

U.S. Nuclear Regulatory Commission (NRC)
Federal Equal Opportunity Recruitment Program (FEORP)
Fiscal Year (FY) 2019 Report on Accomplishments and Successful/Promising Practices

The NRC continues to focus on diversifying its federal workforce despite limited opportunities to hire externally. Our efforts concentrated on attracting a diverse group of students and professionals for these external vacancies, as well as retaining and cultivating diversity in the agency's current workforce. Below you will find successful examples for each of the three goals in the NRC's Diversity and Inclusion Strategic Plan for FY 2019.

Goal: Diversify the Federal Workforce through Active Engagement of Leadership

The NRC Office Directors are required to submit annual Comprehensive Diversity Management Plan (CDMP) reports to the Office of Small Business and Civil Rights (SBCR) demonstrating their performance results related to leveraging diversity and promoting inclusion throughout the agency. A review of these CDMP reports reflect Office Directors, managers and supervisors actively promoted the "Speed of Trust" principles, "Speed of Trust Huddles," and staff participation in training activities. The CDMP reports also support Office Directors, managers, and supervisors' employee engagement efforts.

The NRC Equal Employment Opportunity (EEO) Advisory Committees, Employee Resource Groups, and Affinity Groups joined forces to present a lunch and learn series about the NRC's Leadership Model, which focuses on the following six characteristics, referred to as "PREDICT": Participative Decision-Making, Receptivity to New Ideas and Thinking, Empowerment and Shared Leadership, Diversity in Thought, Innovation and Risk Tolerance, and Collaboration and Teamwork. The model also describes the specific leadership behaviors associated with these characteristics, which are expected from individuals, managers, and organizations. The NRC EEO Advisory Committees also sponsored cultural events and lunch and learn seminars and discussions on EEO and Diversity and Inclusion (D&I) topics in an open environment.

Goal: Include and Engage Everyone in the Workplace

In 2019, NRC continued its work on fostering a climate of mutual trust among agency leaders, supervisors and staff. The NRC continued with FranklinCovey's *Speed of Trust* initiative in a three-phased approach that included conducting workshops for supervisors, identifying and training NRC staff to become FranklinCovey certified facilitators, and finally conducting general staff workshops facilitated by the trained NRC facilitators. The initiative was implemented to complement agency efforts and provide opportunities for strengthening mutual trust among agency leaders, supervisors, and staff with the goal of improving and sustaining a positive work environment at both the work unit and agency levels. At the end of FY 2019, the NRC had conducted 85 workshops for supervisors and staff resulting in 59% of the workforce receiving this training. The NRC continues to integrate *Speed of Trust* principles into several of NRC's leadership and employee development programs and agency-wide initiatives in an effort to continue the dialogue and apply concepts learned. Additional workshops are planned for FY 2020.

The NRC continued to strengthen organizational effectiveness by expanding diversity and inclusion awareness. The agency continued implementing its “DIALOGUE” program (Diversity Inclusion Awareness – Leading Organizational Growth, Understanding, and Engagement), which helps to develop a greater appreciation for the value and positive impacts made by diverse groups in meeting the mission of the agency. Participants from a variety of backgrounds are selected to form a cohort to engage in regularly scheduled sessions to discuss various diversity and engagement topics. NRC completed 12 cohorts since the program’s inception in 2017, three of which were completed in FY 2019.

Goal: Optimize Inclusive Diversity Efforts Using Data-Driven Approaches

NRC’s SBCR along with the Office of General Counsel and Office of the Chief Human Capital Officer conducted four EEO and D&I Training sessions for managers and supervisors in FY 2019, which were attended by over 100 participants (i.e., SES level, supervisors, managers and team leaders). The Office of Executive Director of Operations (OEDO) provided NRC’s leadership message at these training sessions. This newly revised training focuses on proactive measures to help managers/supervisors understand implementation and execution of EEO and D&I programs at all levels in the agency, including the use of Alternative Dispute Resolution. The training also fosters familiarity with requirements and the supervisors’ or managers’ responsibility to provide equality in their specific areas of operations and provides insight on how to implement sound EEO and D&I operational best practices. The training includes a segment on utilizing data analytics to influence or drive agencywide decision-making related to EEO and D&I, focusing on incorporating data analysis related to: Federal Employee Viewpoint Survey (FEVS) results and Action Plans; office level engagement/path forward; NRC’s Safety Culture and Climate Survey results; and other sources of feedback (i.e., complaints, trends). Emphasis is placed on the analysis of the five inclusive habits (fairness, openness, cooperativeness, supportiveness and empowerment) and recognizing and addressing implicit and unconscious bias. Training on data analytics was also provided during the Annual EEO Counselors and Joint EEO Advisory Committees Conference.

The NRC achieved a 76% participation rate for the 2019 FEVS. The agency continues to score high in all the major categories compared with results from both the Governmentwide average and comparable medium-sized agencies.

The agency’s Strategic Workforce Planning process identified the need to increase our pipeline to fill future vacancies as large numbers of our current workforce approach retirement eligibility. To develop this pipeline the agency is launching a new developmental program, the Nuclear Regulator Apprenticeship Network or “NRAN” program. To support this effort the NRC implemented a robust campus recruitment plan to hire a cohort of 25 entry level employees. Our recruiting efforts focused on individuals eligible for non-competitive hiring authorities, including individuals who received NRC Integrated University Program or Minority Serving Institutions Program scholarships or fellowships or special hiring authorities for veterans and people with disabilities.

U.S. Nuclear Regulatory Commission (NRC)
Federal Equal Opportunity Recruitment Program (FEORP)
Fiscal Year (FY) 2019 Report on Hispanic Employment Strategies and
Applicant Flow Data

The NRC employs multiple strategies and activities to recruit, develop, and retain Hispanics. During FY 2019, 60% (15 out of 25) of our recruitment activities focused on minorities, veterans, and women, of which one was cosponsored by the Society of Hispanic Professional Engineers (SHPE). In addition, NRC has a robust media advertising strategy for both print and online advertising. The results of our recruitment activities directly impact the number of applicants applying for positions at the NRC.

The Office of Personnel Management identified applicant flow data as an important tool for assessing the effectiveness of recruitment and hiring efforts. Our applicant flow data indicates that 72% of applicants volunteered to provide their Race and National Origin (RNO) information. Of these applicants, 7% self-identified as Hispanic. Of the Hispanic applicants that applied for job openings and were deemed qualified, 7% were selected. It is important to note that even though the number of external hires decreased at the agency in FY 2019, 13% of all selections were Hispanic.

The NRC funded multiple research and development, educational and training, and experiential learning projects to enhance academic excellence and to help produce a diverse and skilled future workforce. In FY 2019, NRC awarded nine grants totaling \$2,852,578 to the following eight Hispanic Serving Institutions (HSIs): University of Central Florida; University of California, Davis; City University of New York; Florida International University; The University of Texas of the Permian Basin; The University of Texas at El Paso (2 grants); Universidad del Turabo; and University of Puerto Rico at Mayaguez. The University of Houston-Downtown; University of Texas-El Paso; and University of Nevada-Las Vegas (Emerging HSI) continue to implement their programs with funds received under the former NRC Minority Serving Institutions Grant Program.

The NRC's Hispanic Employment Program Advisory Committee (HEPAC) that works with the Office of Small Business and Civil Rights to identify issues of concern to Hispanic-Americans in the NRC, implemented initiatives to increase Hispanic representation at all levels in the agency, and to eliminate barriers that may hinder equal opportunity in hiring, training, retention, and career advancement. During FY 2019, HEPAC sponsored the Hispanic Heritage month luncheon and a Zumba cardio-aerobic workout to the rhythm of Latin music, both events were open to all NRC employees. In addition, HEPAC partnered with Friends of the National Museum of the American Latino to exhibit some of their poster contest winners' artwork for the 2019 American Latino Museum campaign. The artwork was displayed as digital media throughout NRC's Headquarters buildings and in the Regions.

Point of Contact for NRC's applicant flow data analysis:
Susan Salter, Chief, Workforce Management and Benefits Branch,
Office of the Chief Human Capital Officer, U.S. Nuclear Regulatory Commission

**U.S. Nuclear Regulatory Commission (NRC)
Federal Equal Opportunity Recruitment Program (FEORP)
Fiscal Year (FY) 2019 Report on Employment of Individuals with
Disabilities**

To fulfill Executive Order 13548, "Increasing Federal Employment of Individuals with Disabilities," the NRC continued to implement activities to improve recruitment and retention of individuals with disabilities, and people with targeted disabilities.

To increase outreach and the number of applications from individuals with disabilities, the agency increased the use of hiring authorities (Schedule A equivalent); considered disability status as a positive factor in hiring, promotion or assignment decisions (to the extent permitted by law); conducted additional outreach and recruitment efforts for people with targeted disabilities (PWTD) in the senior grade levels; and offered training, internship, and mentoring programs for people with disabilities (PWD) to reach the senior grade levels.

The NRC continued to partner with Equal Opportunity Publications (EOP) and GettingHired.com by participating in recruiting events and/or posting vacancies on job boards. In 2019 we began to advertise with Ability Corps/Ability Magazine which focuses on PWDs and PWTDs. The NRC continued to partner with the Department of Defense's Operation Warfighter (OWF) Program, which provides Federal internship opportunities in a supportive work setting to recovering service members. Lastly, the NRC utilized the Workforce Recruitment Program resume database to search for candidates for Administrative Assistant, Information Technology, and Temporary Summer Student positions.

The NRC continues to focus on its Affirmative Action Plan, which includes a 12% representation rate goal for people with disabilities, both at the GG-11 level and above (including Senior Executive Service (SES)), and at the GG-10 level and below. The Plan also includes 2% representation rate goal for people with targeted/severe disabilities, both at the GG-11 level and above (including SES), and at the GG-10 level and below. For 2019, the NRC hired eight people with disabilities, of which one person has a targeted disability.

The Equal Employment Opportunity Commission (EEOC) approved the NRC's reasonable accommodations procedures to achieve compliance with Section 501 regulations and EEOC guidance, including adding personal assistance services to allow employees and applicants to participate in the workplace.

The NRC conducted four Equal Employment Opportunity (EEO) and Diversity & Inclusion training courses for managers and supervisors, which covered disability regulations and requirements. During these training sessions hiring managers learned how to utilize NRC's special hiring authority that take disabilities into account (i.e., equivalent to Schedule A) and responsibilities of managers/supervisors related to NRC's reasonable accommodations procedures and processes.

NRC's Office of Small Business and Civil Rights and Office of the Chief Information Officer continued to coordinate efforts related to ensuring that NRC's electronic and

information technology is accessible to people with disabilities. Section 508 requires Federal agencies to eliminate barriers in information and communications technologies.

The NRC completed its revision of the agency's Management Directive (MD) 10.162, "Disability Program."

The NRC's Office of Administration, along with the building landlord and the General Services Administration upgraded seven passenger elevators and one freight elevator and completed several renovation projects designed to meet current Americans with Disabilities Act accessibility guidelines. These efforts benefit all NRC employees, customers and visitors who utilize NRC's facilities and participate in program activities.

The NRC began the following efforts during FY 2019, and will continue working on these initiatives in FY 2020:

- Awarding an Enterprise-wide Personal Assistance Services Contract.
- Updating the agency's Web page to allow greater access to reasonable accommodation information.
- Finalizing operating procedures to explain the process to follow when job reassignments are needed under the reasonable accommodation process.
- Finalizing the agency travel procedures for requesting Premium Class Travel due to a disability or other medical need, which will centralize the review process for medical documents. As a result, the medical documentation will only be handled by the Reasonable Accommodations Coordinator, alleviating the need to provide this information to individuals who do not have a need to know.
- Developing standard operating procedures for acquiring and installing equipment or assistive technology for reasonable accommodation requests.
- Establishing an information/data collection system that tracks employee participation in career development opportunities such as details, internships, fellowships, mentoring, coaching, and training.
- Collecting and tracking applicant flow data for internal competitive promotions for supervisor positions, new hires for senior grade levels and supervisor positions, and career development programs.

FY 2019 FEORP Progress Tracker

Type Agency Name Below (Replace Text)

U.S. Nuclear Regulatory Commission (NRC)

Mentoring

Mentoring	Qualitative Questions (Text)	If "No" or "Other", please use this section to provide a detailed explanation.
Agency has a Formal Mentoring Program	<div>Response</div> <div>Yes</div>	Note: The agency is in the process of launching a new skills-based mentoring program in the first quarter of FY 2020.
Mentoring Training provided	<div>Response</div> <div>No</div>	Mentoring Training is not provided; however, a mentor and mentee workbook, enrollment instructions, and other mentoring resources are posted on the agency internal mentoring Web page.
Program is evaluated	<div>Response</div> <div>No</div>	The current Mentoring Program is a self-service program in which employees enroll themselves and access online resources. The NRC no longer actively manages and evaluates this program.
Frequency of Program Evaluation (e.g. annual, semiannual, quarterly, other)	<div>Response</div> <div>Other</div>	The NRC no longer actively manages and evaluates this program.
Feedback is provided	<div>Response</div> <div>No</div>	Employee feedback on the program is not being collected at this time.
Program is announced to all qualified individuals	<div>Response</div> <div>No</div>	Employees can read about the program via the agency's existing mentoring website.
Agency collects demographic data of mentoring participants (Race, National Origin, Veteran, People with Disabilities, etc.)	<div>Response</div> <div>No</div>	The current Mentoring Program is a self-service program in which employees enroll themselves and access online resources. The NRC no longer actively manages and evaluates this program.

Mentoring Quantitative Questions (# or %)

Percent of employees involved with mentoring in FY 2019	<div>Response</div> <div>16.77%</div>	
Percent of SES involved with mentoring in FY 2019	<div>Response</div> <div>35.61%</div>	
Percent of managers involved with mentoring in FY 2019	<div>Response</div> <div>Combined with supervisors</div>	
Percent of supervisors involved with mentoring in FY 2019	<div>Response</div> <div>24.72%</div>	
Count of employees involved with mentoring in FY 2019	<div>Response</div> <div>511</div>	
Count of SES involved with mentoring in FY 2019	<div>Response</div> <div>47</div>	
Count of managers involved with mentoring in FY 2019	<div>Response</div> <div>Combined with supervisors</div>	
Count of supervisors involved with mentoring in FY 2019	<div>Response</div> <div>66</div>	
Total number of employees eligible to participate in FY 2019	<div>Response</div> <div>3047</div>	

Diversity and Inclusion Training

Diversity and Inclusion Training	Qualitative Questions (Text)	If "No" or "Other", please use this section to provide a detailed explanation.
Formal Diversity and Inclusion Training provided	<div>Response</div> <div>Yes</div>	
Frequency of Diversity and Inclusion Training per year (e.g. annual, semiannual, quarterly, other)	<div>Response</div> <div>Annual</div>	

All employees briefed on agency's Diversity and Inclusion Policies	Response	
	Yes	
Diversity and Inclusion Training	Quantitative Questions (# or %)	
Percent of employees who have participated in formal Diversity and Inclusion Training in FY 2019	Response	
	8.80%	
Percent of Senior Leadership that have participated in formal Diversity and Inclusion Training in FY 2019	Response	
	67.70%	
Count of employees who have participated in formal Diversity and Inclusion Training in FY 2019	Response	
	260	
Count of Senior Leadership that have participated in formal Diversity and Inclusion Training in FY 2019	Response	
	90	
Total number of employees eligible to participate (this should not be equal to the total count that has participated unless 100% of workforce has participated) in FY 2019	Response	
	3100	
Diversity and Inclusion Council		
Diversity and Inclusion Council	Qualitative Questions (Text)	If "No" or "Other", please use this section to provide a detailed explanation.
Agency has a Diversity and Inclusion Council	Response	
	Yes	
Diversity and Inclusion Council has a charter	Response	
	Yes	
Council members have received training	Response	
	Yes	
Council's mission aligns to agency mission	Response	
	Yes	
Frequency of council meetings (e.g. annual, semiannual, quarterly, other)	Response	
	Quarterly	
Diversity and Inclusion Council	Quantitative Questions (# or %)	
Percent of employees on council	Response	
	65.00%	
Percent of Senior Leadership on council	Response	
	35.00%	
Count of employees on council	Response	
	13	
Count of Senior Leadership on council	Response	
	7	
Total number of people on council	Response	
	20	
Development Programs		
Development Programs	Qualitative Questions (Yes or No)	If "No" or "Other", please use this section to provide a detailed explanation.
Agency has a SES Candidate Development Program that is announced to all qualified individuals	Response	
	Yes	
The SES Candidate Development Program is evaluated regularly	Response	
	Yes	
Agency has a Career Development Program that is announced to all qualified individuals (this is a CDP that is different from the SES CDP program and geared towards the lower grade levels)	Response	
	Yes	

The Career Development Program is evaluated regularly	Response	
	Yes	
Agency collects demographic data of development program participants (Race, National Origin, Veteran, People with Disabilities, etc.)	Response	
	Yes	
Development Program	Quantitative Questions (# or %)	
Percent of employees who participated in the SES Candidate Development Program in FY 2019	Response	
	8.37%	
Percent of employees who participated in a Career Development Program in FY 2019	Response	
	1.96%	
Count of employees who participated in the SES Candidate Development Program in FY 2019	Response	
	22	
Count of employees who participated in a Career Development Program in FY 2019	Response	
	56	
Performance Plans		
Does your agency have a Diversity and Inclusion (D&I) element in the following groups' performance plans (this may also be incorporated in the leading people element)?		
D&I Element in SES performance plans		Use this section to provide additional response or explanation as it relates to a D&I element in performance plans (required for "No" responses)
Yes or No	Percentage	Count
Yes	100.00%	117
D&I Element in Management/Supervisor performance plans		Use this section to provide additional response or explanation as it relates to a D&I element in performance plans (required for "No" responses)
Yes or No	Percentage	Count
Yes	100.00%	
D&I Element in employee performance plans		Use this section to provide additional response or explanation as it relates to a D&I element in performance plans (required for "No" responses)
Yes or No	Percentage	Count
No	0.00%	
		D&I element is included in managerial or higher level performance plans.

**U.S. Nuclear Regulatory Commission (NRC)
Federal Equal Opportunity Recruitment Program (FEORP)
Fiscal Year (FY) 2020 Diversity and Inclusion Strategic Plan**

The NRC Comprehensive Diversity Management Plan (CDMP), demonstrates the agency's commitment to diversity and inclusion by facilitating the analysis of internal organizational trends, and strategically addressing agency objectives. Examples of best practices related to relevant CDMP target areas are described below.

Goal: Diversify the Federal Workforce through Active Engagement of Leadership

NRC leaders will continue to attract, recruit, retain, and cultivate diverse leaders by communicating, accounting for, and modeling inclusive diversity behaviors that attract and reflect the broad diversity of American society.

Strategy: The NRC will provide training to managers and supervisors to develop and refine the skills they need to manage people more effectively—and prepare for unexpected changes in Equal Employment Opportunity (EEO) and affirmative employment policies, and better manage diversity. The training will provide information regarding EEO laws relating to the Federal sector; the Alternative Dispute Resolution (ADR) process and benefits of ADR; ways to avoid decision-making which leads to the filing of discrimination complaints; management responsibilities under the Rehabilitation Act; management responsibilities related to eliminating and preventing workplace harassment and retaliation; and management responsibilities related to affirmative employment and diversity management. Examples of benchmarks may include increasing leadership and management participation in diversity and inclusion initiatives, such as participating in employee resource/affinity groups' events, serving as mentors, and supporting employee participation in diversity and inclusion training and education.

Goal: Include and Engage Everyone in the Workplace

The NRC will need to intensify efforts to foster a culture that encourages collaboration, flexibility, and fairness. This will enable employees to contribute to their full potential, feel valued for their unique qualities, and experience a sense of belonging, engagement, and connection to the mission of the agency.

Strategy: The NRC will continue to support supervisory and non-supervisory staff participation in the DIALOGUE program (Diversity Inclusion Awareness – Leading Organizational Growth, Understanding, and Engagement), which helps to develop a greater appreciation for the value and positive impacts made by diverse groups in meeting the mission of the agency. In addition, staff and supervisors will be encouraged to participate in “Speed of Trust” workshops and “Huddles.” The agency will also provide opportunities for management “listening” sessions, where staff are encouraged to share workplace issues with the NRC's Safety Culture Team or establish a learning group to promote knowledge exchange and development within the work unit. Examples of benchmarks may include hosting three DIALOGUE cohorts and continuing to offer workshops for managers and employees based on Stephen M.R. Covey's book, “The Speed of Trust.”

Goal: Optimize Inclusive Diversity Efforts Using Data-Driven Approaches

The NRC will intensify efforts to create and foster a diverse, high-performing workforce by utilizing data-driven approaches, and optimizing policies, processes, and programs to drive inclusive diversity efforts and accomplish the NRC's mission.

Strategy: The NRC will conduct an analysis of current staffing for critical skill gaps through the ongoing Strategic Workforce Planning process, and review and analyze feedback from the Federal Employee Viewpoint Survey (FEVS), Safety Culture Climate Survey, and other surveys as applicable. The agency will focus this analysis on the five inclusive habits of Fairness, Openness, Cooperativeness, Supportiveness and Empowerment (FOCSE) to identify areas for improvement and develop action plans. Examples of benchmarking may include increasing the number of employees participating in the FEVS, and improvement in scores related to areas of concern.

ANNUAL FEORP PLAN CERTIFICATION
FOR THE FISCAL YEAR 2020

A. Name and Address of Agency:
U.S. Nuclear Regulatory Commission
Office of the Chief Human Capital Officer
MS: 2WFN 02A-77
Washington, DC 20555

B. Name and Title of Designated FEORP Official *(Include e-mail address, telephone and fax numbers. In addition, please include address):*
Susan Salter, Chief
Workforce Management and Benefits Branch
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U.S. Nuclear Regulatory Commission
MS: 2WFN 02A-77
Washington, DC 20555
Susan.Salter@nrc.gov
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C. Name and Title of Contact Person *(Include e-mail address, telephone and fax number. In addition, please include address):*
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Office of the Chief Human Capital Officer
U.S. Nuclear Regulatory Commission
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Kimberly.English@nrc.gov
301-287-0711; fax: 301-415-0189

CERTIFICATION

I certify the above agency: 1) Has a current Federal Equal Opportunity Recruitment Program (FEORP) plan and the program is being implemented as required by Public Law 95-454 and subsequent regulations and guidance issued by the U.S. Office of Personnel Management; 2) All field offices or installations with fewer than 500 employees are covered by a FEORP plan; 3) All field offices or installations with 500 or more employees are covered either by this plan or by a local plan; and 4) Such plans are available on request from field offices or installations.

Print Name Miriam Cohen Signature M Cohen Date 11/26/19
Title: Chief Human Capital Officer
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Print Name Vonna Ordaz Signature Vonna J. Ordaz Date 11/25/19
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