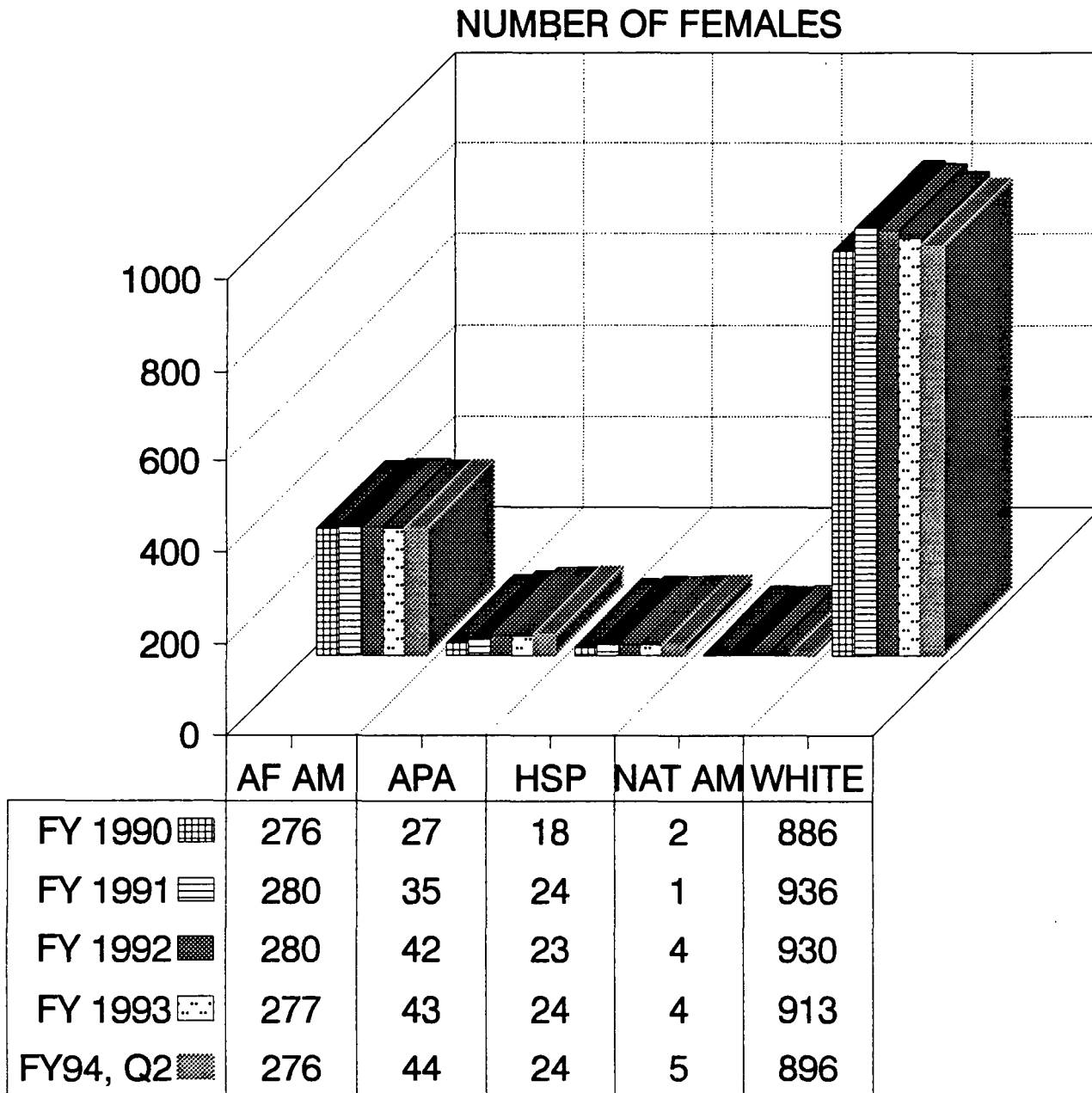
SINCE 1990 THE NUMBER OF MINORITIES HAS INCREASED. FOR AFRICAN AMERICANS THE INCREASE WAS 3.1%; FOR ASIAN PACIFIC AMERICANS, 29.5%; FOR HISPANICS, 13.5%; FOR NATIVE AMERICANS, 66.7%. DURING FY 1994 THERE WAS A SLIGHT DECREASE OF 0.5% FOR AFRICAN AMERICANS; A DECREASE OF 1.0% FOR ASIAN PACIFIC AMERICANS; NO CHANGE FOR HISPANICS; AND AN INCREASE OF 11.1% FOR NATIVE AMERICANS.

NRC MALE POPULATION PERMANENT STAFF FY 1990 THROUGH FY 1994, QTR 2



THE MALE POPULATION HAS DECREASED OVERALL SINCE FY 1990. THE MOST DRAMATIC DECREASE HAS OCCURRED IN THE WHITE MALE POPULATION FROM FY 1991 TO FY 1994, Q2 WITH A DROP OF 94 (5%).

NRC FEMALE POPULATION PERMANENT STAFF FY 1990 THROUGH FY 1994, QTR 2



THE FEMALE POPULATION HAS INCREASED OVERALL SINCE FY 1990. A SUBSTANTIAL DECREASE HAS OCCURRED IN THE WHITE FEMALE POPULATION FROM FY 1991 TO FY 1994, Q2 WITH A DROP OF 40 (4.3%).

Career Development Strategies

CAREER DEVELOPMENT STRATEGIES

The NRC supports a variety of career enhancing opportunities in the administrative, professional, and clerical career fields. These developmental opportunities comprise in-house training programs and courses, rotational assignments, university courses, developmental programs, and mentoring. Many employees have utilized one or a combination of these to enhance their skills, performance, and careers at the NRC. These employees have demonstrated their initiative in pursuing career development options; have remained committed to their goals and objectives; communicated their career goals to management; sought out information and assistance from the Office of Personnel, the Office of Small Business and Civil Rights, and outside sources; and in some cases have made numerous personal sacrifices in order to better prepare themselves to serve the agency. Here are a few examples of employee development strategies:

Employee A

Five years ago this female employee came to work for the NRC as a Secretary in the Central Support Unit in the Office of Personnel. She was seeking employment as well as income stability. She is currently employed as a Secretary in NRR. She was previously a Computer Technician with a private contractor who provided support to the NRC. Prior to coming to the NRC, she was a part-time, evening student at the University of the District of Columbia. Later, while at the NRC, she decided to continue her studies as a full-time student at Howard University in Washington, DC.

With assistance, she prepared an Individual Development Plan (IDP) outlining her career goals and objectives. Her goal is to become an entry-level professional employee in IRM. She has had superior support from her management in working towards her objectives. She also obtained assistance in brokering a rotational assignment in IRM where she worked for six months utilizing her computer skills. She has also enrolled in the Computer Science Development Program. This semester she will complete a major segment of information management courses that will lead to a degree in business with a focus on information systems.

Employee B

Several years ago this employee came to the NRC as a Stay-In-School student, GG-3, in the Mail Room. In this program the NRC hires students who meet specific income levels and grade averages. He was later hired in a permanent position as a Mail Clerk, GG-4/5. Prior to coming to the NRC he had completed computer programming studies and graduated from PSI Technical School in Silver Spring, MD. At his own expense and on his own time, he began taking computer courses at the University of the District of Columbia. He is currently continuing his studies there.

After meeting with his supervisor to discuss his career goals and objectives, this employee was able to negotiate a six-month rotational assignment to IRM. Due to his excellent performance he was later reassigned to IRM as a Computer Assistant, GG-5. Again, due to sustained excellent performance, he received several promotions. He is in the process of applying for the Computer Science Development Program, and seeks entry into a professional position in the computer field. NRC will provide some tuition support.

Employee C

This regional employee came to the NRC several years ago as a Word Processing Operator, GG-4. At the time she had a high school degree and was not sure what her next career step would be. She was later promoted to a GG-5/GG-6 Senior Word Processing Operator. Due to her excellent performance, professional manner, and considerable skills, she received numerous awards and recognition. She was later reassigned to a Branch Secretary position in the Division of Radiation Safety. Becoming more aware and interested in the scientific mission of the agency, she enrolled in the Atlanta Metropolitan College (a two-year program). As a mother and career woman, she had to use her time wisely. She had to make many personal family and social adjustments to accommodate day and evening classes and time for studying. To date she has completed most of her course work (30 credits) and is eligible to transfer to Georgia State. Her first academic goal is to complete studies in physical science and to enter the Health Physics program at Georgia Tech. More immediate is entry into the Science Technician career field which would enable her to gain first-hand technical experience. NRC will provide some tuition support.

Employee D

This employee was hired about six years ago as a GG-6 in the Central Support Unit in the Office of Personnel. He had previously attended some college courses in Business Management at Southwest Community College in Los Angeles, CA, and Montgomery College in MD. He was later assigned to the Office of Personnel (OP) as a Management Assistant (Programmer), GG-7, providing support to the Workforce and Organizational Analysis component. To enhance his computer skills, he continued to take computer courses. In his own right, he became a self-taught computer guru in many of the more complex information management systems. He was later competitively selected for several positions in OP as a Workforce Analyst, GG-7/9/11.

To enhance his career further, he prepared an IDP with the goal of becoming a Program Analyst. He was competitively selected for a Program Analyst position and later a Budget Analyst position in the Office of the Controller (OC). He has received management support in pursuing his career interest, and management has utilized all of his skills including those related to computer programming. He has applied these skills to OC's newly implemented automated budget processes. Clearly he has prepared himself to move into several careers at the NRC: personnel information management, budget analysis, program analysis, and computer programming.

Employee E

This employee came to the NRC immediately after completing an undergraduate degree in Nuclear Engineering at Penn State. Her first assignment was as a General Engineer, GG-7. She soon was assigned to a Project Manager position in licensing and continued in this area for five years receiving promotions up to the GG-14 grade level. Seeking to broaden her experiences, she obtained a six-month rotational assignment as a Technical Assistant in Policy and Development in the Office of Nuclear Reactor Regulation (NRR). She subsequently was selected for the Executive Potential Program. In 1988 she left the agency to again broaden her experiences. She worked for an engineering consultant firm responsible for evaluating how licensees operate their facilities and other safety related functions. In February 1990 she returned to the NRC as a GG-14 Reactor Inspection Engineer in NRR. Seeking to enhance her skills even further, she obtained an MBA on her own, attending classes in the evening, part-time. In her opinion, this education will prepare her for future management positions. She also has taken numerous courses given at NRC's Technical Training Center. She states that technical employees should take as many of these courses as possible. In 1992 she was promoted to a GG-15 Senior Reactor Operation Engineer in AEOD. In this capacity she conducts diagnostic evaluations of facilities related to maintenance and management operations. In June 1994 she began a four-week rotation as an Acting Branch Chief in Region IV.

Employee F

This employee came to the NRC as an experienced engineer in nuclear operations. He was assigned to NRR as a GG-13 Operations Engineer. He graduated from the U.S. Naval Academy where he studied Ocean Physics, and has completed some advance course work in Nuclear Engineering at the University of Virginia. His experience and training also include Nuclear Navy Power School. He developed an IDP that focused on increasing his knowledge of nuclear safety. He applied for and was accepted in NRC's Intern Program. This program prepared him to qualify as a Resident Inspector. During his tenure in the Intern Program he participated in a variety of rotational assignments in the Regions, in program support and special inspections in NRR, and in the Office of the Secretary. He also took the full gamut of TTC technical courses. He was later selected for a GG-14 Operations Engineer position and then was reassigned as a Senior Project Manager in Advanced Reactor Design in NRR.

Continuing his goal to enhance his knowledge and skills, he applied and was selected for the Senior Executive Service Candidate Development Program. The program is designed to prepare employees for careers at the senior management and executive levels. Recently he was selected for the position of Senior Regional Coordinator and Program Engineer in the Office of the Director Executive for Operations. In this position he is responsible for operational oversight of Regional offices.

Enclosure 3

ISSUES, RECOMMENDATIONS, AND RESPONSES

1. UNDERREPRESENTATION OF WOMEN AND MINORITIES

ISSUE 1.1: Status of Hispanics within the agency and underrepresentation of Hispanics in all areas. (HEPAC)

RESPONSE:

The NRC has taken specific actions to address the underrepresentation of Hispanics in the agency. During the past few years, we have made many attempts to increase our representation of Hispanics in all categories. We have targeted recruitment at numerous HACUs (Hispanic Association of Colleges and Universities) and at colleges and universities having a significant Hispanic enrollment. We have advertised in publications that target Hispanics and have attended career fairs of Hispanic engineering organizations. We will continue these efforts in order to increase the representation of Hispanics in every category at the NRC.

During the period October 1, 1993, through March 31, 1994, four offers of employment were made to Hispanic applicants for the Intern Program. All were declined. Reasons ranged from returning to graduate school to the type of work being done at the NRC. One Hispanic female employee who will graduate from the Intern Program this year has accepted a Resident Inspector position in Region IV. A Hispanic male was selected for a professional position in NRR during this reporting period. Since March 31, Region I selected two Hispanic males: one for a professional position and the other for the Cooperative Education Program.

ISSUE 1.2: "Program Offices be required to report Hispanics as a separate minority category in all program reviews." (HEPAC)

RESPONSE:

Office Directors reporting to the Executive Director for Operations provide him with periodic briefings on program accomplishments and major issues facing their Offices. Updates on EEO and Affirmative Action accomplishments are included in these briefings. Office Directors report information on hires, promotions, training, awards, management succession, mentoring, and Individual Development Plans by ethnicity and gender for all groups including Hispanics.

ISSUE 1.3: "Increase the number of African Americans in supervisory and management positions." (BIG)

RESPONSE:

During the past two years, we have carefully monitored the selection process for the filling of GG-15 non-bargaining unit positions (both supervisory and non-supervisory). One observation we have made is the lack of internal African American applicants for these positions. The Assistant for Minority Recruitment and Career Development brought this matter to the attention of BIG. Discussions were held with African American employees to focus on this issue and to encourage them to apply. During this reporting period, the

Executive Resources Board EEO Review Group reviewed eight GG-15 supervisory/managerial positions. The total applicant pool was 107. Of the 107 applicants, 6 were African Americans. Of the 6, 4 made the best qualified list and 2 were selected.

The NRC Supervisory Development Program (SDP) is one of the principal means by which the NRC seeks to assure the availability of fully prepared employees to meet the supervisory needs of NRC as vacancies occur. It was established to provide high-potential, non-supervisory GG-14/15 and above employees developmental activities that prepare them for future positions as supervisors and managers. This program was announced in late 1992 and selections were made in August 1993. The total applicant pool for the SDP was 130. Of the 130 applicants, 9 were African Americans. Of the 9 African American applicants, 3 were selected for the program.

ISSUE 1.4: "Increase the number of African Americans in technical positions."
(BIG)

RESPONSE:

During the reporting period, seven hires were made in the technical area; none were African Americans. During the past few years, the Agency has utilized the Intern Program as a mechanism for bringing African Americans and other minorities into technical positions. Although the Agency is downsizing, seven new Interns were selected for the NRC Intern Program. Of the seven, two were African Americans (1 female and 1 male).

RECOMMENDATION 1.1: "Formalized efforts should be taken to increase APA representation among the NRC's supervisory and SES ranks. The current SLS program needs to be applied agency wide and formalized to afford qualified and experienced APA staff equal opportunity into the SLS program. There also is a need for improved placement of APA staff to work in the Commissioner and EDO offices."
(APAAC)

RESPONSE:

The NRC has undertaken a number of formal efforts to increase representation of all minority groups, including Asian-Pacific Americans, in the SES and the Senior Level System (SLS). Among these ongoing efforts are the SES Candidate Development Program and the Executive Resources Board EEO Review Group. Among the newer efforts is the EDO's recent all-employee announcement regarding senior staff career paths at the NRC, aimed at expanding the pool of senior level technical and professional experts while reducing the number of SES managers and supervisors.

There were only two SLS positions announced for competition during the first half of the current fiscal year, and no minority employees applied for either position. Recently, however, the EDO requested that all Office Directors and Regional Administrators inform him of their specific needs for additional SLS

positions. Following review of these requests, the Senior Level Review Panel will recommend which of the positions should be established and announced for competition. APA, and all other minority and women employees, should be strongly encouraged to apply for these positions.

OP continues to recommend strongly the use of the rotational process for obtaining high visibility assignments on the staffs of the Commissioners and the EDO. There is currently one APA employee in a Commissioner's office and one has recently been in the EDO's office.

RECOMMENDATION 1.2: "The results of the NRC recruitment program should be shared with the staff... specifically, the number of colleges and universities with diverse APA students that were included in the NRC's recruitment program as well as the number of APA candidates interviewed and hired."
(APAAC)

RESPONSE:

Due to reductions in outside hiring, we concentrated our efforts on eastern and southern universities and colleges. Recruitment trips were made to the thirteen institutions listed below. The focus of the recruitment effort was to identify academic achievers who would be interested in applying for the NRC Intern Program and/or the NRC Graduate Fellowship Program. The statistics provided below by the Engineering Manpower Commission of the American Association of Engineering Societies illustrate the number and percentage of Asian Pacific American (APA) engineering graduates from each of the institutions in 1992. These numbers do include foreign nationals which make up a significant number of engineering graduates.

Colleges and Universities

Number and Percentage of APA Engineering Graduates

	<u>BS</u>		<u>MS</u>	
University of Florida	33	(6%)	6	(2%)
North Carolina A&T University	2	(1%)	3	(8%)
Florida International University	11	(11%)	4	(9%)
Florida A&M University	14	(8%)	not indicated	
Tuskegee University	-0-		5	(38%)
University of Maryland	139	(23%)	21	(8%)
Howard University	-0-		-0-	
North Carolina State University	36	(4%)	21	(7%)
Massachusetts Institute of Technology	114	(19%)	67	(11%)
Georgia Institute of Technology	87	(7%)	33	(6%)
Stevens Institute of Technology	26	(17%)	8	(8%)
University of Massachusetts, Lowell	28	(9%)	13	(5%)
University of Oklahoma	27	(10%)	12	(7%)

Our recruitment results are reflected in the supply of applications from qualified APA's over the last six months. We currently have 58 applications for entry level positions and 90 applications for mid and senior level, for a total of 148 APA applications. The Graduate Fellowship Program considered 54 applicants for fellowships with the NRC. This group included 7 APA applicants. One of the three Graduate Fellows selected is an APA.

Seven selections were made for the NRR Intern Program this year. While the selections made were multicultural, none were Asian Pacific American. The selections were made from a host of sources including individuals who applied as a result of recruitment trips, advertisements, and contacts with various institutions and organizations. Applications received as a result of these collective efforts are maintained in the Applicant Review System (ARS) Technical Inventory report. Fifteen percent of the active applicants identified their race and national origin as APA.

We continue to participate at conferences and career fairs to promote recruitment of Asian Pacific Americans. We attended the Federal Asian Pacific American Council Conference and a career fair sponsored by the Asian Pacific American Heritage Council in May just as we have attended in previous years.

RECOMMENDATION 1.3: Reduce the number of outside hires in order to assist in the advancement of women and minorities and to control FTE expenditures. (FWPAC)

RESPONSE:

The Agency has carefully reviewed the impact of the mandated reductions against anticipated losses and prior commitments to outside applicants. We anticipate that the reductions will not create a Reduction-In-Force situation for the agency. While we have reduced the number of outside hires significantly since the issuance of the Executive Order mandating the reductions, we have made a few outside hires in an effort to honor prior commitments and to fill critical-need positions. (See Enclosure 2, Charts 2.5a - 2.5b.) Internal advertisements for these positions produced either no applicants or a limited number of applicants from which a selection could be made. Because outside hiring has been limited over the past year, several Upward Mobility positions were established in the contracts/procurement area which allowed lower-graded employees to move into para-professional positions. These selections represent a cross-section of NRC employees. On the other hand, if we are going to increase the total number of minorities in technical positions, outside hires even during downsizing may be necessary. All outside hires for non-bargaining unit positions, other than SES, must be justified in writing if it means passing over a comparably qualified internal candidate.

RECOMMENDATION 1.4: "Encourage women and minorities to utilize career development programs and the Senior Level Service (SLS) as means for advancement." (FWPAC)

RESPONSE:

The two seminars offered on various career development programs and the SLS were excellent opportunities to provide information on the skills needed to enter senior staff levels through those avenues. The participation levels of women in the SES Candidate Development Program and the Supervisory Development Program indicate that their representation in future SES and supervisory positions will be substantially increased over current numbers. With the imminent increase in the number of SLS positions, all employees, including those representing increased diversity, should be encouraged to take advantage of such seminars and of the other assistance offered by the Office of Personnel through individual career counseling, assistance with the preparation of Individual Development Plans, and the myriad training programs offered.

There are currently 12 women members of the SES and 7 women in the SLS. It should be noted that of the six SES positions opened for recruitment during the period, only four women employees applied; of the two SLS positions, only one female employee applied. As the number of SLS positions filled increases, women and minorities should be strongly encouraged to apply.

RECOMMENDATION 1.5: "The agency should strongly consider increasing the representation of African Americans in the Regions and to further the promotion of African Americans into supervisory positions in the regions." (BIG)

RESPONSE:

The pipeline of African Americans in the Regions who would be eligible for consideration for supervisory positions is limited. The agency continues to encourage mobility between Headquarters and the Regions. Such mobility will serve to increase the number of African Americans to be considered for supervisory and managerial positions in the Regions. Entry-level positions continue to be very effective in bringing African Americans and other minorities into the Agency.

2. MANAGEMENT SUPPORT IN EEO-RELATED AREAS

ISSUE 2.1: "Some NRC supervisors have communicated to our members (and members of other advisory committees) that EEO advisory committee membership is 'career damaging.'" (AAAC)

RESPONSE:

OP and SBCR will conduct a preliminary inquiry into reports of incidents giving rise to such concerns. Such preliminary inquiries will be used as a basis for additional action or referral to the IG, as appropriate.

ISSUE 2.2: There is concern with the performance appraisal process "because it is an integral component of competition for NRC promotional opportunities. HEPAC would like a commitment from NRC management to direct first-line supervisors to delegate assignments of substance to the Hispanic staff and fair and objective assessment of performance of such tasks." (HEPAC)

RESPONSE:

The Office of Personnel offers several courses that discuss delegation of work assignments and fair and objective assessment of performance of such tasks. In Supervising Human Resources, a five-day required course for first-line managers and supervisors, the principles of delegation of work are discussed. In Performance Appraisal, a one-day required course for first-line managers and supervisors, appraising employees on the accomplishment of their principal duties is a primary topic. A third course, Situational Leadership, also provides direction on assigning work. First-line supervisors are taught to apply these delegation of work principles to all employees regardless of gender or ethnicity. Employees are encouraged to bring to the attention of their management any concerns related to this subject.

ISSUE 2.3: Impact of reduction targets on the goals of diversity, equal opportunity, and the removal of unfair and unreasonable obstacles to career advancement for highly-qualified African-Americans. (BIG)

RESPONSE:

The agency intends to maintain, and if possible improve, the representation of women and minorities among employees hired from the outside. Nevertheless, reductions in authorized staffing levels will adversely affect the rate of progress in achieving EEO objectives that are dependent on outside hiring through FY 1995 and perhaps beyond. However, despite the hiring limitations, we are continuing to recruit aggressively and work directly with selecting officials and their management to identify talent that is available from the diverse groups. The Executive Resources Board EEO Review Group continues to review merit selection packages for GG-15 and above non-bargaining unit positions to make sure that women and minorities receive fair consideration in merit competition.

RECOMMENDATION 2.1: SBCR should seek to fill vacancies within that office with individuals representative of the diverse population of the NRC. (APAAC)

RESPONSE:

The Office of Personnel continues to work with all offices to attract a diverse group of applicants to fill vacant positions. During the reporting period, SBCR advertised one vacancy. Three applications were received (2 African American females and 1 white female). A highly qualified African American female was selected to fill this vacancy.

RECOMMENDATION 2.2: "a) Utilize advisory committees more fully to address concerns about downsizing's possible adverse effect on women and minorities, and b) improve communication among advisory committees and between SBCR and the advisory committees." (FWPAC)

RESPONSE:

SBCR welcomes suggestions from the advisory committees concerning possible adverse effects on women and minorities from downsizing. SBCR supports this role of the committees and will continue to encourage a cooperative effort. SBCR supports improved communication among committees and has strived to enhance communication with the committees.

RECOMMENDATION 2.3: "A review group be formed that will review semi-annually all sexual harassment complaints, including both management and staff cases, settled during that period." (JLMEEOC)

RESPONSE:

The Agency has no objection to addressing, under the NRC/NTEU partnership agreement, the disciplinary process used for sexual harassment cases and would entertain such an agenda item for discussion.

RECOMMENDATION 2.4: "The agency should establish a para-professional position in each office and in each Region." (BIG)

RESPONSE:

Since the last briefing, the agency has selected five employees for para-professional positions via its Upward Mobility Program. Two were African American employees. Additionally, the Office of Personnel has held career development seminars with employees in clerical and administrative positions to discuss various career enhancement opportunities and the merit selection process. The regions as well as the larger program offices and support offices such as OP, ADM, and IRM all have para-professional positions.

3. WORKING WITH PERSONS WITH DISABILITIES

ISSUE 3.1: Progress on developing an Affirmative Action Plan for persons with disabilities has been extremely slow. (AAAC)

RESPONSE:

Affirmative Action Plans for both the Disabled and the Disabled Veterans were approved by the EDO on July 22, 1994.

RECOMMENDATION 3.1: A program be established to provide job-related assistance to disabled employees in the work environment. (JLMEEOC)

RESPONSE:

The Office of Personnel is staffed with a Coordinator for the Disabled responsible for providing advice and assistance for disabled employees. This responsibility includes attending job fairs and outreach programs to inform disabled students of potential NRC job opportunities. The coordinator is also involved in the orientation of new employees by providing specific information on services and accommodation, and is available to assist employees through the orientation process. One example of accommodation provided through the coordinator is a sign language interpreter at Agency events or at training courses. The coordinator also provides information on career counseling, training opportunities and mentoring, and will work with disabled employees in all of these areas.

4. CAREER DEVELOPMENT AND TRAINING

ISSUE 4.1: " ... Set a goal of retaining the current cadre of Hispanics by providing career enhancing training such as participation in formal programs, e.g., SES Candidate Development, Federal Executive Institute seminars, Women's Executive Leadership Program, and comparable programs which augment the leadership skills of Federal employees." (HEPAC)

RESPONSE:

As stated in the Commission informational paper (SECY-93-312) issued prior to the December 7, 1993, EEO briefing: "For this year's SES Candidate Development Program, two Hispanics applied, none were selected. One of those candidates also applied to this year's Supervisory Development Program, and was selected. There [was] one Hispanic [who just completed] the Executive Potential Program." In FY 1994, no Hispanic employees applied for the Women's Executive Leadership Program; therefore, none were selected. Three Hispanic employees attended the Federal Executive Institute in recent years. There have been 5 Hispanic employees on rotational assignments during the rating period. This is approximately 3% of the employees on rotational assignments during the rating period, and Hispanics are 2% of NRC's population.

ISSUE 4.2: "Enhance career development opportunities for African Americans, i.e, professional training, executive training, rotations, details, etc." (BIG)

RESPONSE:

The NRC offers many programs to enhance the career opportunities of all its employees including African Americans. Currently, 11% (7) of the participants in the Supervisory Development Program and 13% (3) of the participants in the SES Candidate Development Program are African Americans.

For technical employees who are starting a career at NRC, the Agency sponsors the Intern Program. Through this program, technical employees are provided training and developmental opportunities to enhance their career at the Agency. Currently, 18% (7) of the interns are African American.

To assist secretaries and administrative assistants with their career development, NRC offers the Certified Professional Secretary Program, the Administrative Skills Enhancement Program, and the Computer Science Development Program. Of the 55 employees participating in these programs, 25 are African Americans.

Other career enhancement activities sponsored by NRC include individual career counseling, rotational assignments, and the Mentoring Program. During this period, 10 African Americans (14% of the participants) participated in the career counseling program, 14 African Americans (9% of the participants) participated in rotational assignments, and 84 African Americans (39% of the participants) participated in the Mentoring Program.

Workshops describing the various programs are conducted every year by the Office of Personnel. The three most recent workshops were a lunchtime seminar open to all employees on February 10, 1994, and one on April 12, 1994, and a special workshop for licensing assistants in NRR on May 2, 1994.

ISSUE 4.3: "Increase representation of African Americans in graduate fellowship program." (BIG)

RESPONSE:

The NRC Graduate Fellowship Program continues to be an avenue to bring high academic achievers to the Agency from a diverse pool of applicants. Currently, the NRC has seven individuals assigned to the program. Among this group are four white women and one male Asian Pacific American. The 1994 NRC Graduate Fellowship Selection Panel considered 54 applicants which included: 7% Hispanic, 13% African American, 13% Asian Pacific American, and 2% Native American. Of these applicants, three (one white female, one white male, and one Asian Pacific American male) were selected. To encourage African American students to apply for this fellowship, advertisements were placed in U.S. Black Engineer and Minority Engineer, and on-campus recruitment trips were made to 15 specific African American sponsored events and 7 Historically Black Colleges and Universities (HBCUs). NRC African American employees were invited to these recruitment trips and participated in 12 of the 15 trips. Additionally, Oak Ridge Institute for Science and Education (ORISE), an NRC contractor which provides support for the Graduate Fellowship Program, visited 9 HBCU campuses to promote the Fellowship Program. ORISE also sent program information to 300 Hispanic, African American, and Native American students who participated in the summer intern program at the Los Alamos National Laboratory. These students had GPAs of 3.0 or higher. Program information was sent to 760 faculty members at the 4-year HBCUs and to 160 minority students who have an undergraduate GPA of 3.0 or higher, took the GRE test in September 1993, and are enrolled in courses of study appropriate to our current and future staffing needs.

RECOMMENDATION 4.1: "Many APA's suffer from stereotyping which discriminates against and places barriers to equal opportunities for APAs.... We are disappointed that the Cultural Diversity training offered by NRC in 1993 was cancelled due to lack of staff interest." (APAAC)

RESPONSE:

The Office of Personnel offers two courses that address the issue of racial stereotyping. EEO for Managers and Supervisors, a 2-day mandatory course for new managers and supervisors, features a full-day devoted to cultural diversity issues including stereotypes associated with Asian Pacific Americans. This course was conducted four times in FY 1993 and twice in FY 1994. A half-day course, Cultural Diversity at NRC, developed with input from SBCR, has been given in prior years. In FY 1993 two sessions were publicized but were cancelled when an insufficient number of employees enrolled. In FY 1994 two sessions were scheduled but had to be cancelled when the instructor

was detained out of the country. Both these courses will be offered again in FY 1995. One of the objectives of these courses is to increase awareness about racial stereotyping in order to dispel myths and discriminatory behavior that arise from stereotyping.

RECOMMENDATION 4.2: "In light of the agency's streamlining process, the APA staff would like to be given the opportunity to broaden its experience through rotational assignments." (APAAC)

RESPONSE:

The formal rotational process allows employees to initiate a request for a rotation, to obtain supervisory approval, and submit the request to their personnel representative. Since the start of the formal process, we have received two requests from APA employees. We were able to make one placement. During this reporting period, 152 employees began rotational assignments. Eleven of these employees were Asian Pacific Americans.

RECOMMENDATION 4.3: "EEO training should be mandatory for all employees and this training should be reinforced periodically." (CAD)

RESPONSE:

EEO for Managers and Supervisors, a 2-day course that includes a module on cultural diversity, is mandatory for all new first-line supervisors and managers. The Agency also provides a refresher EEO course, EEO at NRC, for supervisors and employees. Sexual Harassment Prevention is mandatory for all supervisors and employees; about 53% of the Agency has attended this recently designed workshop. Classes will be scheduled throughout the year until all employees have attended.

In addition to the required training, other options will be reviewed for determining the basis for employee perception of unfair treatment identified in the findings from the recent all-employee survey. Although the majority of respondents felt that they had been treated fairly with respect to hiring (85%), training (72%), appraisals (61%), and discipline (52%), they were less favorable in their evaluations of fairness related to work aspects including promotions (48%), assignments (45%), and awards (42%). As mandatory training for all employees may not be the best solution for addressing these concerns, OP will explore, with the Committee on Age Discrimination, other options such as using focus groups to determine the basis for the perception.

RECOMMENDATION 4.4: "Make widespread use of retraining existing employees to fill future needs." (FWPAC)

RESPONSE:

NRC has always been extremely generous in its support of training including training of its secretarial and administrative support staff. When training was limited in the Federal government to training that was directly job related, NRC created three developmental programs for secretaries and administrative assistants to expand their training and educational opportunities. During this current reporting period, 55 employees were

enrolled in these programs, and one of these employees is pursuing graduate level coursework. NRC will continue to offer these programs to employees and approve training authorized by management for the accomplishment of NRC's mission.

Employees pursuing a college education should be commended for their efforts. When employees apply for vacancies, their education helps qualify them for positions. However, in the Federal government a college degree alone qualifies an employee for a GG-5 position. Should the employee have directly related experience for a particular job, the employee may qualify for a higher grade such as a GG-7 or GG-9.

RECOMMENDATION 4.5: "The Agency should develop a Clerical and Administrative Para-Professional Training program for employees in grades 6 through 9." (BIG)

RECOMMENDATION 4.6: "The program should be formalized and should be administered similar to the Women Executive Potential Program and/or Executive Potential Program." (BIG)

RESPONSE:

For more than ten years, NRC has offered developmental programs for clerical, secretarial, and administrative support staff. During this reporting period, 55 employees were registered in the following programs: the Certified Professional Secretary Program, the Administrative Skills Enhancement Program, and the Computer Science Development Program. Participants include 2 men and 53 women. Of this group, 25 were white, 25 were African American, 3 were Asian Pacific American, and 2 were Hispanic.

The Certified Professional Secretary Program is designed to assist secretaries and clerical employees GG-03 and above prepare for the Certified Professional Secretary exam which is administered by Professional Secretaries International. To do this, many participants of this program are attending courses at local universities and colleges. The Administrative Skills Enhancement Program provides training opportunities for secretaries and administrative assistants GG 5-12 who are pursuing administrative careers outside their current career field. For example, several employees in this program are pursuing careers as contract assistants, paralegal specialists, and management analysts. The NRC also offers the Computer Science Development Program to help secretaries and administrative assistants GG 5-12 develop the information resource management skills that NRC will need in the future. Some career paths employees are pursuing as part of this program include LAN management, LAN administration, and computer programming.

Although these programs do not guarantee promotions or other upward mobility actions, these programs allow employees to obtain the education they will need for a new career while meeting the organizational needs of the Agency. Employees are accepted into the program they apply for as long as they meet the basic criteria and application requirements. Unlike the Women's Executive Leadership Program, employees do not have to compete for selection.

Workshops describing the various programs are conducted every year by the Office of Personnel. Many of these workshops are sponsored by FWPAC. Other workshops are requested by individual offices. The two most recent workshops were a lunchtime seminar open to all employees on April 12, 1994, and a special workshop for licensing assistants in NRR on May 2, 1994.

5. COMMUNICATING EEO GOALS AND EVALUATING PROGRESS

ISSUE 5.1: The following statistics are based on data compiled by the NRC Office of Personnel from the survey conducted in 1993:

1. Of all persons who responded to the survey, an alarming 48% of the NRC APA staff indicated that they have been treated unfairly and that unfair treatment was from "some" to "a very great extent" due to race. (APAAC)

RESPONSE:

As indicated in the response to the Committee on Age Discrimination's concern regarding employee perceptions of unfairness, OP is considering establishing focus groups to determine the reasons for employee responses to the questions regarding fairness in hiring, promotions, etc. Any additional survey research that would be undertaken would need to include a reliable, valid instrument that would enable the agency to make a comparison of NRC employee responses against those of another similar population.

ISSUE 5.2: "The Committee on Age Discrimination is concerned that staffing reductions will inadvertently reinforce the myth that older members of the workforce are less valuable to the NRC." (CAD)

RECOMMENDATION 5.1: "Agency efforts to reduce staff through retirements should continue to be sensitive to the potential adverse impact of this approach on older employees." (CAD)

RESPONSE:

The Agency will continue to be sensitive to this concern and has no intention of encouraging voluntary retirement as a means of meeting staff reduction goals. Such retirements will continue to be at the sole discretion of the individual.

ISSUE 5.3: "The Committee is concerned that the agency, by discounting the results of the all-employee survey, is missing an opportunity to learn more about EEO problems." (CAD)

RESPONSE:

As described in the "General Trends and Comments" section of Results of the All Employee Survey, "few respondents felt that they had been discriminated against (15%)." This statement was not intended to disregard the 15% of employees who feel that they have been discriminated against. OP is currently reviewing options for obtaining follow-up data such as the use of focus groups to determine the basis for the perception of unfairness.

RECOMMENDATION 5.2: "A more complete analysis of the survey results should be performed so that the agency can obtain the maximum benefit from this extensive survey." (CAD)

RESPONSE:

The Office of Personnel is currently reviewing the findings from the survey to determine what follow-up actions should be taken to determine the basis for employee dissatisfaction reported in responses to fairness with regard to promotions and awards. As indicated earlier, one option under consideration is to establish focus groups with representatives from the advisory committees to determine the causes of the dissatisfaction. In addition, OP will closely be following NPR initiatives with regard to employee compensation, including pay and awards, and performance management.

RECOMMENDATION 5.3: "A survey should be developed specific to EEO to gain further insights into how the agency can better address EEO issues." (CAD)

RESPONSE:

The agency feels that it is imperative that data collected through survey research should be comparable to instruments used, and data collected, in other research studies to ensure instrument reliability and validity and to provide a basis for comparing NRC employee responses with responses from other similar populations. Given the volume of information collected in the most recent survey, it would seem more feasible at this time to determine, through focus groups, why employee responses were more negative in some areas than in others. Areas of dissatisfaction have been identified; it would now appear to be more appropriate to understand the reasons for the dissatisfaction.

RECOMMENDATION 5.4: "EEO policies and procedures should be collected and maintained in a central location." (CAD)

RESPONSE:

The Office of Small Business and Civil Rights recognizes the importance of providing information about EEO laws, policies, and procedures to EEO advisory committee members and employees. Yellow announcements and brochures related to EEO laws and policies have been published periodically and distributed to all employees. Additionally, the SBCR centrally maintains copies of Federal statutes and internal policies and procedures for any employee to review.

RECOMMENDATION 5.5: "Establish performance measures for EEO for management." (CAD)

RECOMMENDATION 5.6: Consider the guidance developed by the JLMEEOC in evaluating the performance of SES employees in supporting Equal Employment Opportunity and Affirmative Action. (JLMEEOC)

RESPONSE:

The Agency appreciates the criteria suggested by the JLMEEOC and will review and consider its applicability to the performance appraisal process. We will work with the JLMEEOC on this recommendation.

ISSUE 5.4: Responses to the 1993 Employee Survey revealed that a number of African Americans felt that they have been treated unfairly with regard to promotions, awards, assignments, and appraisals. (BIG)

RESPONSE:

As reported in the survey results, a majority of the responses indicated that NRC employees hold favorable opinions related to their job satisfaction, the accuracy of the performance appraisal system, and their perception of fairness in treatment in many aspects of work life including hiring (85%), training (72%), appraisals (61%), and discipline (52%). In general, however, they were less favorable in their evaluations of fairness related to promotions (48%), assignments (45%), and awards (42%). When the results were further analyzed by ethnicity, African American respondents perceived fair treatment as follows: promotions (30%), awards (32%), assignments (37%), and appraisals (47%). The agency is concerned about these perceptions, and in addition to holding "town meetings" to discuss these and other EEO-related issues, will use focus groups to determine the basis for these perceptions.

RECOMMENDATION 5.7: "The agency should closely monitor promotions, awards, and appraisals to assure that all employees are treated fairly." (BIG)

RESPONSE:

In addition to reviewing demographic data on promotions, awards, and appraisals at Program Reviews for all Offices reporting to the EDO, the agency is anticipating designing a new performance appraisal system for non-SES employees when changes in the law are effected, and reviewing options for restructuring the pay and awards systems.

RECOMMENDATION 5.8: "The agency should continue to heighten management and supervisors awareness of the importance of instituting an equal opportunity workplace." (BIG)

RESPONSE:

The agency will continue to monitor the EEO climate in the workplace and build upon the information previously gathered in the recent employee survey. The results of the recent all-employee survey were distributed to Branch Chiefs and above with instructions to share the information with staff. Additionally, a summary of the results was provided to all employees with information on how to obtain the full report. The intent was to ensure that all employees would have the opportunity to review the data and be made aware of employee perceptions about the workplace. Additional initiatives may

include establishing focus groups and continuing to conduct periodic survey research to obtain and assess data with which a comparison can be made of NRC employee responses and responses provided by other comparable populations.

An ongoing initiative that is heightening management's awareness of instituting and maintaining an equal opportunity workplace is the "town meetings" taking place in Offices and Regions throughout the Agency to discuss EEO-related policies and issues.

6. QUALITY OF WORKPLACE

RECOMMENDATION 6.1: "Explore ways to make the Day Care Center more affordable." (FWPAC)

The Child Development Center Board of Directors is most anxious to have the support of, and work with, the advisory committees to raise sufficient funds to give all interested NRC employees the opportunity to use the Child Development Center. To date, fundraising efforts have yielded approximately \$20,000 that will be used to provide five partial scholarships for the first year of operation. More than \$18,000 of those funds came from contributions to the 1993 Combined Federal Campaign (CFC). With the assistance of the advisory committees, the Board hopes to continue to generate most of the scholarship funds through the CFC. In addition to the CFC, one other fundraising effort will be conducted annually during the spring; e.g., a raffle sponsored by the Employees Welfare and Recreation Association, a Spring Dance, or a fundraising dinner. The Board is also closely monitoring local resources to ensure qualified employees take advantage of other programs offered such as the Working Parents' Assistance Program and Aid to Families with Dependent Children.

RECOMMENDATION 6.2: "Communicate to NRC supervisors that use of the agency's various family friendly policies should not be viewed as an indication that employees are not committed to their jobs." (FWPAC)

RESPONSE:

Employees should be able to take advantage of the various family-friendly policies offered such as compressed work or part-time work schedules. Management will reinforce its commitment to balancing work and family responsibilities through discussions in supervisory training and staff meetings.

RECOMMENDATION 6.3: "Explore new options for a more flexible workplace." (FWPAC)

RESPONSE:

The expanded flexiplace option will be addressed as an upcoming labor-management partnership committee agenda item.

Enclosure 4

EEO ADVISORY COMMITTEE STATEMENTS

AFFIRMATIVE ACTION ADVISORY COMMITTEE
JUNE 1994 EEO BRIEFING

The Affirmative Action Advisory Committee (AAAC) views the impact of the National Performance Review (NPR) on EEO at the NRC as a challenge to the Agency to work harder to ensure fairness and shared sacrifice during the period of attrition and diminishing resources. We anticipate being able to assist in the effort by reaffirming our commitment to continuously review agency personnel practices and report to management on suggestions for improvement. We plan to focus on the importance of fairness and our support of the NPR vision and goals.

We recognize that opportunities for advancement will be limited. We see this as a necessary part of streamlining operations. However, we have initiated a dialogue with the Office of Personnel in efforts to improve the merit selection process in this agency in order to ensure fair treatment for all employees. We are hopeful that this spirit of cooperation will foster a climate of increased harmony and positive results. We encourage an atmosphere of shared endeavor.

The AAAC supports the labor-management partnerships. We plan to monitor their progress, and we publicly encourage the active participation of women and minorities in the work of these partnerships.

The AAAC shares a vision of a workplace where mutual concern among co-workers and management would result in a genuinely caring environment. This "cooperationist"¹ environment could predominate over the "rights based" environment we now experience. It could draw on our desire to contribute to an effective NRC that stands for the efficient protection of public safety. Our rights would remain intact, but we might find that we no longer have to resort to them.

As indicated in the National Performance Review, the government should be a model for all of industry in the implementation of reforms to increase efficiency by (1) reducing useless redtape, (2) reducing the burden of top heavy management systems, and (3) empowering individuals at all levels to be effective in carrying out their duties. This was not a call by government leaders to discard the progress achieved through years of effort to recognize areas of discrimination and to legislate requirements to adjust those areas so that they were no longer discriminatory. Rather, the National Performance Review fortifies the position that all employees must be allowed to perform at their highest level.

¹See Steven Kelman, Adversary and Cooperationist Institutions for Conflict Resolution in Public Policymaking, Journal of Policy Analysis and Management, Vol. 11, No. 2, 178-206 (1992). Dr. Kelman argues that our government was founded on adversarial principles but that it is time for government to change institutionally in ways that encourage cooperation.

As stated in NRC Yellow Announcement (No. 37), dated April 15, 1994, and signed by Chairman Selin, the NRC is committed to providing a workplace free from discriminatory employment practices or other prohibited conduct based on race, color, religion, national origin, sex, age, or handicapping condition. The announcement specifically cited the Rehabilitation Act of 1973, as amended, which requires the development and implementation of an Affirmative Action Plan for Persons with Disabilities. Since November 1993, the AAAC has been working with the Office of Personnel to develop and issue an Affirmative Action Plan for Persons with Disabilities that meets the requirements and guidance contained in two EEO Management Directives (MDs): MD 712, "Comprehensive Affirmative Action Programs for Hiring, Placement and Advancement of Individuals with Handicaps," and MD 713, "Affirmative Action for Hiring, Placement, and Advancement of Individuals with Handicaps." To date, progress on developing this plan has been extremely slow.

The Rehabilitation Act of 1973, as amended, creates specific requirements on Federal agencies separate from requirements contained in the Civil Rights Act of 1964, as amended, or the Age Discrimination Act of 1967, as amended. These requirements are not met by the Federal Equal Opportunity Recruitment Program (FEORP) discussed in NRC Appendix 4108 Part II. Further, NRC Manual Chapter 4140, "Equal Opportunity in Government Employment," contains specific requirements for developing and implementing affirmative action plans that are in accordance with Equal Employment Opportunity Commission (EEOC) directives. The Affirmative Action Advisory Committee urges the Commissioners to take a personal interest in the development of an Affirmative Action Plan for Persons with Disabilities that meets the requirements of the Rehabilitation Act of 1973 and the applicable EEOC management directives. One way the Commissioners could take an interest is by issuing a Staff Requirements Memorandum (SRM) asking for such a plan by a specified date.

We must all acknowledge our respective roles in shaping this agency. By working together, we can create a climate that could strengthen and change the tenor of our organization--a climate in which true brotherhood and sisterhood are part of the air we breathe. We aim far too low when all we ask is to protect enforceable rights.

Enclosure 3

**JLMEEOC RECOMMENDATIONS ON
ENHANCING THE WORK ENVIRONMENT
FOR DISABLED EMPLOYEES**

The JLMEEOC recommends that a program be established to provide job-related assistance to disabled employees in the work environment. The general elements of such a program, developed by JLMEEOC in coordination with the Office of Personnel and the Affirmative Action Advisory Committee, include:

- Program purpose is to provide selected types of assistance to disabled employees to maintain and improve their productivity in the NRC work environment.
- The program would be integrated into the Mentoring Program now in place in NRC. The program coordinator would solicit volunteer mentors with experience and interest in working with disabled persons; potential mentees would participate on a voluntary basis. The program coordinator would identify this program to all new employees. Confidentiality of mentors and mentees would be maintained as appropriate.
- Types of assistance to be provided could include the following special assistance for the disabled (in addition to the typical career development assistance if that is requested by the mentee): physical assistance for becoming oriented to building conditions and for access in and out of the workplace; job coaching, including instruction and monitoring of progress, on specific job responsibilities; and other special assistance to help disabled employees meet their job responsibilities.

ADDENDUM TO AAAC EEO BRIEFING PAPER
FOR JUNE 1994

Several incidents have occurred that cause the AAAC to be concerned that some NRC supervisors have communicated to our members (and members of other advisory committees) that EEO advisory committee membership is "career damaging". We are working with SBCR and OP on this issue, and we are hopeful that methods can be devised to counteract this very damaging managerial stance. We on the AAAC take great pride in our reasoned support of this Agency's affirmative action goals. Our role is constructive, and unfavorable action against our members and members of other advisory committees is likely to be due to ignorance about what we do, to opposition to legitimate affirmative action goals, or to incomplete understanding of the constructive role we play. We are working toward positive resolution of the matter.

**ASIAN PACIFIC AMERICAN ADVISORY COMMITTEE
1994 EEO STATEMENT
THE UNITED STATES NUCLEAR REGULATORY COMMISSION**

The Asian Pacific American Advisory Committee (APAAC) submitted the 1993 EEO Statement on November 17, 1993. This statement presented the results of APAAC's survey of the status of NRC Asian Pacific American (APA) employees and concerns from our constituents. Also listed were the recommendations for NRC to improve the EEO program. A few of the APA concerns were discussed during the semi-annual EEO Commission Briefing on December 7, 1993.

The APAAC's recommendations on using the PATCO statistics and training were addressed in the Staff Requirement Memorandum (SRM) dated December 10, 1993. However, some of the recommendations based on APA concerns have not been addressed and APAAC has modified them based on results from recent APAAC discussions. These updated recommendations are presented as follows:

1. Many APAs in the NRC still suffer from stereotyping which discriminates against them and places barriers to equal opportunities for APAs. Some of these harmful stereotypes include "Asian Pacific Americans are a model minority," and "Asian Pacific Americans are unaggressive and lacking in communication skills." We are disappointed that the Cultural Diversity Training planned to be offered by NRC in 1993 was canceled due to lack of staff interest. Efforts must be taken by NRC to eliminate this form of discrimination. The NRC staff, particularly managers and supervisors should be encouraged to receive cultural diversity training to enhance their awareness of APA cultural background. APAAC is interested in providing input and assistance to NRC's cultural diversity training program.
2. Special attention needs to be devoted toward breaking the "Glass Ceiling" for the APAs in NRC. Formalized efforts should be taken to increase APA representation among the NRC's supervisory and SES ranks. The current SLS program needs to be applied agency wide and formalized to afford qualified and experienced APA staff equal opportunity into the SLS program. There also is a need for improved placement of APA staff to work in the Commissioner and EDO offices.
3. In light of the agency's streamlining process, the APA staff would like to be given the opportunity to broaden its experience through rotational assignments. Rotational assignments among NRC's APA staff has been limited in the past, and we feel that NRC management should encourage and facilitate the rotational assignment program to afford the APA staff equal opportunities.
4. The NRC's Office of Small and Disadvantaged Business Utilization/Civil Rights should seek to fill vacancies within that office with individuals representative of the diverse population of the NRC.
5. The results of the NRC recruitment program should be shared with the staff. APAAC is interested in knowing, specifically, the number of colleges and universities with diverse APA students that were included in the NRC's recruitment program as well as the number of APA candidates interviewed and hired. We feel that recruitment among the APA graduates at all levels and disciplines is essential to ensure a continued supply of APA staff and thus maintaining a diversified staff within the NRC.

The APAAC feels obligated to bring to NRC management's attention the following statistics based on data compiled by NRC Office of Personnel from the survey conducted in 1993, as published in November, 1993.

1. Of all persons who responded to the survey, an alarming 48% of the NRC APA staff who indicated that they have been treated unfairly and that unfair treatment was from "some" to "a very great extent" due to race.

APAAC plans to conduct a detailed review of these data and to conduct its own survey to validate the status of the APA staff concerns regarding the above statistics.

BLACKS IN GOVERNMENT
COMMISSION BRIEFING
JUNE 1994

BIG is pleased with the progress which has been made within the last two years which has allowed a number of African-Americans to be promoted. However, BIG is concerned that, as a result of recent mandates from the President of the United States, which is being evaluated at the NRC with the National Program review, continued progress may be slowed, stopped, or even reversed. BIG encourages the use of every opportunity to assure that the recent strides that have been made in the African American promotion to supervisory positions will not be reversed.

Blacks In Government continues to echo the concerns that were made during the December 1993 EEO briefing. These concerns are as follows:

1. Increase the number of African Americans in supervisory and management positions.
2. Increase the number of African Americans in technical positions.
3. Enhance career development opportunities for African Americans, i.e., professional training, executive training, rotations, details, etc.
4. Increase representation of African Americans in graduate fellowship program.
5. Ensure that the goals of diversity, equal opportunity, and the removal of unfair and unreasonable obstacles to career advancement for highly-qualified African-American employees will not be sacrificed at the expense of meeting the staff reduction targets.

In addition to the concerns above, BIG has identified the following additional concerns:

Employee Survey

In 1993 the Office of Personnel conducted an employee survey. According to the responses on ethnicity, 161 African American employees responded to the survey. In our review of the data from the surveys, close attention was given to the response to questions concerning fair treatment. The responses to these questions revealed that a number of African Americans felt that they have been treated unfairly with regard to promotions, awards, assignments and appraisals. The summary of responses are as follows:

**SUMMARY OF PERCENTAGE OF AFRICAN AMERICANS
INDICATING UNFAIR TREATMENT**

CATEGORY	% OF African Americans Indicating UNFAIR TREATMENT
Promotions	52%
Awards	44%
Assignments	32%
Appraisals	35%
Any of the Categories ¹	62%

Of all the African Americans responding to the survey, 62% felt they had been treated unfairly regarding hiring, promotion, awards, assignments and appraisals. Of the African Americans who felt they had been treated unfairly, 71% indicated that the unfair treatment was related to race.

In addition, BIG has been made aware of perceived unfair treatment in the Regions.

Recommendations:

1. The agency should closely monitor promotions, awards, and appraisals to assure that all employees are treated fairly.
2. The agency should continue to heighten management and supervisors awareness of the importance of instituting an equal opportunity workplace.
3. The agency should strongly consider increasing the representation of African Americans in the Regions and to further the promotion of African Americans into supervisory positions in the Regions.

Development of More Para-Professional Positions

In light of the restrictions on hiring through the "Reinvention of Government Initiative," the agency will continue to require the skills of well trained employees and we may not be able to hire from external sources. Thus, the agency will have to depend on its current employees to carry out its mission. In order to

¹ Hiring, promotions, training, awards, assignments, discipline, and appraisals.

meet some of the future employee qualification and training needs, and to allow for the mobility and growth of lower graded employees, the agency should concentrate on developing employees through a para-professional training program for those employees who are in grades 6 through 9 of the administrative and clerical series.

Recommendations:

1. The agency should develop a Clerical and Administrative Para-Professional Training program for employees in grades 6 through 9.
2. The program should be formalized and should be administered similar to the Women Executive Potential Program and/or Executive Potential Program. A yellow announcement would be published noting the requirements of the program and would solicit applicants.
3. The agency should establish a para-professional positions in each office and in each Region.

**COMMITTEE ON AGE DISCRIMINATION
ISSUES AND RECOMMENDATIONS FOR
JUNE 1994 COMMISSION BRIEFING**

ISSUE 1: The Committee is concerned that the agency, by discounting the results of the all-employee survey, is missing an opportunity to learn more about EEO problems.

The Committee's concern centers on Announcement No. 11, dated February 7, 1994, that provided the results of the employee survey to the Agency at large. Specifically, the Committee is concerned that the statement: "Few respondents felt they had been discriminated against (15%)," may divert attention from this difficult problem.

First, the question that Announcement No. 11 referred to was Question 24, "If I am dissatisfied with my Federal career prospects, it is because:" and 1 of 9 possible responses was, "I believe I am being discriminated against." About 15% of the respondents agreed with this statement. Because this question refers to career prospects, we do not agree that the response to this question is equivalent to the conclusion that respondents had never been discriminated against in the past.

Second, even if one were to accept the conclusion drawn in Announcement No. 11, the Committee does not agree that 15% of the employees feeling that they had been discriminated against represents "few." Especially since this is an average over all respondents and sheds no light on whether there were any significant demographical differences.

Our issue is not with which interpretation of the data may be more correct, but rather that by the characterization used and the incomplete analysis performed, the agency is missing the opportunity to identify those areas of EEO that are of particular concern and concentrate resources to resolve the most pressing problems. Therefore, the Committee has performed a more detailed analysis of this area that is included as Attachment 1. A summary of our findings follows.

The Committee's analysis focuses on Questions 72 and 73, which ask respondents if they believed they have been treated fairly in regard to seven personnel actions (hiring, promotions, training, awards, assignments, discipline and appraisals) and if not, then in which of eight areas (age, handicap, national origin, race, religion, sex, sexual harassment, and other) did they feel they were not treated fairly.

The analysis on Question 72 showed that unfair treatment was most commonly perceived for promotions, awards, assignments, and appraisals. The analysis of the responses to Question 73 for age demonstrated a very clear pattern of perceived unfair treatment. The percentage of respondents citing age as a basis for unfair treatment is substantially higher for

those over 50 years of age compared to those under 50 years of age. Table 2 in Attachment 1 provides the specific percentages.

The responses to these questions do not establish proof of age discrimination. The responses are based on individual perception, and Questions 72 and 73 refer to "unfair treatment" rather than "discrimination" explicitly (although it can be argued that unfair treatment on the basis of age, race, sex, etc. regarding hiring, promotions, etc. is discrimination). Nonetheless, these results do demonstrate that a significant number of employees believe they are being treated unfairly regarding promotions, awards, assignments and appraisals on the basis of age.

RECOMMENDATION 1.A: A more complete analysis of the survey results should be performed so that the agency can obtain the maximum benefit from this extensive survey.

As our analysis demonstrates, there are insights that can be obtained by performing more detailed analyses that look at responses on the basis of demographics. Given the effort required to collect the data for the survey, it seems appropriate that the Agency should try to maximize its return on the investment in the survey. Although this committee is focused on age discrimination issues, we recommend that the survey be examined in its entirety for useful insights.

RECOMMENDATION 1.B: A survey should be developed specific to EEO to gain further insights into how the agency can better address EEO issues.

As noted above, Questions 72 and 73 in the survey did not explicitly address discrimination. The Committee believes that an additional survey specific to EEO is warranted. The purposes of this survey should include: 1) to better determine the extent to which discrimination may be occurring, 2) if the discrimination is actual or perceived, 3) the source of the discrimination (e.g., supervisors or coworkers), 4) if employees believe the situation is improving, 5) the extent to which employees are utilizing available training, and 6) the effectiveness of training offered.

RECOMMENDATION 1.C: Mandatory EEO Training

The Committee's analysis shows that the perception of unfair treatment is greatest in the areas of promotions, awards, assignments, and appraisals. Therefore, we recommend that all personnel involved in making decisions in these areas (including members of selection boards) should have mandatory, recurrent training in EEO. As the decisions made by these individuals can have significant impact on career advancement and satisfaction with the work environment, this training should also include some method of determining its effectiveness (e.g., exams).

The stereotypes that people develop about others that result in discrimination are learned over extended periods, and therefore may not be corrected by voluntary training. It may be that the individuals who could benefit the most from the training do not elect to attend. Therefore, the Committee believes that EEO training should be mandatory for all employees and this training should be reinforced periodically. Although mandatory training for supervisors may address the most serious problems, all-employee training is a proactive approach that could result in a more EEO-conscious work force in general and help eliminate discriminatory attitudes before personnel attain management positions, resulting in a better work environment.

ISSUE 2: IMPROVING ACCOUNTABILITY OF EEO

The report of the National Performance Review included a recommendation that accountability be improved for equal employment opportunity goals and accomplishments.

RECOMMENDATION 2.A: EEO policies and procedures should be collected and maintained in a central location.

This issue was originally discussed in the February 1993 EEO Briefing. The Committee had initiated a project to review agency EEO policies to determine if the requirements were consistent throughout the agency and that they were balanced with regard to all aspects of EEO. In the course of this project, the Committee had difficulty in locating the agency's EEO policies. When our Committee originally discussed this project with SBCR, SBCR recognized that the agency as a whole would benefit from consistent EEO policies.

In response to the Committee's concern, SBCR, with the assistance of OP and OGC, committed to collect these policies in a central location by April 1993 (in the December 1993 EEO Briefing this commitment was revised to early Fiscal Year 1994). According to SBCR, the Law Library has agreed to maintain the collection once it is provided. SBCR further offered to include in the collection the underlying legislation and other pertinent documentation to make this collection a more useful resource. To date this collection has not been established.

It is unrealistic to expect individual accountability to Agency EEO policies and procedures if there is not a common understanding of these policies. The Committee believes that the requested collection will provide the following benefits:

1. It provides the opportunity to ensure that the agency is consistent in its implementation of EEO and affirmative action across all organizational subelements.
2. It provides the opportunity to identify areas that might require additional training to management and staff regarding their responsibilities related to EEO.
3. It will improve accountability by having employees trained to a uniform standard.

RECOMMENDATION 2.B: Establish performance measures for EEO for management.

Performance measures should be established for management to improve accountability to the Agency's EEO policies. Although SES-managers have a subelement, "Supports equal employment opportunity (EEO) and affirmative action efforts and employment practices," it is not clear how the individual manager's performance is measured. It is even less clear how non-SES managerial performance is measured.

ISSUE 3: The Committee on Age Discrimination is concerned that staffing reductions will inadvertently reinforce the myth that older members of the workforce are less valuable to the NRC.

The NRC is attempting to meet staffing reduction goals through attrition and voluntary retirements. The Committee has a concern that if this process is not carefully managed, a perception could arise that the best approach is to eliminate older workers because they are less valuable solely because they are closer to retirement. To date this has not been a problem, and the Committee is encouraged that retirements have been strictly voluntary. The Committee, however, is concerned that in the future retirements may be perceived as the only recourse to meet staffing goals, and pressure on retirement-eligible employees to retire will increase.

RECOMMENDATION 3.A: Agency efforts to reduce staff through retirements should continue to be sensitive to the potential adverse impact of this approach on older employees.

The Committee supports the use of retirements, including early retirements and "buyouts," to help meet the Agency's goals for staff reduction, provided that retirement is also in the best interest of the affected employees (as determined by each employee) and the Agency carefully considers the impact of the loss of these employees. Any attempt to encourage retirements should also recognize that the Agency considers the retirement of each employee to be a loss of a valued resource. We encourage management to continue to be sensitive to the inadvertent impression that may result if it is repeatedly stressed that the NRC needs to "get rid" of older employees.

ATTACHMENT 1

SURVEY RESULTS AND PERCEIVED AGE DISCRIMINATION

The Committee on Age Discrimination has performed an analysis on the survey results to determine if there is an indication of age discrimination. This analysis centers on three questions, question 24, 72, and 73.

From Question 24, 15.2% of survey respondents agreed with the statement "If I am dissatisfied with my Federal career prospects, it is because I believe I am being discriminated against." It would be a mistake to conclude from this finding that the incidence of perceived discrimination at the NRC is low. First, because of the use of the word "prospects", many respondents may have interpreted the question to refer only to possible future discrimination and may therefore have ignored any incidents of past discrimination. Second, the 15.2% is an average over all age groups in the survey and does not reflect any differential responses by age group. In fact, as discussed below, analysis of the survey responses by age group shows a very clear pattern of perceived unfair treatment on the basis of age that increases with the age of the respondent.

Questions 72 and 73 provide more information. Question 72 asked, "In general, do you believe you have been treated fairly in regard to the following?" Seven areas were listed: hiring, promotions, training, awards, assignments (including rotational assignments), discipline, and appraisals. For each category there was a 5-item scale that ranged from "strongly disagree" to "strongly agree," plus an option for "non-response." Question 73 then stated, "If you answered any of the above in Q72 'Disagree' or 'Strongly Disagree,' in your opinion was it related to:" Eight categories were offered: age, handicap, national origin, race, sex, sexual harassment, and other. Again, a 5-item scale ranging from "not at all" to "to a very great extent" was used with a "non-response" option.

Question 72 asked respondents if they believed they have been treated fairly in regard to seven personnel actions. The percentages of all employees in the sample who felt that they had not been treated fairly are tabulated below by age group for all actions combined and separately for promotions, awards, assignments and appraisals. For this analysis, unfair treatment is equated with a response of "Disagree" or "Strongly Disagree". The action "Combined" counts respondents who were unfairly treated for one or more actions. The four actions tabulated separately were the ones most often reported; the other three were much less prevalent.

Table 1: Percentage of Employees Reporting Unfair Treatment by Age Group

Response to Each Action by Age Group	< 40	40-49	50-54	55-59	> 60	ALL
Combined	39.9	38.2	45.6	52.7	49.4	42.2
Promotions	26.6	34.2	33.3	40.5	41.9	32.8
Awards	28.3	31.3	33.3	36.6	36.9	31.6
Assignments	23.6	21.1	21.9	23.9	25.0	22.6
Appraisals	18.5	18.9	23.0	25.9	22.5	20.4
Number in Age Group	647	688	270	205	160	1970

As Table 1 shows, 42 percent of all employees reported unfair treatment for one or more actions, with the percentage for promotions, awards, assignments, and appraisals ranging from 33 to 20 percent. The reported incidence was somewhat higher for employees over 50 but there is no strong association with age. This finding is not surprising, since the figures in Table 1 reflect all possible reasons for unfair treatment, not just age discrimination. To identify the reasons for the reported unfair treatment, it is necessary to examine the responses to Question 73.

An analysis of the responses to Q.73(a) shows a very clear pattern of perceived unfair treatment on the basis of age. Question 73(a) asked those respondents who felt that they had not been treated fairly in regard to any of the seven personnel actions in Q72 to state whether their treatment was related to age. The percentages of all employees in the sample who felt that their unfair treatment was age-related to at least some extent is tabulated below by age group.

Table 2: Percentage of Employees Perceiving Unfair Treatment on the Basis of Age by Age Group

Extent of Perceived Unfair Treatment on the Basis of Age by Age Group	< 40	40-49	50-54	55-59	> 60	All
Some, Great, Very Great	8.3	8.4	23.7	36.1	40.0	15.9
Great, Very Great	3.2	3.2	13.0	22.0	28.1	8.5
Number in Age Group	647	688	270	205	160	1970

As Table 2 shows, 16 percent of all employees surveyed felt they were treated unfairly and their treatment was age-related to at least some extent. However, this varied considerably by age group. Less than 9 percent of employees under 50 felt they were subject to unfair treatment on the basis of age. This increases to 24 percent for the 50-54 group, 36 percent for the 55-59 groups, and 40 percent for those 60 or older. The pattern is similar for those employees who felt that their unfair treatment was age-related to a great or very great extent. The percentage for all respondents was 9 percent, with only 3 percent of those under 50 perceiving definite unfair treatment on the basis of age. This increases to 13 percent for the 50-54 group, 22 percent for the 55-59 group, and 28 percent for those 60 or older. In summary, there is a very clear pattern of perceived unfair treatment on the basis of age for employees over 50, with the incidence increasing with age.

STATEMENT SUBMITTED BY THE
FEDERAL WOMEN'S PROGRAM ADVISORY COMMITTEE
FOR THE
PERIODIC BRIEFING ON NRC'S EEO PROGRAM

The Federal Women's Program Advisory Committee (FWPAC) once again welcomes this opportunity to express its views on and recommendations for the Agency's EEO program as well as the effect of proposals from the National Performance Review (NPR) on the NRC.

DOWNSIZING

RECOMMENDATION (1): Make widespread use of retraining existing employees to fill future needs.

Congress recently approved legislation making agencies' training requirements more flexible. FWPAC encourages the NRC to use this flexibility to rely heavily on a valuable resource, Agency employees, to meet future needs through retraining. In so doing, we urge supervisors to be imaginative and not overlook administrative employees, many of whom have or are pursuing college degrees, when considering ways to fill upcoming Agency vacancies. FWPAC recommends that OP identify those secretarial/administrative personnel who are pursuing or have degrees and highlight the types of training and developmental assignments that will help those employees to compete for future Agency vacancies. The determination and commitment of these employees to continuing their education should be viewed as an asset to the Agency.

FWPAC was pleased that yellow announcement No. 30 supported training for "current duties or duties that are reasonably foreseeable" in the future and hopes that supervisors will feel emboldened by it to encourage and approve training. Despite the announcement, however, the Committee continues to hear concerns about lack of managerial support for training. We hope that supervisors will continue to be encouraged to support training and that they will be evaluated on their efforts in this area. We also welcome advice from the EDO or SBCR on what we should do when such concerns are brought to the Committee's attention.

RECOMMENDATION (2): Reduce the use of outside hires to fill positions at the agency both to a) restrict the addition of FTE's while current employees are facing possible downsizing and b) assist the advancement of women and minorities within the Agency.

Although the Committee is hopeful that Reductions in Force (RIFs) will be avoided, we are concerned that RIFs may particularly harm women and minorities due to their comparative lack of seniority in many areas within the Agency. With that concern in mind, and with the NRC's specific downsizing targets for future years still uncertain, the Agency is encouraged to give first consideration to its in-house talent when filling positions. FWPAC is concerned about the effect on current staff of adding FTE's through outside

hires at the same time that the Agency is examining ways to reduce FTE's in the coming years. FWPAC also believes that promotion from within the Agency, when possible, for senior and specialized positions increases employee morale, supports the Agency's succession planning efforts, and demonstrates confidence in its own staff.

We have seen examples in the past when outside hires have not increased diversity in the NRC workplace. If it sometimes becomes necessary to fill vacancies from outside the NRC pool of employees due to specialized needs, the Committee urges that efforts be made to attract qualified minority or women applicants, particularly for SES and feeder group positions where women and minorities continue to be underrepresented.

RECOMMENDATION (3): Encourage women and minorities to utilize career development programs and the Senior Level Service (SLS) as means for advancement.

As the Agency reduces the ratio of supervisors to employees, many supervisory positions that women and minorities could be expected to move into will be eliminated. Although increased use of the SLS is an option for advancement despite supervisory reductions, women and minorities have not been well-represented in the SLS in the past. At the same time, the continuing underrepresentation of women and minorities in the SES must not be ignored. A place to begin is with increased representation in the feeder grades. The Committee acknowledges that since it first highlighted this concern several years ago, the numbers of women and minorities in SES and the feeder group have increased, but we believe minorities and women continue to be underrepresented.

Toward that goal, FWPAC, together with the other advisory committees and OP, organized two seminars this year to inform employees of the qualifications required for selection in the various career development programs and the SLS. Through these seminars, we hope to encourage employees, particularly women and minorities, to 1) apply to these programs when they are again offered, and 2) recognize the qualification areas in which they are currently lacking so that they can begin working now on gathering the skills and experience needed in order to be well-positioned later.

RECOMMENDATION (4): a) Utilize advisory committees more fully to address concerns about downsizing's possible adverse effect on women and minorities, and b) improve communication among advisory committees and between SBCR and the advisory committees.

Advisory committees have a vital role to play in advising and consulting with management on ways to enhance the Agency's EEO program in an era of governmental reform. FWPAC notes that an interagency working group organized to examine the effects of NPR recommendations has endorsed the use of pressure groups inside government, such as NRC's advisory committees, to encourage the

hiring and promotion of women and minorities. FWPAC supports this initiative and stands ready to perform that role, but we see obstacles.

FWPAC has been involved with solutions to downsizing concerns, as with the aforementioned seminar, and the committee strives to continue to be involved in creative ideas to deal with the EEO challenges facing this agency. In the past year, the Committee has emphasized working jointly the other advisory committees so that all of the represented groups can speak with a unified voice, when possible, to provide input to the Agency. For example, FWPAC initiated meetings with representatives of all of the committees in order to present a joint request to SBCR and OP for statistical data in an effort to make SBCR's and OP's response easier. Upon receipt of the data, the committee hopes to integrate it into future briefing statements, when appropriate. FWPAC is also pursuing the same joint committee approach to policy recommendations.

In the upcoming year the Committee hopes to see communication enhanced between the advisory committees and SBCR and plans to make that a goal. Yellow announcement No. 30, "Management Support of EEO Advisory Committee Activities," was welcomed and has FWPAC's hearty support. FWPAC is pleased that it can count on the support of management when conducting its mandated advise and consult role and looks forward to achieving a more fruitful relationship between SBCR and other advisory committees in the future.

DAY CARE CENTER

RECOMMENDATION (5): Explore ways to make the Day Care Center more affordable.

FWPAC has toured the attractively designed day care center and is confident that management by the selected vendor will result in a professional, nurturing, and fun environment for the children. We are concerned, however, about the affordability of the center to a broad range of NRC employees; accordingly, we will assist the Day Care Center Board with fundraising so that tuition assistance is widely available. Working with the other advisory committees and the Board, we also hope to identify possible savings to reduce the Center's cost. Even with tuition assistance and reductions, however, we acknowledge that the NRC Center will not be affordable to everyone, which mirrors the national problem of the high cost of center-based care. We look forward to working with the Board to address this challenge in the future.

FAMILY-FRIENDLY WORKPLACE

RECOMMENDATION (6): Communicate to NRC supervisors that use of the agency's various family friendly policies should not be viewed as an indication that employees are not committed to their jobs.

Many employees, in the effort to balance family and work responsibilities, utilize the NRC's compressed, flextime, or part-time schedules. The NRC cannot claim that it is a family-friendly workplace if the Agency then penalizes those who use the policies. Many employees utilize the part-time option to care for young children, disabled family, or aged parents. These employees' commitment to the Agency is no less, yet some supervisors perceive these employees as having less commitment to their jobs. We hasten to add that we are also aware of NRC managers who are very supportive of employees' effort to balance work and family, but not all managers have incorporated this message. We also acknowledge that not all jobs lend themselves to limited schedules.

FWPAC believes that employees who exercise their option to use compressed, flextime, or part-time schedules should be judged on the quality and timeliness of their work, not on their work schedule. We encourage any initiative to equally support, whenever possible, these dedicated employees for rotational assignments, career enhancement training, and competitive promotions. Toward that end, we encourage the highlighting of this concern with supervisors, via manager training, discussion at the annual SES meeting, a yellow announcement, or some other means.

RECOMMENDATION (7): Explore new options for a more flexible workplace.

We commend the NRC's addition of the Work-At-Home policy, for those facing personal and family crises, to its menu of options available for employees who need to address challenges at home while still performing their jobs. Additionally, the Office of Personnel was very helpful in working with FWPAC this spring to update the Paternal and Family Leave yellow announcement so that employees are fully aware of the many choices offered by the Agency.

There should, however, be another option available. The Office of Personnel Management has endorsed agencies' use of Flexiplace whereby well-motivated employees in certain job categories can, on a continuing basis, alternate performing their duties between the office and at home in a satellite office. FWPAC recommends the addition of this option to NRC's repertoire.

These seven recommendations comprise FWPAC's statement. We look forward to continuing to work with the Agency to advance an effective EEO program.

Hispanic Employment Program Advisory Committee
Statement for Input to 1994 SECY EEO Paper

Two recently published reports point out that Hispanics continue to be under-represented in Federal employment. These studies emphasize areas on which HEPAC believes NRC management should focus if true diversity in the agency's EEO program is to be achieved. Statistics indicate that there has been no appreciable change in the status of Hispanics within the agency since the last EEO program review. Additionally, NRC management has not taken any specific action to address the under-representation of Hispanics in all areas of the NRC work force or Hispanics participation in senior policy roles of the agency mission. The two reports are:

1) The Federal Equal Opportunity Recruitment Program study conducted by the Office of Personnel Management stated in its forward of the report to the Congress that "Our emphasis must be on results, not process and procedures, in order to have an impact on diversity in the Federal Work Force."

HEPAC concurs in the statement and identifies this position as a goal for NRC management. HEPAC would like to see more concentration on results rather than process and procedures. Since restrictions on recruitment will continue for the near-term due to the current constraints on FTEs, it is not appropriate to consider recruitment as the sole means of improving the number of Hispanics in the NRC work force. It is possible, with some direction from senior NRC management, however, to achieve EEO progress for the Hispanic community by concentrating on the results of the agency's diversity program. For this reason, HEPAC again requests that the Program Offices be required to report Hispanics as a separate minority category in all program reviews. The identification of Hispanics in this manner will highlight the continued under-representation at all levels of the agency until such time as the NRC becomes more diversified.

2) The Merit Systems Protection Board's recent study entitled, "Evolving Work Force Demographics: Federal Agency Action and Reaction" also identified that, for the most part, Federal agencies have not yet devised strategies for advancing minorities.

HEPAC concurs in this assessment of the agency efforts to date based on the present statistics regarding the NRC work force. A cursory review of the statistics presented in the SECY paper will validate that there has been virtually no career advancement achieved by Hispanic staff of the agency regardless of their grade level, occupational series, or length of tenure with the agency. Since its inception, HEPAC has stated to NRC management that focus on recruitment alone is not sufficient for achieving diversity in the NRC work force. A commitment needs to be made by all levels of NRC management to achieve genuine career development and advancement of the current cadre of NRC staff of Hispanic heritage.

This has been and will continue to be the primary goal of HEPAC. A review of the statistical analysis presented in SECY paper documents that Hispanics continue to be under-represented in all EEO categories. To date there is no evidence of an NRC shift in focus aimed at changing the organization so that Hispanics will be recognized and rewarded with career advancement for their talents and contribution to agency program goals. There are relatively few Hispanics in senior policy positions to serve as role models for less senior agency staff. There is also a dearth of role models for Hispanic women on the staff since there are no Hispanic women in supervisory positions in the NRC.

EEO programs could correct these situations. The current limitations on FTEs as well as the limitations projected for the immediate future indicate that recruitment cannot be a viable means of improving the statistics of the Hispanic community or improvement in the under-representation that results from the status quo. HEPAC would like to see NRC management set a goal of retaining the current cadre of Hispanics by providing career enhancing training such as participation in formal programs, e.g., SES Candidate Development, Federal Executive Institute seminars, Women's Executive Leadership Program, and comparable programs which augment the leadership skills of Federal employees. HEPAC wants its constituency to achieve greater participation in developmental activities such as the formal training programs identified as well as rotational assignments and other initiatives which would allow this population of the NRC work force to be more competitive when management opportunities develop as a result of attrition.

Both reports cited were the out-growth of the National Performance Review recommendations for improvements in the Federal-wide EEO program. These improvements are also needed in the NRC's program.

The most recent survey conducted by OP on employee perceptions identified concern with the performance appraisal process. The Hispanic community of the agency is also concerned with this program because it is an integral component of competition for NRC promotional opportunities. HEPAC would like a commitment from NRC management to direct first-line supervisors to delegate assignments of substance to the Hispanic staff and fair and objective assessment of performance of such tasks. Thus, career advancement would be an attainable goal for all members of the NRC Hispanic community.

HEPAC would like NRC management to assume a leadership role so that the conclusions identified in the OPM and MSPB studies cited above do not continue to also reflect the status of the NRC program.

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

Mr. Chairman and Commissioners, the Joint Labor Management Equal Employment Opportunity Committee (JLMEEOC) was established by the Nuclear Regulatory Commission and the National Treasury Employees Union (NRC/NTEU) Collective Bargaining Agreement to advise the NRC on matters about equal employment opportunity (EEO). Since our last Commissioning briefing, the JLMEEOC membership has changed. The current members are Lisa A. Shea, Ronald B. Uleck, Michael F. Weber, Mindy S. Landau, Rateb Abu-Eid, David B. Matthews, and Clayton L. Pittiglio (Co-chairperson). Our former Chairperson, Dawn D. Moss, resigned from the JLMEEOC in March to fulfill her new job responsibilities in the Office of Personnel. We thank you for this opportunity to discuss EEO-related matters and welcome any comments you or your staff may have.

Three of the JLMEEOC's four major initiatives have been completed since the last briefing. Full statements on the initiatives are enclosed to this presentation for the first three initiatives (completed). The initiatives are:

(1) The JLMEEOC developed an oversight procedure, to be implemented by a panel of NRC and NTEU members, designed to foster consistency and equity in disciplinary actions associated with sexual harassment claims. The panel would, as necessary, make recommendations to the Executive Director for Operations, and this process and help enhance the overall work environment at the NRC.

(2) The JLMEEOC has developed guidance on evaluating the Equal Employment Opportunity performance of NRC members of the Senior Executive Service (SES). The guidance has been integrated with the existing Critical Element II of the elements and standards for NRC members of the SES. The incorporation of the EEO element into the SES Critical Elements would ensure that management would receive appropriate recognition for efforts made in the EEO area, and enhance the working environment at NRC.

(3) The JLMEEOC has worked with the Office of Personnel and the

Affirmative Action Advisory Committee to develop a volunteer mentor program for disabled employees. This program will provide significant benefits to the disabled employee, and should enhance NRC's recruitment effort in this area.

(4) To further NRC's affirmative employment efforts, the JLMEEOC developed recommendations to enhance career opportunities of EEO-targeted employees, including retraining proven staff for new responsibilities and increasing the number of rotational assignments. All of these initiatives should greatly enhance the work environment at NRC.

The JLMEEOC's primary current initiatives focus on heightening management support of EEO initiatives, furthering career development opportunities for EEO-targeted employees, and expansion of sexual harassment training.

The JLMEEOC was particularly pleased with the strong and clear memorandum by the Executive Director for Operations (March 25, 1994) regarding management support for EEO Advisory Committee activities and employee training. The JLMEEOC hopes that the EDO's memorandum dispels any misconceptions among NRC management and staff about the importance of EEO programs within NRC. As part of the JLMEEOC's routine activities, we will continue to monitor adherence to and support for EEO programs throughout the agency.

The JLMEEOC is continuing to work with the Office of Personnel, the Office of Small and Disadvantaged Business Utilization/Civil Rights, and the EEO Advisory Committees to identify ways to improve career development opportunities for EEO-targeted employees. The JLMEEOC believes that existing NRC formal career development programs may be excellent mechanisms for promoting affirmative employment opportunities. Recommendations are being developed to improve career development opportunities.

Recognizing the benefit of the sexual harassment training to all employees, the JLMEEOC is evaluating, based on impressions derived from attending the sexual harassment training and from discussions with personnel trained in this area, whether to recommend expansion of the training to include a discussion on self-assertiveness as a means of discouraging sexual harassment.

In summary, the JLMEEOC believes that substantial progress has been made by NRC to develop and implement EEO-related programs and to help resolve several specific concerns in the EEO area. The JLMEEOC envisions that, with the support of management and staff, more progress will be made in the EEO area.

Thank you for your time.

Enclosure 1

**JLMEEOC RECOMMENDATIONS ON
DISCIPLINARY ACTIONS FOR SEXUAL HARASSMENT CLAIMS**

Because the JLMEEOC had a very limited number of sexual harassment cases available for review, and because the cases reviewed may not be representative of typical penalties for management officials and NRC staff personnel sexual harassment offenses, the JLMEEOC has elected not to make any observations or recommendations regarding the consistency or equity associated with sexual harassment disciplinary actions. Instead, the JLMEEOC is recommending that a review group be formed that will review semi-annually all sexual harassment complaints, including both management and staff cases, settled during that period. In light of the new NRC/NTEU Partnership Agreement that has been established at NRC, the review group would consist of two or three members from both management and NTEU, and would make observations and recommendations to the EDO, on an ongoing basis, if required, to improve the disciplinary process and help enhance the overall work environment at the NRC. The JLMEEOC would welcome participation in this review, if requested.

The review group would review documentation of the cases in an impartial manner. The identify of the individuals involved would be deleted (and not known by the review group), and the involved individuals would be identified only as management or staff personnel. Based on a periodic review, the review group would make prospective recommendations to improve the disciplinary process on future cases. This will promote equitable and consistent treatment of disciplinary actions that may occur in the future. The review group would not make any recommendations to be applied retroactively.

Enclosure 2

**JLMEEOC RECOMMENDATIONS ON
GUIDANCE ON SES APPRAISALS OF EEO SUBELEMENT**

Critical Element II of the elements and standards for NRC members of the Senior Executive Service covers management effectiveness, including human resources management and support for Equal Employment Opportunity and Affirmative Action Efforts. The fully successful performance standard that addresses EEO and Affirmative Action requires adherence to EEO/Affirmative Action principles and objectives in human resource management. Little guidance is available, however, on how individuals should be rated against this performance standard. For example, what activities constitute an adequate basis for rating someone as exceeding this standard? Guidance is needed on what types of considerations are appropriate in evaluating an individual's performance against this standard.

To address this need, the Joint Labor-Management EEO Committee has developed the following guidance for NRC managers to consider in evaluating the performance of SES employees against Critical Element II. For each rating, the guidance identifies the types of accomplishments or deficiencies that would appear to warrant such a rating.

The Committee recognizes that the performance appraisal process considers objective and subjective factors and that each appraisal must be considered on a case-specific basis evaluating all performance information that is pertinent to the appraisal. Therefore, the Committee advises managers against using the following guidance as a concise recipe or check-list to evaluate a subordinate's performance on EEO and Affirmative Action efforts in human resources management.

Criterion for Exceeding the SES Element

In addition to those accomplishments identified under the "Meets" rating, the individual has clearly demonstrated a firm commitment to and implementation of NRC's EEO and AA principles and objectives. Exceedence of the standard is demonstrated through engagement in some or all of the following types of activities:

- Conduct a training program or discussion session for the work unit to sensitize employees to EEO and AA concerns and opportunities for involvement in agency activities that implement the EEO and AA program.
- Frequently identifies EEO objectives in a positive and constructive manner in meetings and discussions with employees in work unit.
- Supports NRC's EEO program by encouraging employee participation in formal EEO Committee activities and allowing employees sufficient time to engage in these activities in a meaningful way without impacting the performance of the work unit.
- Invites representatives of NRC's EEO Committees or from the Office of Personnel to meet with work unit employees and discuss opportunities for employee involvement in the EEO program or recent developments in policy or law that affect EEO and AA.
- Encourages employees in work unit to attend periodic briefings of the Commission on EEO in the NRC and actively discusses the results of the briefings in subsequent staff meetings with work unit managers and employees.
- Periodically meets with EEO Counselors to obtain information about generic EEO issues and concerns based on review of recent cases and referrals and implements actions in a timely manner to resolve or prevent these issue and enhance the working environment of the work

group.

Criterion for Meeting the SES Element

- Supports the EEO program by giving full and impartial consideration to the hiring and promotion of qualified applicants when making personnel selections.
- Gives full consideration to hiring individuals from economically or educationally disadvantaged backgrounds through special personnel programs.
- Fully utilizes abilities of employees within the work unit, to the extent resources and program objectives allow, and remains willing to reassign underutilized employees who are qualified for advancement.
- Encourages employees to develop enhanced abilities through academic and on-the-job training to prepare for higher-level work assignments and recommends them for appropriate training and developmental programs.
- Encourages subordinate managers and supervisors to support the EEO and AA programs actively and to counsel, advise, and discipline work unit employees whose actions indicate ignorance of, insensitivity to, or antipathy toward EEO or AA program objectives.
- Encourages employees to discuss problems informally with managers and fosters an open work environment that encourages such discussion.
- Deals with human relations problems among work unit employees in a tactful and positive way to create and maintain a work environment where people work harmoniously, regardless of race, religion, national origin, sex, age, or disabilities.

- Recommends, when appropriate, improvements for the agency's EEO or AA programs for implementation within the work unit, office, or agency.
- Ensures that self, subordinate managers, supervisors, and employees receive initial and periodic followup training in EEO.

Does Not Meet the SES Standard

The individual has failed to demonstrate a firm commitment to and implementation of NRC's EEO and AA principles and objectives. Beyond failing to accomplish the types of activities under the "meets" rating, the individual would also be rated as "does not meet" if:

- A substantiated EEO complaint is filed against the individual and found in favor of the complainant (against the individual).
- The individual fails to notify upper management of a known EEO complaint filed against someone within the work unit or fails to take constructive action to resolve a known EEO concern in a timely manner.

**JLMEEOC RECOMMENDATIONS ON
ENHANCING THE WORK ENVIRONMENT
FOR DISABLED EMPLOYEES**

The JLMEEOC recommends that a program be established to provide job-related assistance to disabled employees in the work environment. The general elements of such a program, developed by JLMEEOC in coordination with the Office of Personnel and the Affirmative Action Advisory Committee, include:

- Program purpose is to provide selected types of assistance to disabled employees to maintain and improve their productivity in the NRC work environment.
- The program would be integrated into the Mentoring Program now in place in NRC. The program coordinator would solicit volunteer mentors with experience and interest in working with disabled persons; potential mentees would participate on a voluntary basis. The program coordinator would identify this program to all new employees. Confidentiality of mentors and mentees would be maintained as appropriate.
- Types of assistance to be provided could include the following special assistance for the disabled (in addition to the typical career development assistance if that is requested by the mentee): physical assistance for becoming oriented to building conditions and for access in and out of the workplace; job coaching, including instruction and monitoring of progress, on specific job responsibilities; and other special assistance to help disabled employees meet their job responsibilities.