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POLICY ISSUE **(information)**

January 27, 1997

SECY-97-021

FOR: The Commissioners
FROM: Hugh L. Thompson, Jr.
Acting Executive Director for Operations
SUBJECT: EQUAL EMPLOYMENT OPPORTUNITY (EEO) BRIEFING
PURPOSE:

To inform the Commission of the status of the Equal Employment Opportunity (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. In preparation for this next meeting on February 20, 1997, I asked the staff to provide the Commission with an information paper on FY 1996 EEO data and issues, and the status of ongoing activities. This paper is supported by four attachments.

DISCUSSION:

On November 26, 1991, in NRC AFFIRMATIVE ACTION (SECY-91-382), the staff informed the Commission of its strategy for achieving the Agency's affirmative action objectives. Since that time the staff has focused its efforts on achieving progress in the following six areas:

- (1) enhancing opportunities for recruiting Hispanic employees in all occupations;

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- (2) enhancing opportunities for recruiting women and minorities in professional positions;
- (3) expanding the pool of women and minorities eligible for supervisory, management, executive, and Senior Level 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.

Progress made in FY 1996 in these six areas is described in Attachment 1. Demographic data supporting this discussion are provided in Attachment 2.

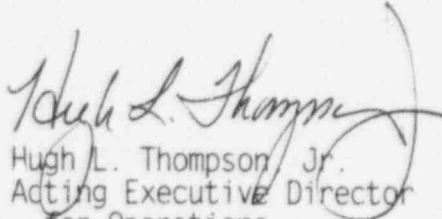
Following the last Commission briefing on this program on July 31, 1996, the staff was asked to keep the Commission informed about several aspects of the program. One issue related to enhancing the effectiveness of the Office of Small Business and Civil Rights (SBCR). The new Director, SBCR, has begun to review the Agency's EEO Program and related issues in order to assess the status and ongoing progress of the program. The initial focus for enhancing effectiveness will include continuing staff efforts to identify and resolve EEO issues in consonance with the EEO Advisory Committees and Subcommittees; expanding "Town Meetings" or similar forums with managers and employees to share information about programs designed to facilitate equal employment opportunity within the NRC; and improving and simplifying the presentation of data at EEO briefings. Additional responses to the Staff Requirements Memorandum are provided in Attachment 3.

In FY 1995 the EEO Advisory Committees agreed on common goals that are of interest to the Committees, and prepared a joint statement about these goals that was published in the December 5, 1995, information paper on the status of EEO at the NRC. The EEO Advisory Committees and the staff reached agreement on some of those goals and agreed to work towards reaching agreement on the remaining ones. In FY 1996, to gain consensus on these goals, the Committees formed three subcommittees and began meeting regularly with staff from the Office of Personnel (OP) and SBCR. The broad areas of interest to the subcommittees are:

- (1) Selection;
- (2) Performance monitoring; and
- (3) Managing diversity.

Representatives from the three subcommittees will report on progress made at the next EEO briefing. A consolidated statement from the seven EEO Advisory Committees describing the status of their initiatives and the subcommittees' work is provided in Attachment 4.

We look forward to discussing the ideas presented in this paper at the EEO briefing scheduled for February 20, 1997.


Hugh L. Thompson Jr.
Acting Executive Director
for Operations

Attachments:

1. Affirmative Action Objectives
2. Demographic Data
3. Response to Staff Requirements Memorandum
4. EEO Advisory Committees' Statement

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AFFIRMATIVE ACTION OBJECTIVES

PATCOB 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, 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.

(The EEOC uses "Technical" to describe technician and paraprofessional 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.

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
AF AM	=	African Americans
NAT AM	=	Native Americans
W or F	=	Women
M	=	Men

AFFIRMATIVE ACTION OBJECTIVES

In recent years the Agency has focused on the six areas outlined below in order to achieve its affirmative action objectives:

- (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, executive, and Senior Level 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.

Since FY 1994 the Nuclear Regulatory Commission (NRC) has been asked to reduce its workforce substantially. Guidance from the Office of Management and Budget reduced NRC's ceiling from 3,293 FTE in FY 1994 to 2,984 FTE by FY 1999. This requirement to downsize affects the Agency's ability to expand opportunities for those groups mentioned above. Nevertheless, the Agency has continued to recruit aggressively for a limited number of positions and to assist managers in identifying talented individuals from these groups.

In reporting on progress made in the six key areas cited above, we are using data reflecting workforce demographics for permanent employees as of September 30, 1996. It is 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 Professional, Administrative, Technical, Clerical, Blue Collar (PATCOB) occupational categories as defined below. These PATCOB categories are used throughout this report.

1. ENHANCING OPPORTUNITIES FOR RECRUITING HISPANIC EMPLOYEES

Status

In FY 1996 the NRC hired 7 Hispanic employees: 3 men in administrative positions, 3 men in professional positions, and 1 woman in a professional position.

Our recruitment activity for Hispanics has been ongoing and extensive. In FY 1996 we attended 17 recruitment events to attract Hispanic applicants. These events were sponsored by colleges and universities or regional chapters of the Society of Hispanic Professional Engineers, the Hispanic Association of Colleges and Universities, the National Association of Hispanic Executives, and other Hispanic organizations.

Among the 44 applicants interviewed for the Office of Nuclear Reactor Regulation (NRR) Reactor Engineer Intern Program, 7 were Hispanic, and 1 offer was made to a Hispanic applicant. The applicant declined the employment offer citing as his reason a more lucrative offer from the private sector.

The Office of Nuclear Material Safety and Safeguards (NMSS) made an offer to an experienced Hispanic engineer who subsequently accepted the offer.

Strategy

We are continuing recruitment efforts aimed at increasing Hispanic representation at all grade levels. To identify potential entry-level applicants, we have contacted the member colleges of the Hispanic Association of Colleges and Universities (HACU) that offer majors in engineering, science, and math. Data provided by the Engineering Workforce Commission of the American Association of Engineering Societies helped us to identify other colleges with a high number of Hispanic engineering graduates. We are targeting these schools for recruitment through campus visits, mailings, and advertisements placed in campus publications.

Our recruitment schedule also included four Hispanic Serving Institutions (HSIs), universities that have an enrollment which is at least 10% Hispanic: Florida International University, New Jersey Institute, New Mexico State University, and the University of New Mexico. In addition, we visited North Carolina State University, North Carolina AT&T State University, Florida A&M University, and Georgia Institute of Technology -- all universities showing increases in the number and diversity of graduating engineers.

Our recruitment advertising for scientists and engineers at all grade levels includes NRC minority employees as role models. We advertise for clerical/secretarial support by placing ads in Hispanic newspapers. NRC recruitment brochures and other materials feature Hispanic employees.

2. ENHANCING OPPORTUNITIES FOR RECRUITING WOMEN AND MINORITIES IN PROFESSIONAL POSITIONS

Status

During FY 1996, 66 employees were hired for professional positions. Of that number, there were 13 white women, 1 African American woman, 3 African American men, 2 Asian Pacific American men, 2 Asian Pacific American women, 1 Hispanic woman, and 3 Hispanic men. The demographic data are displayed in Table 1.1.

In FY 1996, 5 employees were hired for the **NRR Reactor Engineer Intern Program** including 1 African American woman and 4 white women. The demographics of the employees in the Intern Program at the end of FY 1996 are displayed in Table 1.2.

The Agency advertised a **Resident Inspector Development Program** and a **Senior Resident Inspector Development Program** in FY 1996. Among 12 candidates who were selected for the Resident Inspector Development Program, there were 1 white woman and 1 Hispanic man. Among 15 candidates selected for the Senior Resident Inspector Development Program, there were 2 white women, 1 African American woman, 1 Asian Pacific American man, and 1 African American man.

In FY 1996, the Agency recruited for the **NRC Graduate Fellowship Program**, an entry-level program which attracts students who are completing engineering and science studies at the B.S. level. Demographic data of applicants and participants in the Graduate Fellowship Program are displayed in Tables 1.3 and 1.4.

Recruiting for entry-level positions for NMSS was conducted primarily at colleges and universities with established reputations for strong engineering and science programs. Ten selections were made including 2 white women, 1 Asian Pacific American woman, and 1 African American man.

Strategy

For entry-level professional positions, we are recruiting at Hispanic Association of Colleges and Universities (HACU) and Historically Black Colleges and Universities (HBCU), and at campuses with significant diversity among their graduating engineers and scientists, and strong programs in science, engineering, and math. Women and minority professional employees serve as members of recruitment teams. Recruitment visits include attendance at career fairs as well as networking with engineering and science faculty and societies on campus.

Oak Ridge Institute for Science and Education (ORISE) sent NRC Graduate Fellowship Program information to students and faculty from the NRC HBCU Faculty/Student Research Participation Program. Included in this list are students who may have an interest in health physics and nuclear engineering. Additionally, a direct national mailing was made to more than 600 science and engineering faculty at HBCUs and HSIs.

TABLE 1.1 PROFESSIONAL HIRES FOR FY 1996			
ETHNICITY	WOMEN	MEN	TOTAL
WHITE	13 20%	41 62%	54 82%
AFRICAN AMERICAN	1 2%	3 5%	4 6%
ASIAN PACIFIC AMERICAN	2 3%	2 3%	4 6%
HISPANIC	1 2%	3 5%	4 6%
NATIVE AMERICAN	0 0%	0 0%	0 0%
TOTAL	17 26%	49 74%	66 100%

TABLE 1.2 INTERN PROGRAM FOR FY 1996			
ETHNICITY	WOMEN	MEN	TOTAL
WHITE	4 36%	2 18%	6 55%
AFRICAN AMERICAN	2 18%	1 9%	3 27%
ASIAN PACIFIC AMERICAN	1 9%	0 0%	1 9%
HISPANIC	1 9%	0 0%	1 9%
NATIVE AMERICAN	0 0%	0 0%	0 0%
TOTAL	8 73%	3 27%	11 100%

TOTALS MAY NOT ADD DUE TO ROUNDING

TABLE 1.3 GRADUATE FELLOWSHIP APPLICANTS FOR FY 1996			
ETHNICITY	WOMEN	MEN	TOTAL
WHITE	10 19%	33 63%	43 83%
AFRICAN AMERICAN	4 8%	2 4%	6 12%
ASIAN PACIFIC AMERICAN	0 0%	1 2%	1 2%
HISPANIC	0 0%	2 4%	2 4%
NATIVE AMERICAN	0 0%	0 0%	0 0%
TOTAL	14 27%	38 73%	52 100%

TABLE 1.4 CURRENT GRADUATE FELLOWSHIP PARTICIPANTS			
ETHNICITY	WOMEN	MEN	TOTAL
WHITE	2 22%	6 67%	8 89%
AFRICAN AMERICAN	0 0%	0 0%	0 0%
ASIAN PACIFIC AMERICAN	0 0%	1 11%	1 11%
HISPANIC	0 0%	0 0%	0 0%
NATIVE AMERICAN	0 0%	0 0%	0 0%
TOTAL	2 22%	7 78%	9 100%

TOTALS MAY NOT ADD DUE TO ROUNDING

OP initiated advertising for entry-level engineers and scientists on the World Wide Web through coordination with the National Association of Colleges and Employers. The network extends to 1,600 colleges and universities throughout the country. The NRC advertisements direct interested applicants to the "NRC Personnel Smartline" for application materials. This automated system provides information about vacancies to potential applicants who call. Through the NRC Personnel Smartline, callers can receive faxed copies of vacancy announcements and can receive an application for Federal employment and an NRC vacancy list. Additionally, recruitment brochures and applications are furnished to Career Services offices at 107 colleges and universities.

There are several ways in which we recruit for experienced women and minority applicants. Vacancies are announced externally through the Federal Research Service, the Office of Personnel Management, and on the World Wide Web. We also advertise positions in journals and newspapers, and attend conferences and meetings to find individuals with unique qualifications.

NRC advertised for professional positions in 20 different publications that target women, minorities, and the disabled. NRC role models (including women, Asian Pacific Americans, African Americans, and Hispanics) are featured in advertisements in publications such as Woman Engineer, Journal of the National Society of Black Engineers, Careers and the Disabled, MAES Magazine, U.S. Black Engineer, Diversity/Careers in Engineering, Graduating Engineer, Minority Engineer, Society of Women Engineers Journal, Hispanic Times, and Winds of Change.

This targeted effort is supplemented by unsolicited applications and referrals from NRC employees and others. Such applications are tracked in the NRC Applicant Review System (ARS) and referred to selecting officials as vacancies arise.

3. EXPANDING THE POOL OF WOMEN AND MINORITIES ELIGIBLE FOR SUPERVISORY, MANAGEMENT, EXECUTIVE, AND SENIOR LEVEL POSITIONS

Status

The streamlining of the Federal Government mandated by the President in September 1993 requires a reduction in each Agency's supervisor-employee ratio by the end of FY 1999. At the NRC the number of positions at GG-14 and above is being reduced in line with overall FTE reductions; however, the Agency plans 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, most opportunities for advancement at the GG-14 and above level will shift to nonsupervisory positions.

The pool of women and minority employees eligible for supervisory, management, executive, and Senior Level positions expanded marginally in FY 1996. The number of women in grades GG-13 through GG-15 decreased slightly, from 434 in FY 1995 to 431 in FY 1996. However, minorities at the same grade levels went from 339 in FY 1995 to 345 in FY 1996, with Asian Pacific Americans increasing by 5, Hispanics increasing by 4, African Americans decreasing by 3, and Native Americans remaining constant.

The number of women in the **Senior Executive Service (SES)** increased from 14 in FY 1995 to 15 in FY 1996. The number of minorities in the SES decreased from 13 in FY 1995 to 12 in FY 1996. Chart 1.1 shows the distribution of women and minorities in the SES.

Although the NRC's allocation of SES positions, authorized by the U.S. Office of Personnel Management, declined from 210 in FY 1995 to 199 in FY 1996, the size of the **Senior Level System (SLS)** increased. In November 1994, the Executive Director for Operations established 10 additional SLS positions. These and other SLS positions have now been filled. The number of white women in the SLS remained at 4 from FY 1995 to FY 1996, while the number of minority women increased from 1 in FY 1995 to 2 in FY 1996. At the end of FY 1996, there were 39 SLS on board, an increase of 9 from FY 1995. Table 1.5 shows the demographics of employees in the SLS.

The **Executive Resources Board Review Group** continued its activities during FY 1996, reviewing Best Qualified Lists for 7 SES positions, 6 SLS positions, and 11 GG-15 positions. This total of 24 positions reviewed is almost twice the number reviewed in FY 1995. The Executive Director for Operations enlarged the membership of the Review Group, appointing a new member, an Asian Pacific American executive. Also, the Director, SBCR, is a member of the Review Group.

Strategy

One of the strategies implemented in FY 1993 and FY 1994 to expand the pool of women and minorities eligible for supervisory, management, and executive positions was to offer two developmental programs: the Supervisory Development Program for preparing GG-14/15s for first-line supervisory positions, and the SES Candidate Development Program for identifying and training GG-14/15s for SES positions.

Of the 27 **Supervisory Development Program** participants who completed the program in February 1995, 7 (3 white women, 1 Asian Pacific American woman, 1 Asian Pacific American man, and 2 white men) had been selected for supervisory positions by the end of FY 1996. Of the 23 **SES Candidate Development Program** participants who completed the program in October 1994, 7 (1 white woman, 1 Asian Pacific American man, and 5 white men) had been appointed to the SES, and 4 (2 white men, 1 white woman, and 1 African American man) had been appointed to the SLS by the end of FY 1996. We plan to offer these programs again when there is a demonstrated need to prepare additional employees for supervisory and SES positions.

4. ENHANCING OPPORTUNITIES FOR ATTRACTING, DEVELOPING, AND RETAINING DISABLED EMPLOYEES

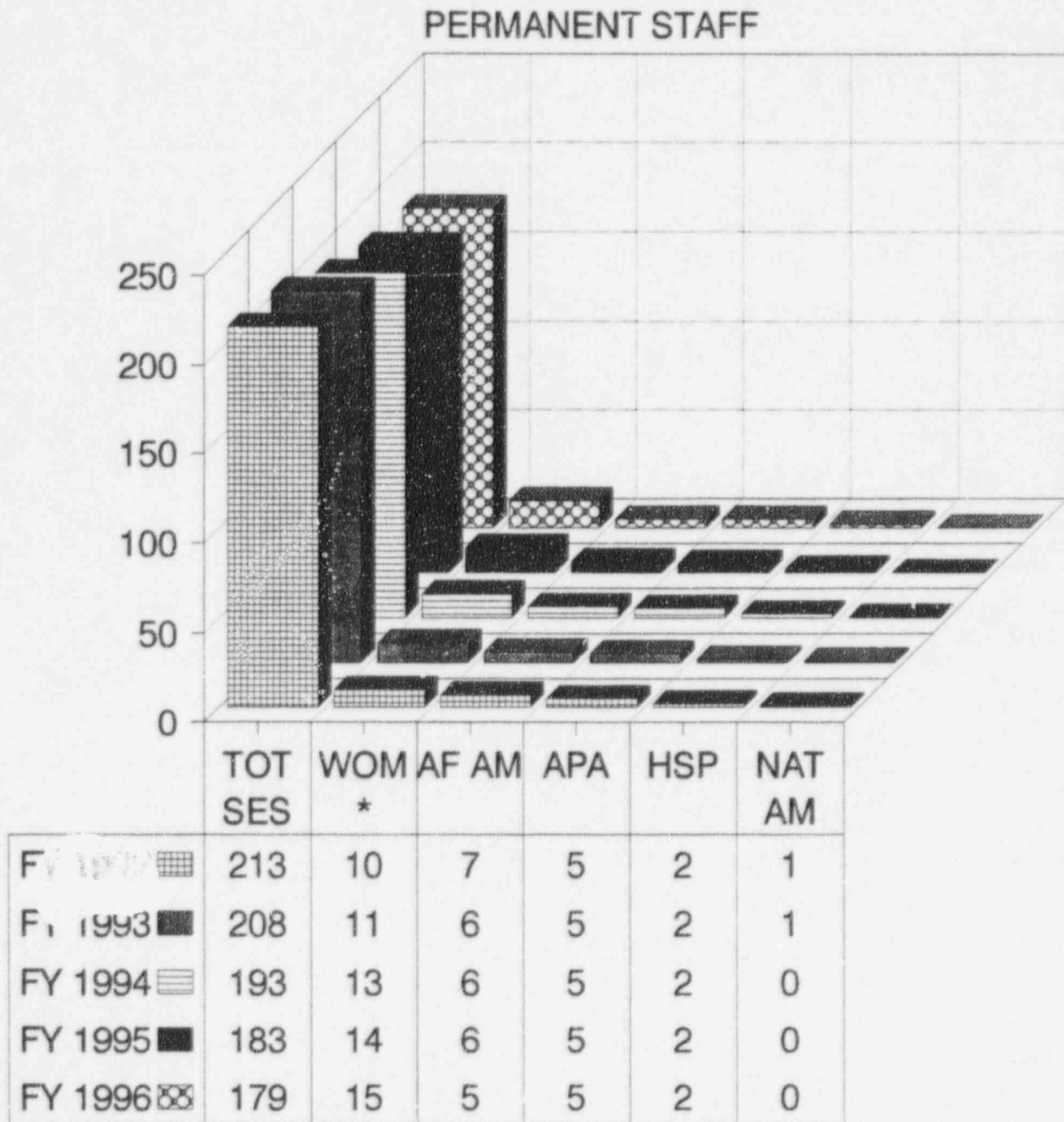
Status

During FY 1996, the NRC hired 8 disabled employees: 5 in professional positions, 1 in an administrative position, and 2 in clerical positions.

SES WOMEN AND MINORITIES

PERMANENT STAFF

FY 1992 THROUGH FY 1996



* IN THIS CATEGORY ALL WOMEN ARE WHITE. AFRICAN AMERICAN, ASIAN PACIFIC AMERICAN, HISPANIC, AND NATIVE AMERICAN SES MEMBERS ARE MEN.

BETWEEN FY 1992 AND FY 1996 THE TOTAL NUMBER OF SES MEMBERS DECREASED BY 34 (16%), THE NUMBER OF MINORITY MEMBERS DECREASED BY 3 (20%), AND THE NUMBER OF WOMEN IN THE SES INCREASED BY 5 (50%).

TABLE 1.5 SENIOR LEVEL SERVICE FOR FY 1996			
ETHNICITY	WOMEN	MEN	TOTAL
WHITE	4 10%	30 77%	34 87%
AFRICAN AMERICAN	0 0%	1 3%	1 3%
ASIAN PACIFIC AMERICAN	1 3%	2 5%	3 8%
HISPANIC	1 3%	0 0%	1 3%
NATIVE AMERICAN	0 0%	0 0%	0 0%
TOTAL	6 15%	33 85%	39 100%

TOTALS MAY NOT ADD DUE TO ROUNDING

The number of employees who now identify themselves as having a disability increased from 172 in FY 1995 to 207 in FY 1996, an increase of 35 (20.3%). During this period, OP surveyed all NRC employees in order to identify numbers and types of disabilities. This information is used for statistical purposes only. Fifty-four employees with identified disabilities responded to the survey; of these, 3 have disabilities that are targeted by the EEOC. The EEOC identifies disabilities that are underrepresented in the Federal workforce, and requests agencies to target recruitment efforts to enlarge the applicant pool in those categories of disability.

Strategy

Efforts to attract disabled applicants to the NRC are ongoing. Our contacts with organizations for the disabled and veterans expanded to include the National Association of the Deaf, American Foundation for the Blind, and Mainstream. Also the staff now uses the Internet to locate potential applicants listed under the President's Committee on Employment of People with Disabilities.

The NRC sought applicants with disabilities by placing monthly advertisements in the journal Careers and the Disabled. Additionally, OP staff participated in several conferences and job fairs such as the National Symposium on Employment of People with Disabilities and the Conference of the President's Committee on Employment of People with Disabilities.

Planned outreach efforts to employees with disabilities include presenting an awareness program to recognize the contributions of employees with disabilities as well as presenting and publicizing our course, "Working with People with Disabilities."

Another important strategy is to educate managers, supervisors, and employees about the availability of services and programs that provide reasonable accommodation to employees with disabilities. The Offices of Administration (ADM) and Information Resources Management (IRM), OP, and Health Center staff established a "reasonable accommodation" procedure that will ensure consistency in reviewing requests for accommodations, such as work-site modifications. The procedure also assists the agency in selecting the appropriate equipment to meet the needs of an employee. Information about this procedure has been incorporated in the forthcoming NRC Information Guide for People with Disabilities. The agency continues to provide reasonable accommodations in the following areas: computer monitors for the visually impaired, expanded use of sign language interpreters for the hearing impaired, and modifications to work stations.

5. PROVIDING TRAINING AND DEVELOPMENTAL OPPORTUNITIES

Status

During this fiscal year, the staff took advantage of a large number of training and developmental opportunities. Specifically, in FY 1996 there were approximately 20,000 instances of NRC-supported training in which 95% of the staff participated. In comparison, in FY 1995 there were approximately 15,000 instances of training attended by 89% of the staff.

In FY 1996 NRC supported 260 employees who participated in developmental rotational assignments. This is an increase from 185 in FY 1995. Staff from OP and SBCR participated in brokering many of these rotational assignments, and OP continued to publicize rotational assignments in the Weekly Announcements to help inform all employees of the opportunities available. Charts 1.2 and 1.3 illustrate training and rotational assignments distributed by gender and ethnicity.

To help employees define their career goals, develop strategies for enhancing career options, and prepare Individual Development Plans (IDPs), OP continued to provide the **Career Counseling Program**. In FY 1996, 56 employees participated in this program receiving one-on-one counseling in a confidential setting. Table 1.6 displays the demographics of the FY 1996 participants.

The NRC **Mentoring Program** is designed to pair a more experienced employee with a less experienced employee in order to assist the less experienced employee in attaining his or her career goals. The objectives are to improve staff members' productivity and potential for advancement, to support upward mobility and human resources development, to improve staff morale, and to support EEO and affirmative action objectives. The program is open to all employees in all occupations. Table 1.7 shows the demographics of program participants in FY 1996.

The Agency supported the **Upward Mobility Program** by filling two Upward Mobility positions: a GG-08 Telecommunication Technician with potential to the GG-09 in Region IV and a GG-09 Management Analyst with potential to the GG-13 in the Office of the Inspector General.

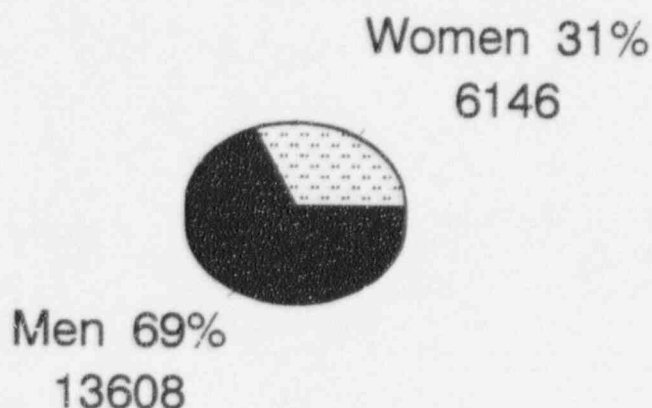
Several secretaries and assistants have benefitted from participating in formal developmental programs. These programs assist employees in defining their career goals and identifying training to help them achieve those goals. Since 1992, 12 program participants have achieved their short-term career goals and thus have completed participation in their respective programs. This includes 4 employees in the **Certified Professional Secretaries Program**, 6 employees in the **Administrative Skills Enhancement Program**, and 2 employees in the **Computer Science Development Program**.

In FY 1996, 55 employees participated in these programs for secretaries and assistants. One of these employees was a licensing assistant (GG-11) in NRR enrolled in the Administrative Skills Enhancement Program. Her career goal was to develop her analytical ability and eventually become a Management Analyst. While in the program, this employee attended courses at the University of Maryland on her own time to acquire the skills she needed to pursue her goals. The NRC funded several of these courses. In September 1996, she competed for and was selected for the professional position of Records Management Analyst (GG-11) in IRM with the full performance level of GG-12. In 1997, this employee will receive her Bachelor's of Science Degree in Business Management.

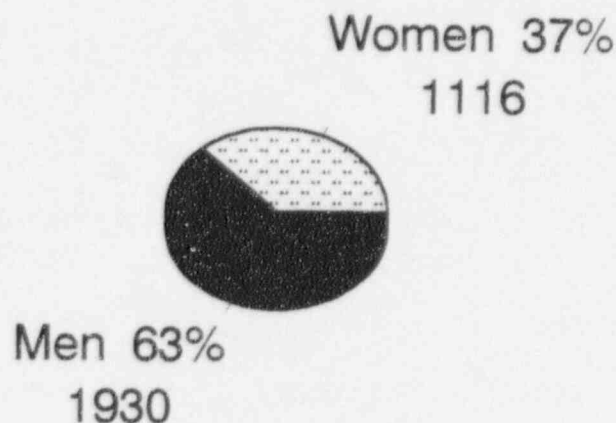
During FY 1996, 5 secretaries were selected for paraprofessional (3) and professional (2) positions, and 13 paraprofessionals were selected for professional (11) positions and other paraprofessional (2) positions with greater career potential.

TRAINING AND ROTATIONS BY GENDER FOR FY 1996

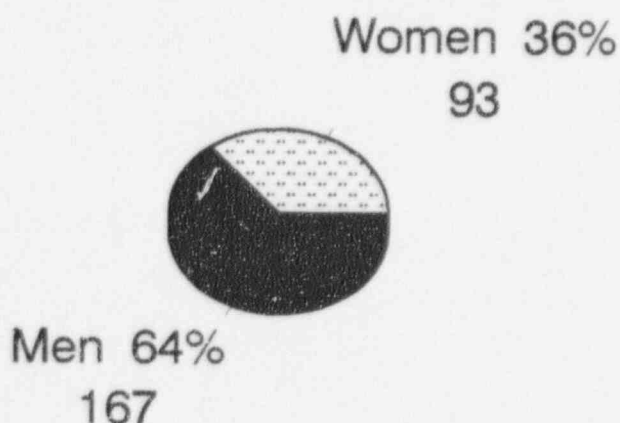
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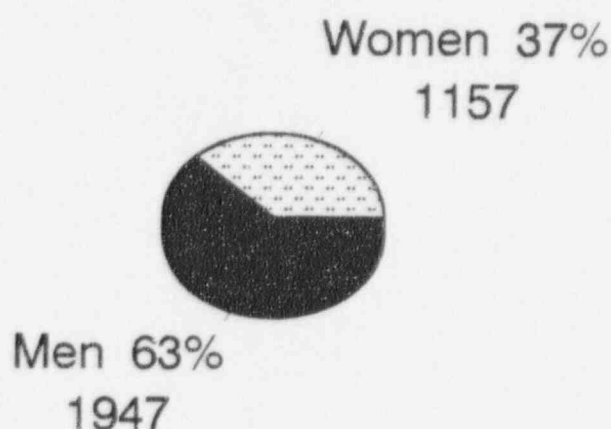
EMPLOYEES
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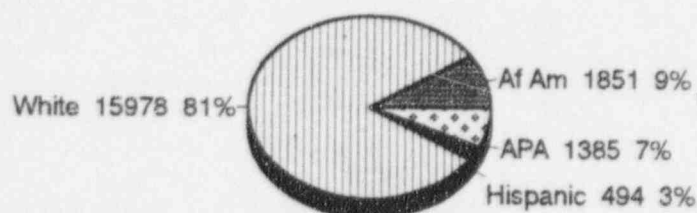
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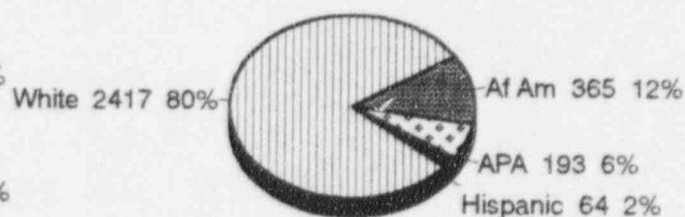
THE PERCENT OF WOMEN WHO WENT ON ROTATIONAL ASSIGNMENTS WAS SLIGHTLY LESS THAN THEIR PERCENT OF THE POPULATION.

TRAINING AND ROTATIONS BY ETHNICITY FOR FY 1996

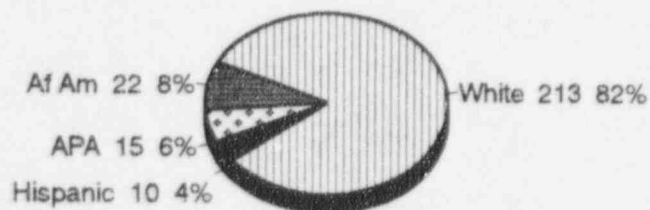
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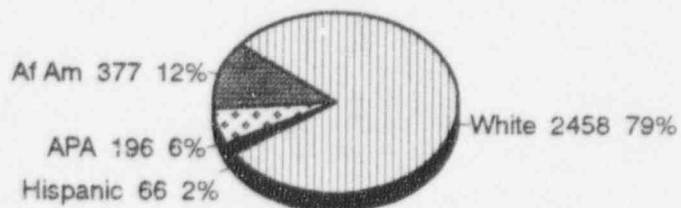
EMPLOYEES
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DISTRIBUTION



7 NATIVE AMERICANS (OUT OF A POPULATION OF 7) HAD 46 INSTANCES OF TRAINING AND NO ROTATIONS.

TABLE 1.6 CAREER COUNSELING PROGRAM FOR FY 1996			
ETHNICITY	WOMEN	MEN	TOTAL
WHITE	22 39%	20 36%	42 75%
AFRICAN AMERICAN	9 16%	0 0%	9 16%
ASIAN PACIFIC AMERICAN	1 2%	0 0%	1 2%
HISPANIC	3 5%	1 2%	4 7%
NATIVE AMERICAN	0 0%	0 0%	0 0%
TOTAL	35 63%	21 38%	56 100%

TABLE 1.7 MENTORING PROGRAM FOR FY 1996			
ETHNICITY	WOMEN	MEN	TOTAL
WHITE	17 25%	18 26%	35 51%
AFRICAN AMERICAN	14 21%	11 16%	25 37%
ASIAN PACIFIC AMERICAN	2 3%	4 6%	6 9%
HISPANIC	1 1%	1 1%	2 3%
NATIVE AMERICAN	0 0%	0 0%	0 0%
TOTAL	34 50%	34 50%	68 100%

TOTALS MAY NOT ADD DUE TO ROUNDING

Strategy

During FY 1997, NRC will continue to sponsor formal developmental programs including the Certified Professional Secretaries Program, the Administrative Skills Enhancement Program, and the Computer Science Development Program discussed above as well as the Women's Executive Leadership Program and the Speech Enhancement Program.

The **Women's Executive Leadership Program** is a Federal-wide program for employees at the GG-11/12 level. This program provides training and developmental opportunities for men and women to help them develop the leadership skills needed for a career in the Federal government. NRC participants in the FY 1996 program include 2 white women and 2 Hispanic men.

The **Speech Enhancement Program** helps foreign-born NRC employees improve articulation, pronunciation, and other applicable oral communication skills so that these employees are better able to communicate with colleagues, supervisors, and senior managers. As part of the FY 1996 program, 13 NRC employees participated in individual counseling sessions, and 6 employees met weekly as a group to help maintain and further develop their communication skills.

During FY 1997, OP will continue to provide EEO-related training throughout the Agency. This training includes "EEO for Managers and Supervisors," "Sexual Harassment Prevention," and "Working with People with Disabilities."

6. IMPROVING COMMUNICATION, HEIGHTENING AWARENESS, AND EVALUATING PROGRESS

Status

In FY 1996, SBCR and the EEO Advisory Committees sponsored several events and exhibits to communicate and publicize contributions made by women and minorities. Speakers included Chairman Shirley A. Jackson and Ms. Shirleta Settles, an African American storyteller, to celebrate National Black History Month; Commissioner Greta J. Dicus to commemorate National Women's History Month; and Chairman Shirley A. Jackson and Mr. Edward Chow, Deputy Assistant Secretary for Policy, Department of Veteran Affairs, to celebrate National Asian Pacific American Heritage Month. Poster exhibits commemorated National Hispanic Heritage Month and Women's Equality Day.

To enhance communication about career opportunities and strategies, two events were held. In March 1996, OP designed and presented a "Career Strategies" seminar. Jointly sponsored by OP, SBCR, the Federal Women's Program Advisory Committee (FWPAC), and the Hispanic Employment Program Advisory Committee (HEPAC), this seminar provided an overview of career options available at NRC as well as ways to enhance employee marketability through a variety of training and developmental programs available at NRC. In September 1996, SBCR and FWPAC presented a lunchtime workshop entitled "Seat at the Table." As part of this workshop, roundtable discussions on the following topics were held: Invest in Yourself, Health and Wealth, Network to Success, Education, and Risk and Change.

With the goal of improving communication and evaluating progress, the seven EEO Advisory Committees, which reflect the diversity of the Agency's workforce, have formed three subcommittees whose broad interests include merit selection, performance monitoring, and managing diversity. The three subcommittees have worked closely with SBCR and OP to develop a better understanding of agency programs and procedures, to gain consensus in addressing issues, and to provide management with recommendations in support of the Agency's EEO Program.

The purpose of the **Selection Subcommittee** is to review concerns related to the perception of pre-selection, and to review merit principles and practices to gain a better understanding of the merit process. The purpose of the **Performance Monitoring Subcommittee** is to assist management in monitoring and evaluating affirmative action initiatives, examine ways to enhance representation of women and minorities in supervisory and managerial positions, examine root causes of discrimination complaints, support strategic planning, and encourage stronger management accountability systems in the EEO area. The purpose of the **Managing Diversity Subcommittee** is to encourage support for and recommend processes related to managing diversity in the Agency. This effort is based on the premise that the Agency's organizational culture must support enhanced regulatory excellence by maximizing the potential of all employees.

SBCR promotes equal employment opportunity for all employees through a network of 34 trained **EEO counselors** in Headquarters and the Regional Offices. The goal of the EEO counselor is to facilitate an informal resolution of the matter between parties when possible. Through the counseling process, employees may raise questions and discuss grievances and problems related to equal employment issues. During FY 1996, 118 informal counseling sessions were held; 11 of these counseling sessions progressed to the formal complaint stage.

The number of formal EEO complaints filed under the EEOC complaint process in FY 96 compared to the numbers filed in the previous four years is shown on Chart 1.4. EEO-related grievances filed under the collective bargaining agreement are not included in this number; there were 5 such grievances filed in FY 1996. Table 1.8 displays the 7 bases for discrimination alleged in the formal complaints filed from FY 1992 through FY 1996. A complaint may be filed on more than one basis. The issues underlying these complaints are summarized on Table 1.9 for FY 1992 through FY 1996. A complaint may be filed based on more than one issue.

During FY 1996, no formal allegations of sexual harassment were reported through the EEOC complaint process. Four sexual harassment complaints were brought to management's attention outside the formal complaint process or grievance procedure. Management took appropriate action to ensure that the offensive behavior was stopped and that the concerns of the aggrieved parties were understood by the offenders.

Strategy

To ensure consistency in merit selections, OP will continue to review requests to establish new positions, vacancy announcements, and rating criteria. It will also continue to provide statistical data about the demographics of applicants, best qualified candidates, and those selected for NRC vacancies to

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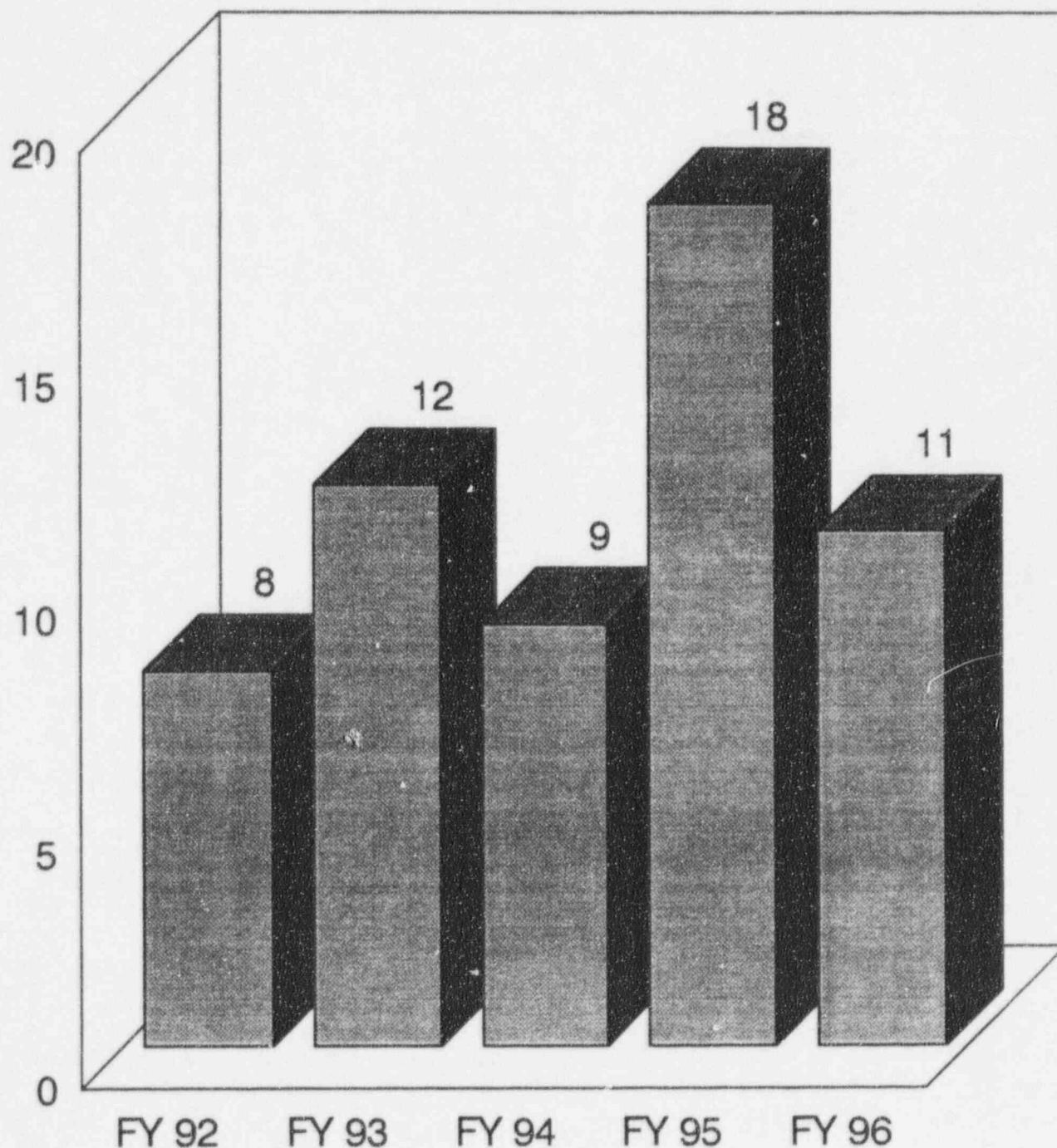
The number of formal EEO complaints filed under the EEOC complaint process in FY 96 compared to the numbers filed in the previous four years is shown on Chart 1.4. EEO-related grievances filed under the collective bargaining agreement are not included in this number; there were 5 such grievances filed in FY 1996. Table 1.8 displays the 7 bases for discrimination alleged in the formal complaints filed from FY 1992 through FY 1996. A complaint may be filed on more than one basis. The issues underlying these complaints are summarized on Table 1.9 for FY 1992 through FY 1996. A complaint may be filed based on more than one issue.

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To ensure consistency in merit selections, OP will continue to review requests to establish new positions, vacancy announcements, and rating criteria. It will also continue to provide statistical data about the demographics of applicants, best qualified candidates, and those selected for NRC vacancies to

NUMBER OF FORMAL EEO COMPLAINTS FILED BY FISCAL YEAR



DATA AS OF SEPTEMBER 30, 1996

EEO-RELATED GRIEVANCES FILED UNDER THE COLLECTIVE BARGAINING AGREEMENT ARE NOT INCLUDED. THERE WERE FIVE SUCH GRIEVANCES FILED IN FY 1996; NONE WERE FILED IN FY 1995.

TABLE 1.8 BASIS OF EEO COMPLAINTS FILED FY 1992 THRU FY 1996

BASES	FY 1992	FY 1993	FY 1994	FY 1995	FY 1996
NATIONAL ORIGIN	1	4	0	5	2
RACE AND COLOR	0	3	3	8	1
SEX	3	4	0	4	3
AGE	5	4	1	8	4
DISABILITY	0	0	3	4	3
RELIGION	0	1	0	2	1
REPRISAL	2	4	4	7	6
TOTAL	11	20	11	38	20

TABLE 1.9 ISSUES ALLEGED IN EEO COMPLAINTS FILED FY 1992 THRU FY 1996

ISSUES	FY 1992	FY 1993	FY 1994	FY 1995	FY 1996
APPOINTMENT/HIRE	1				
ASSIGNMENT OF DUTIES				6	6
DISCIPLINARY ACTION					
REPRIMAND				1	
TERMINATION		1		2	
OTHER		1	4		2
EVALUATION/APPRAISAL	2				4
HARRASSMENT					
NON-SEXUAL			2	2	1
PROMOTION/NON-SELECTION	8	12	4	27	4
TERMS/CONDITIONS OF EMPLOYMENT			1		
OTHER		6			2
TOTAL	11	20	11	38	19

SBCR for distribution to the EEO Advisory Committees. This database provides information about the applicants for competitively filled GG-01 through GG-15 vacancies.

As part of the White House Initiative on Historically Black Colleges and Universities (HBCU), the NRC along with eight other technical agencies has formed the **Science and Technology Cluster**. The goal of the cluster is to seek ways to identify highly qualified student and faculty women and minority applicants for participation in technical support activities at National Laboratories. Staff of SBCR serve as liaison with the cluster and have participated in conferences to inform HBCUs of these cooperative technical support opportunities.

DEMOGRAPHIC DATA

DESCRIPTION OF DEMOGRAPHIC DATA

The following charts and tables show data about NRC, and compare the NRC population with several outside reference indices. The outside references used are the PATCOB Occupational Categories, as defined by the Office of Personnel Management; Census Availability Data (CAD), as provided by the Census Bureau; and the Oak Ridge Institute for Science and Engineering (ORISE) availability data.

NRC Data

Charts 2.1 - 2.17 depict the NRC workforce and recent trends. Employees self-identify with respect to ethnicity and disability; therefore, the numbers reflect information that has been reported to OP, and may vary from year to year depending upon how employees report their ethnicity or disability. The comments on each chart highlight the significance of the data presented.

PATCOB Comparisons (Table 2.1)

The EEOC uses PATCOB data to measure Agency EEO and Affirmative Action progress. There are five PATCOB 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.

A few caveats should be noted concerning these comparisons: First, the PATCOB categories generally contain populations that differ significantly from those found at NRC. In particular, the PATCOB 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 PATCOB occupational availability categories can contain a significant percentage of non-citizens who have traditionally not been considered eligible for hire by the NRC.

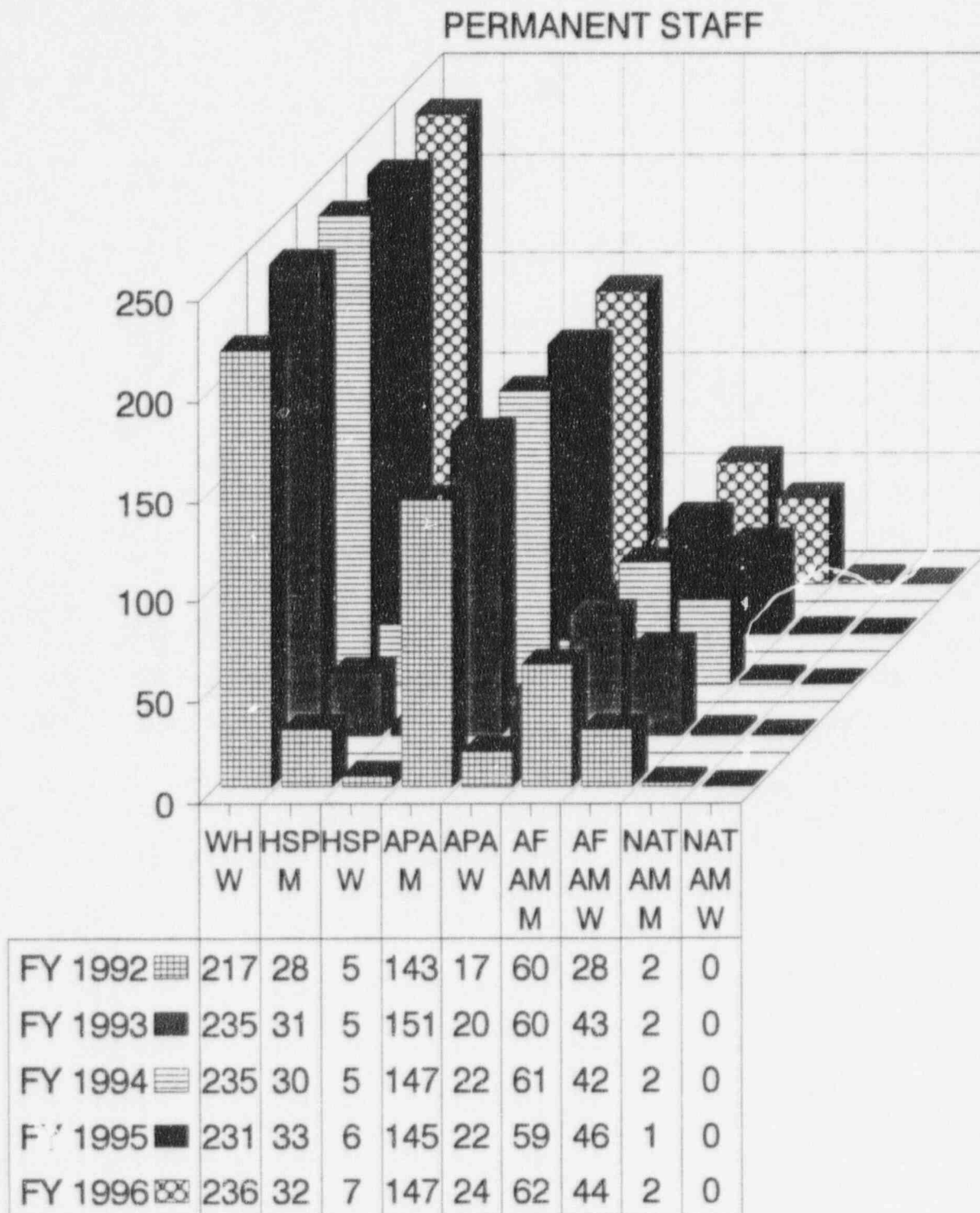
This table compares the September 30, 1996, NRC population with the Census Availability Data of 1990.

ORISE Availability Comparisons (Table 2.2)

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 in the workforce 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.

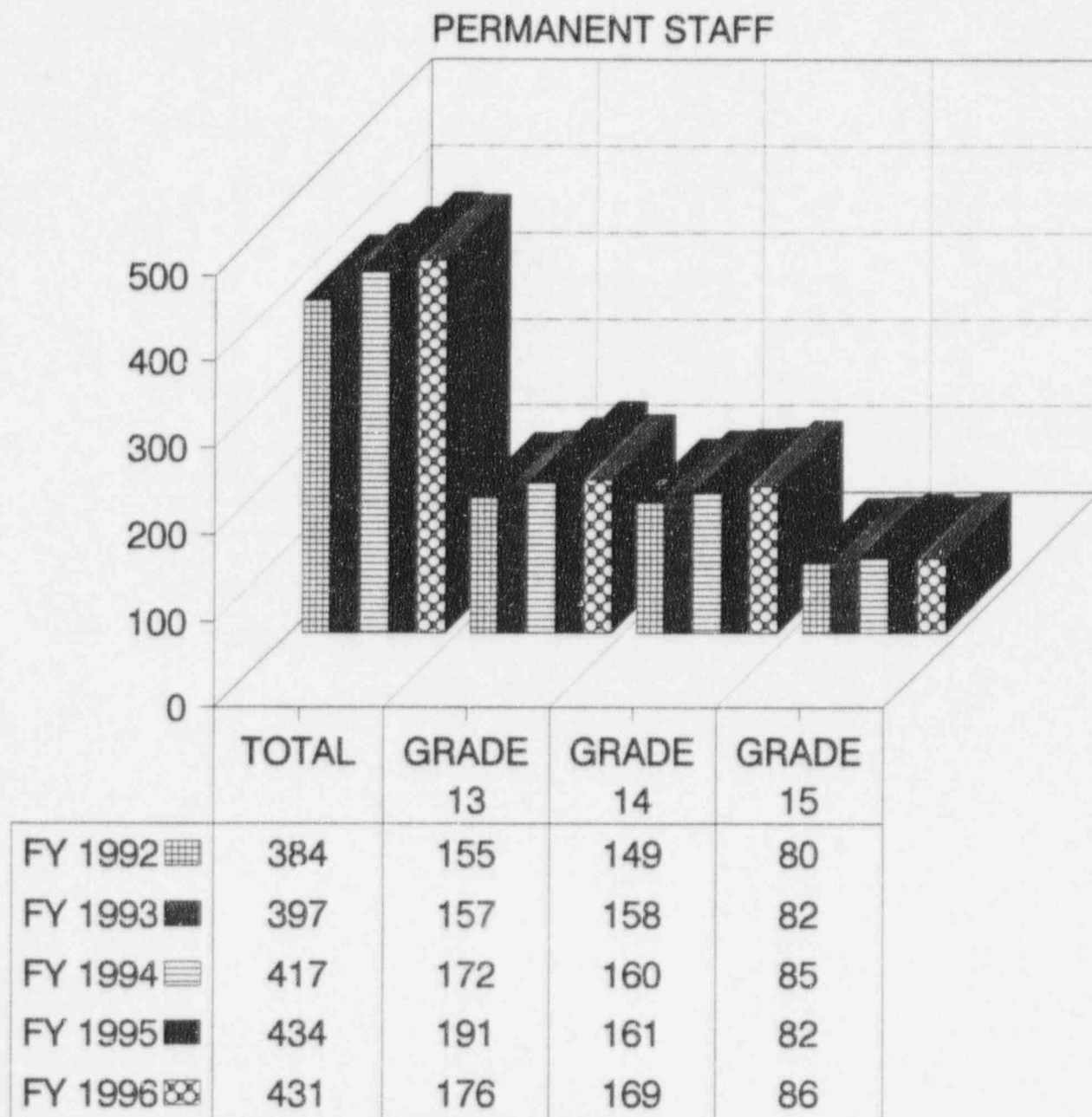
NRC DATA

NRC DISTRIBUTION OF PROFESSIONAL CAREER FIELDS BY ETHNICITY AND GENDER



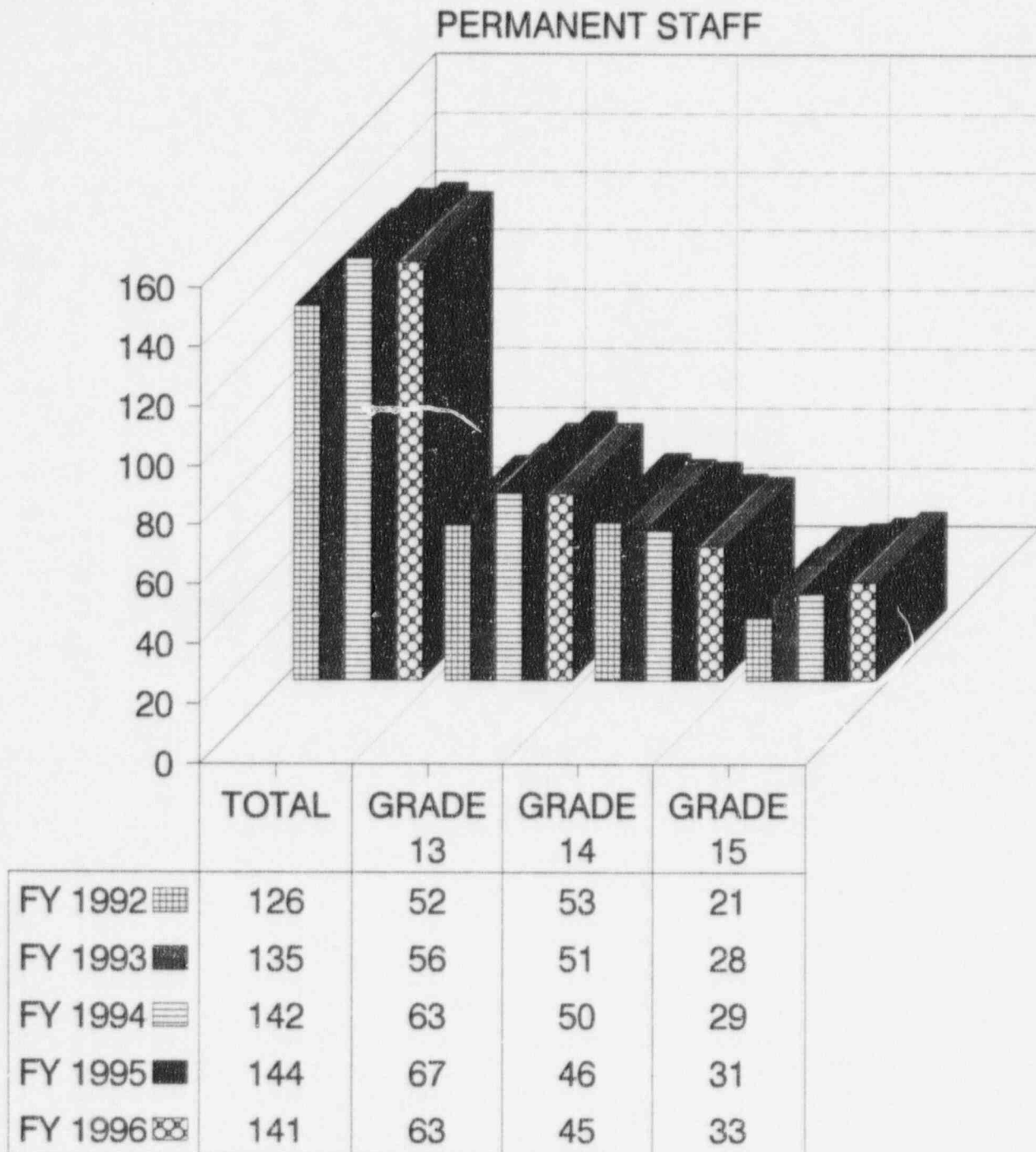
SINCE FY 1992 TOTAL STAFF HAS DECREASED BY 347 (10.1%) DUE TO STREAMLINING INITIATIVES. DESPITE THESE INITIATIVES, REPRESENTATION IN THE ABOVE CATEGORIES HAS INCREASED BY 54 (10.8%).

WOMEN GRADES 13-15 PERMANENT STAFF FY 1992 THROUGH FY 1996



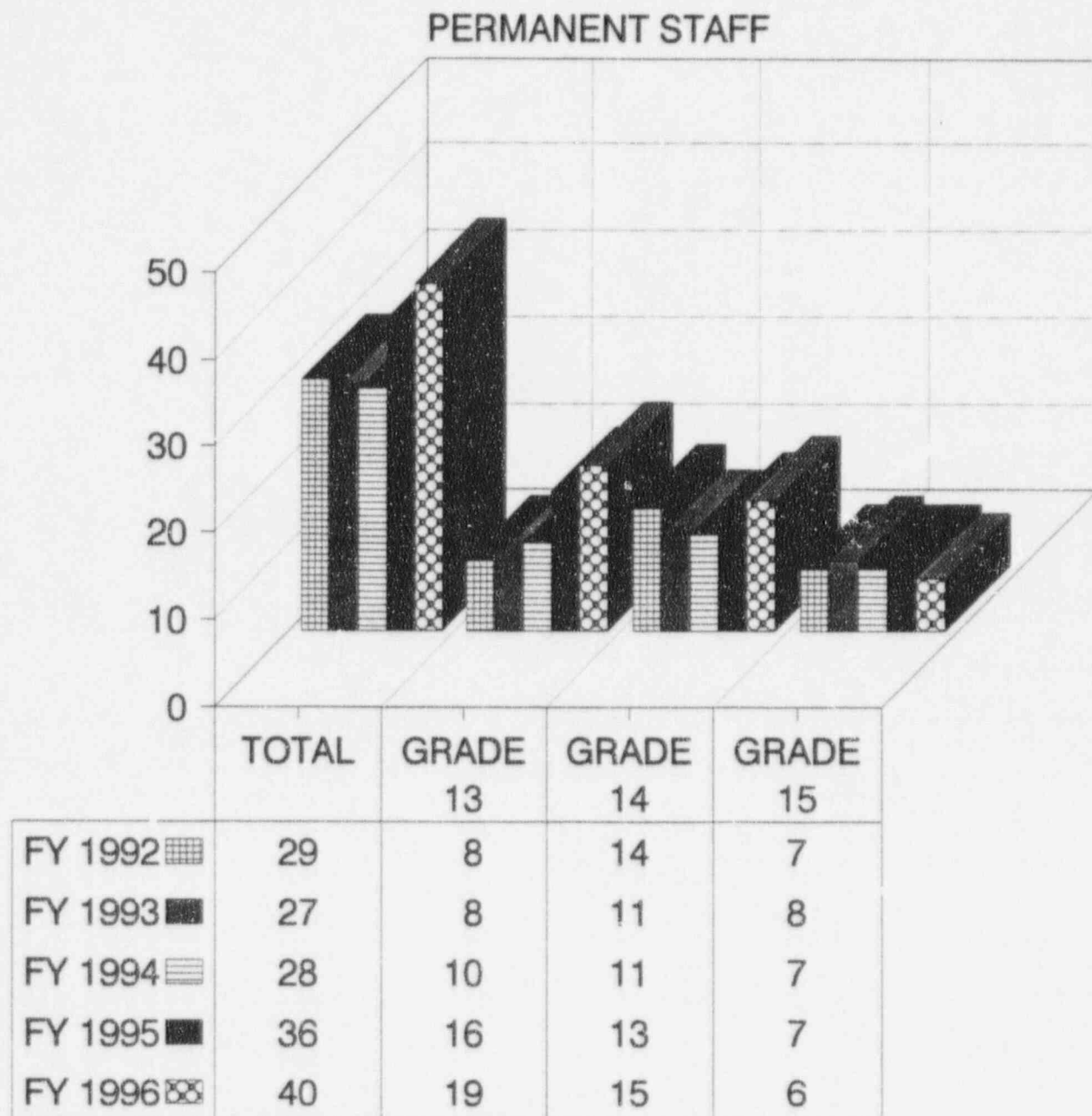
SINCE THE END OF FY 1992 STAFF AT GRADES 13 THROUGH 15 HAS DECREASED BY 57 (2.7%) DUE TO STREAMLINING INITIATIVES. DESPITE THESE INITIATIVES, THE NUMBER OF WOMEN IN THE SES FEEDER GROUP HAS INCREASED BY 47 (12.2%).

AFRICAN AMERICANS GRADES 13-15 PERMANENT STAFF FY 1992 THROUGH FY 1996



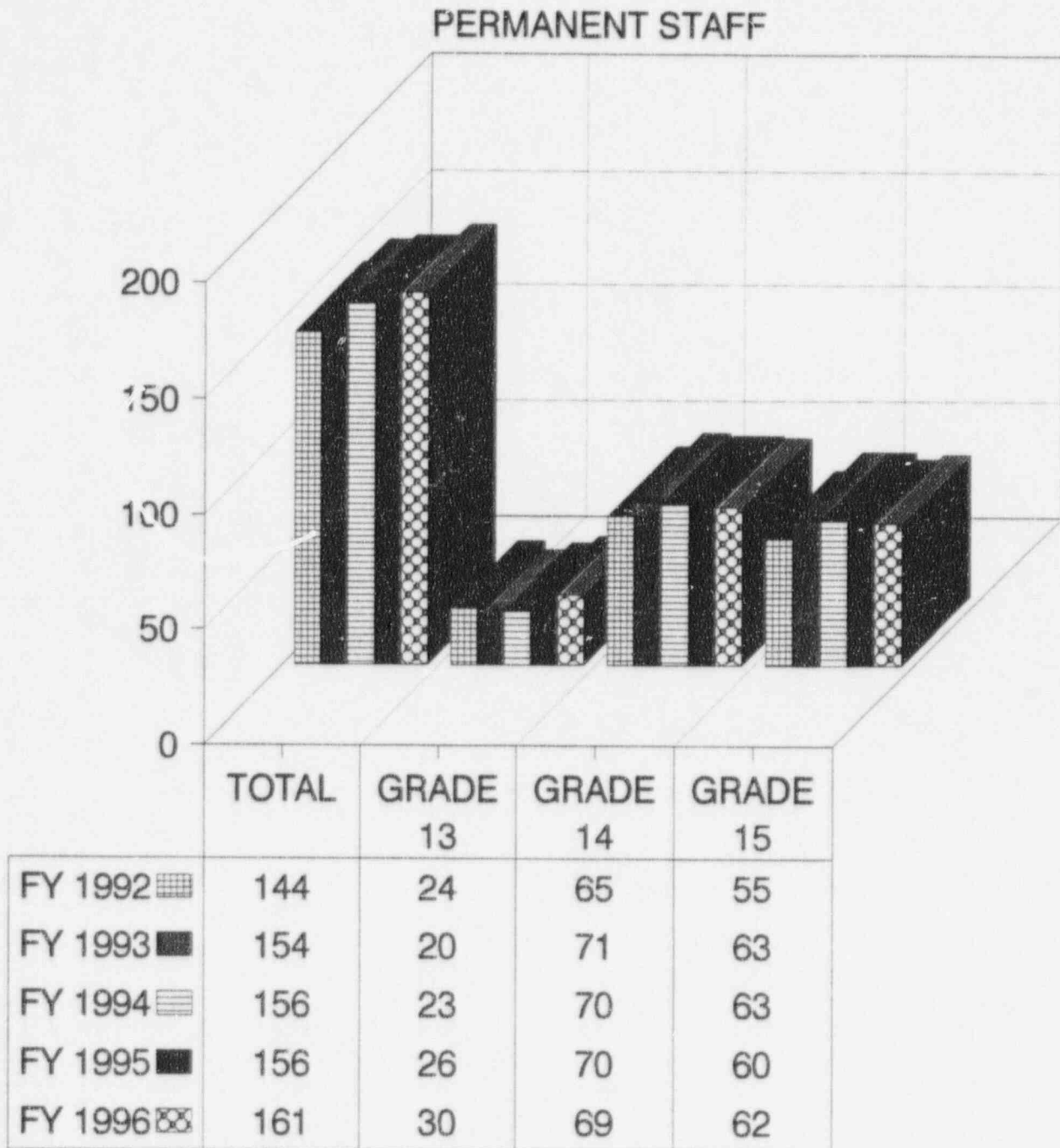
SINCE THE END OF FY 1992 STAFF AT GRADES 13 THROUGH 15 HAS DECREASED BY 57 (2.7%) DUE TO STREAMLINING INITIATIVES. DESPITE THESE INITIATIVES, THE NUMBER OF AFRICAN AMERICANS IN THE SES FEEDER GROUP HAS INCREASED BY 15 (11.9%).

HISPANICS GRADES 13-15 PERMANENT STAFF FY 1992 THROUGH FY 1996



SINCE THE END OF FY 1992 STAFF AT GRADES 13 THROUGH 15 HAS DECREASED BY 57 (2.7%) DUE TO STREAMLINING INITIATIVES. DESPITE THESE INITIATIVES, THE NUMBER OF HISPANICS IN THE SES FEEDER GROUP HAS INCREASED BY 11 (37.9%).

ASIAN PACIFIC AMERICANS GRADES 13-15 PERMANENT STAFF FY 1992 THROUGH FY 1996

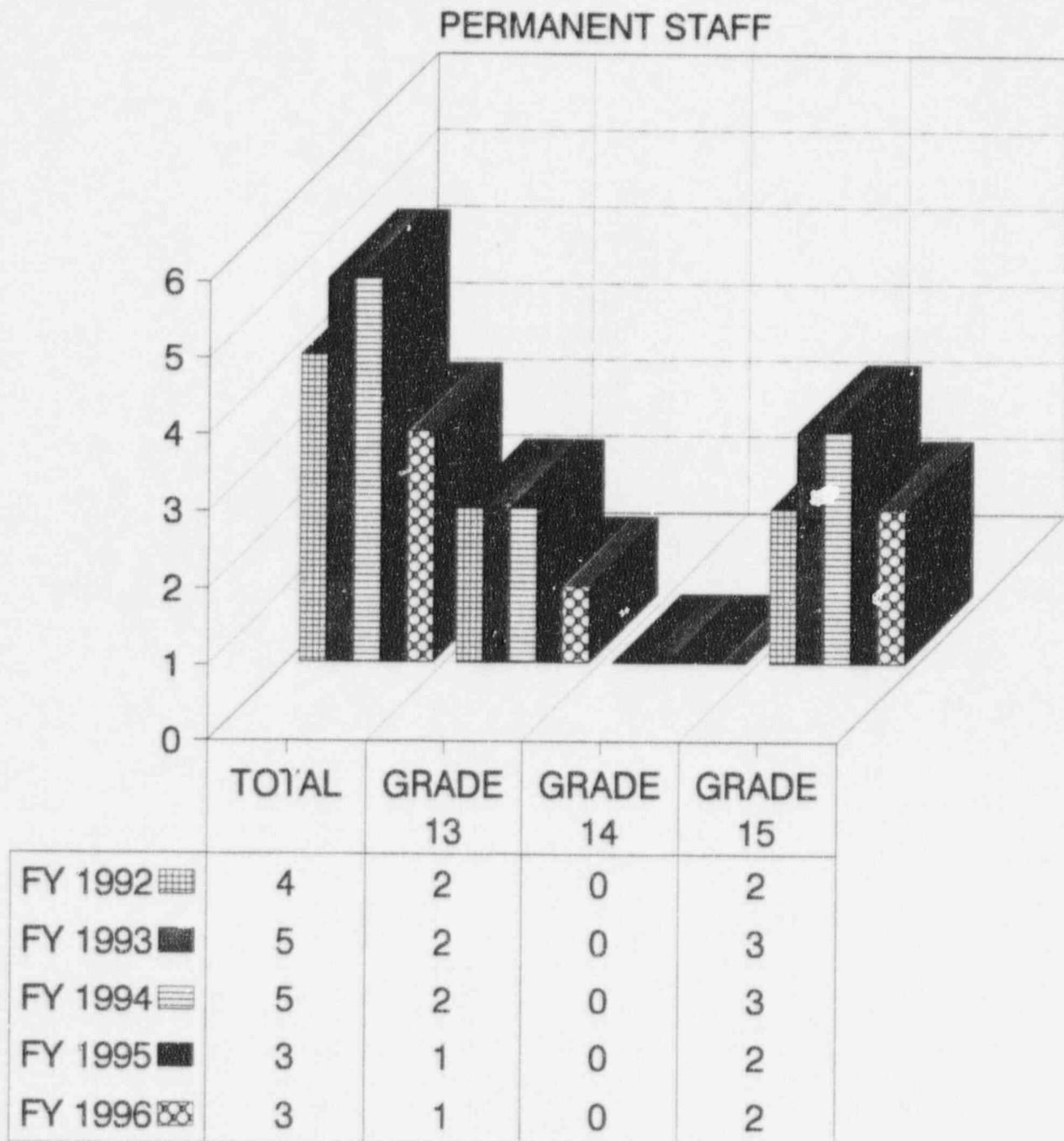


SINCE THE END OF FY 1992 STAFF AT GRADES 13 THROUGH 15 HAS DECREASED BY 57 (2.7%) DUE TO STREAMLINING INITIATIVES. DESPITE THESE INITIATIVES, THE NUMBER OF ASIAN PACIFIC AMERICANS IN THE SES FEEDER GROUP HAS INCREASED BY 17 (11.8%).

NATIVE AMERICANS GRADES 13-15

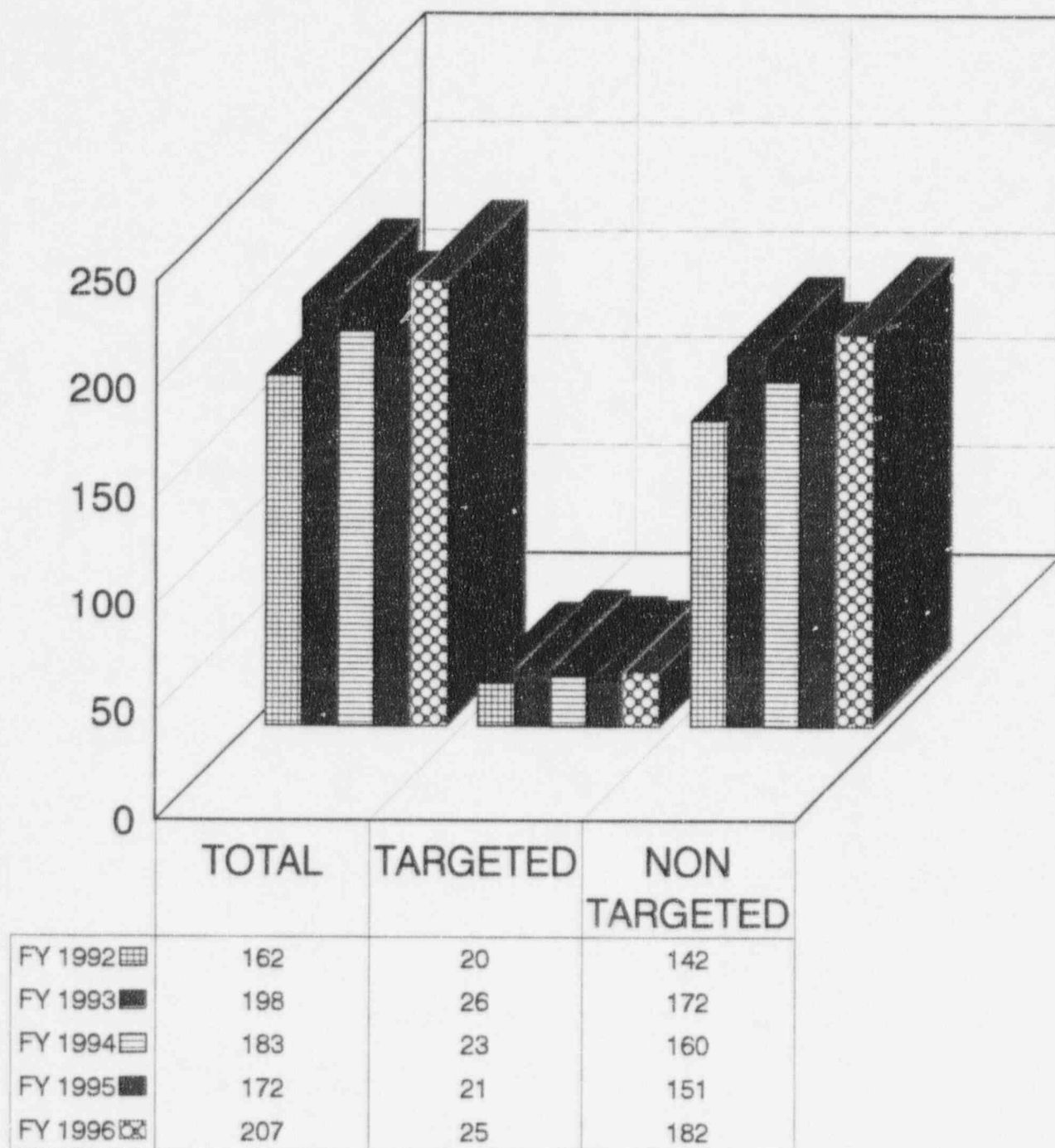
PERMANENT STAFF

FY 1992 THROUGH FY 1996



SINCE THE END OF FY 1992 STAFF AT GRADES 13 THROUGH 15 HAS DECREASED BY 57 (2.7%) DUE TO STREAMLINING INITIATIVES. SINCE THAT TIME, THE NUMBER OF NATIVE AMERICANS IN THE SES FEEDER GROUP HAS DECREASED BY 1 (25%).

DISABLED POPULATION PERMANENT EMPLOYEES FY 1992 THROUGH FY 1996



THE INCREASE IN THE NUMBER OF DISABLED EMPLOYEES DURING FY 1996 WAS A RESULT OF AN AGENCY-WIDE RE-IDENTIFICATION EFFORT TO BETTER ACCOUNT FOR DISABLED EMPLOYEES.

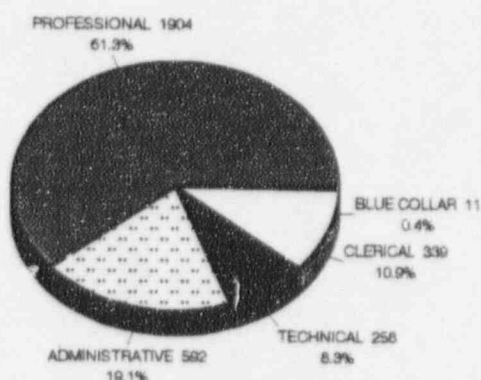
NOTE: TARGETED DISABILITIES ARE SEVERE DISABILITIES WHICH ARE TARGETED FOR EMPHASIS, BY THE EEOC, IN AFFIRMATIVE ACTION PROGRAM PLANNING.

DISTRIBUTION OF DISABLED EMPLOYEES BY PATCOB CATEGORY AND GRADE LEVEL COMPARED TO ALL EMPLOYEES

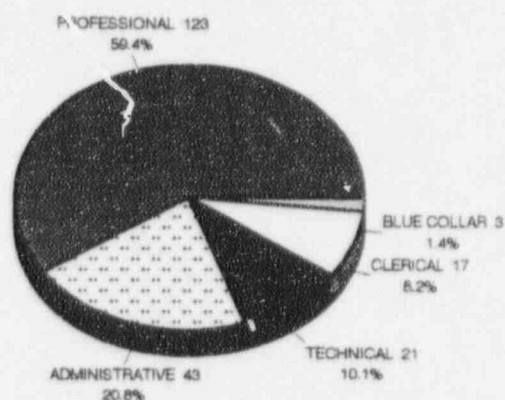
FY 1996

PATCOB CATEGORY

ALL EMPLOYEES

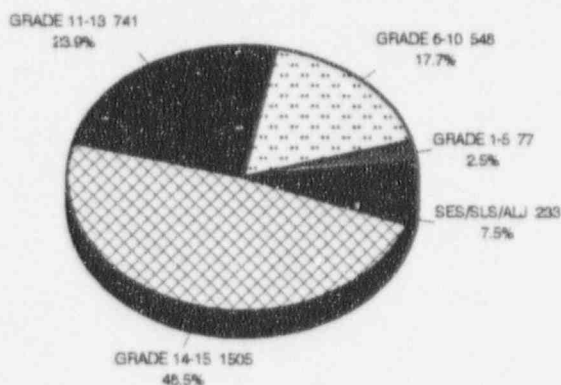


DISABLED EMPLOYEES

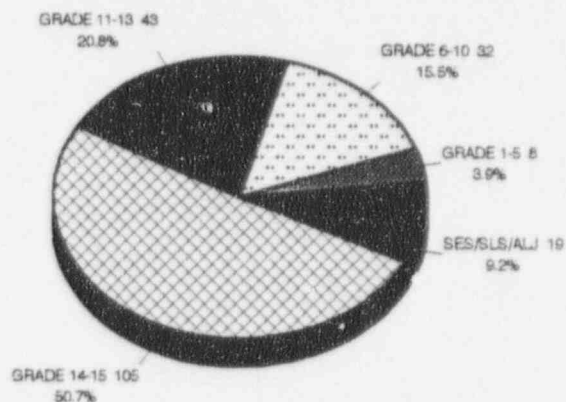


GRADE LEVEL

ALL EMPLOYEES

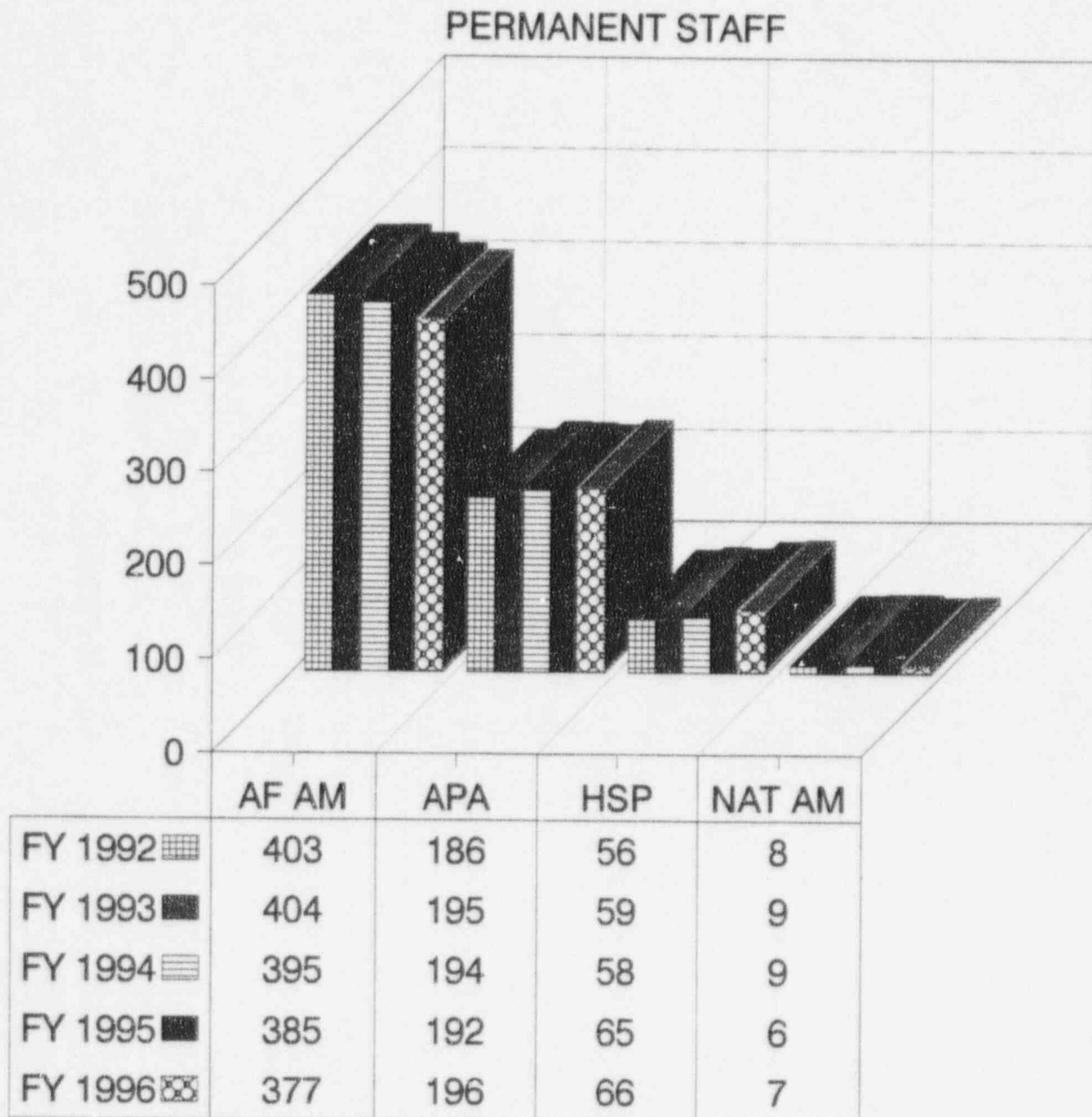


DISABLED EMPLOYEES



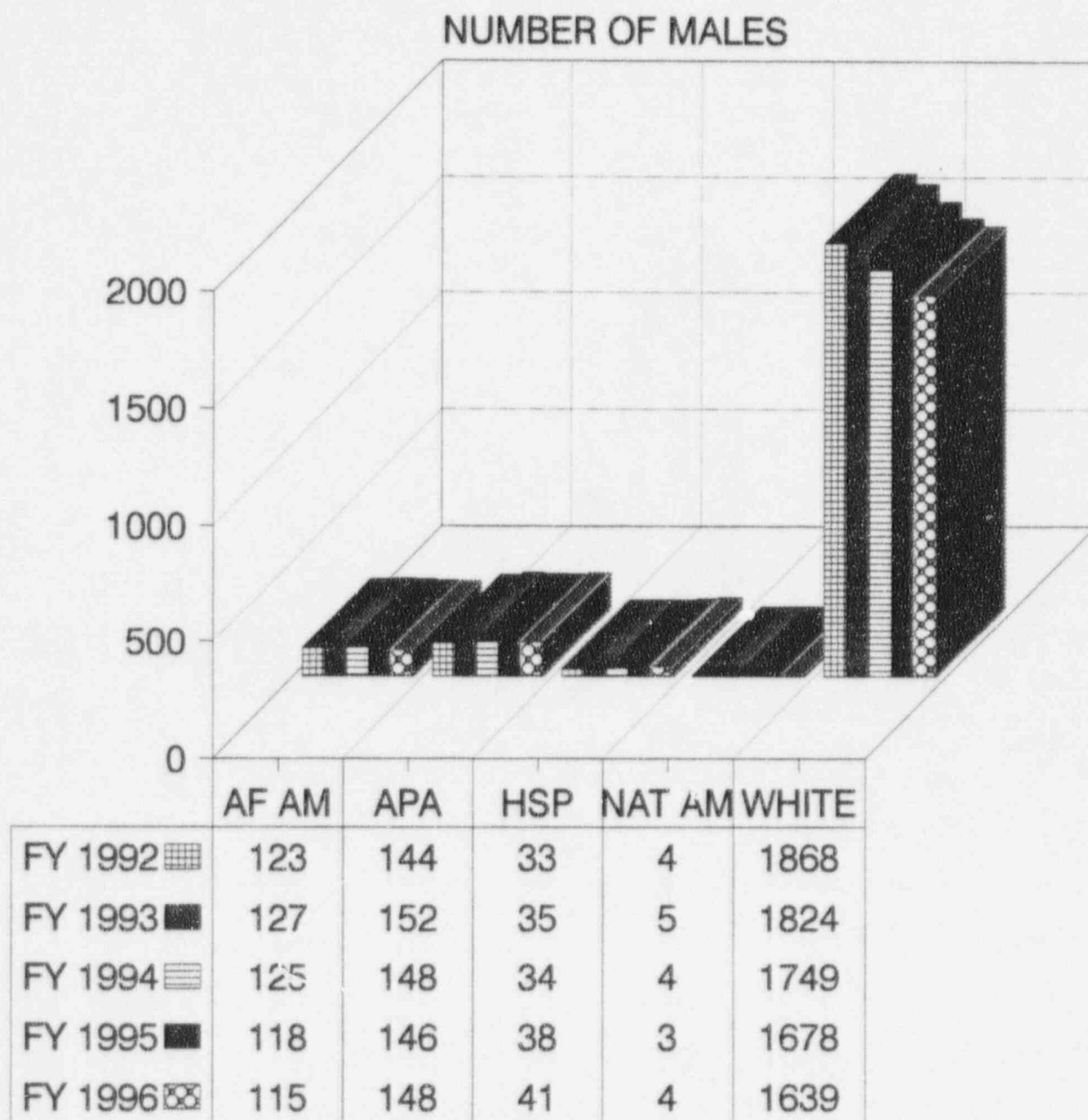
THE NUMBER OF DISABLED EMPLOYEES INCREASED FROM 172 IN FY 95 TO 207 IN FY 96, AN INCREASE OF 20.3%. THIS INCREASE WAS A RESULT OF AN AGENCY-WIDE RE-IDENTIFICATION EFFORT TO BETTER ACCOUNT FOR DISABLED EMPLOYEES. THE NUMBER OF DISABLED EMPLOYEES INCREASED IN EVERY PATCOB CATEGORY WITH THE EXCEPTION OF ADMINISTRATIVE AND BLUE COLLAR WHICH REMAINED THE SAME. THIS RE-IDENTIFICATION ALSO RESULTED IN AN INCREASE IN THE NUMBER OF DISABLED EMPLOYEES AT EVERY GRADE LEVEL WITH THE EXCEPTION OF GRADES 1-5 WHICH EXPERIENCED A SLIGHT LOSS.

NRC MINORITIES PERMANENT STAFF FY 1992 THROUGH FY 1996



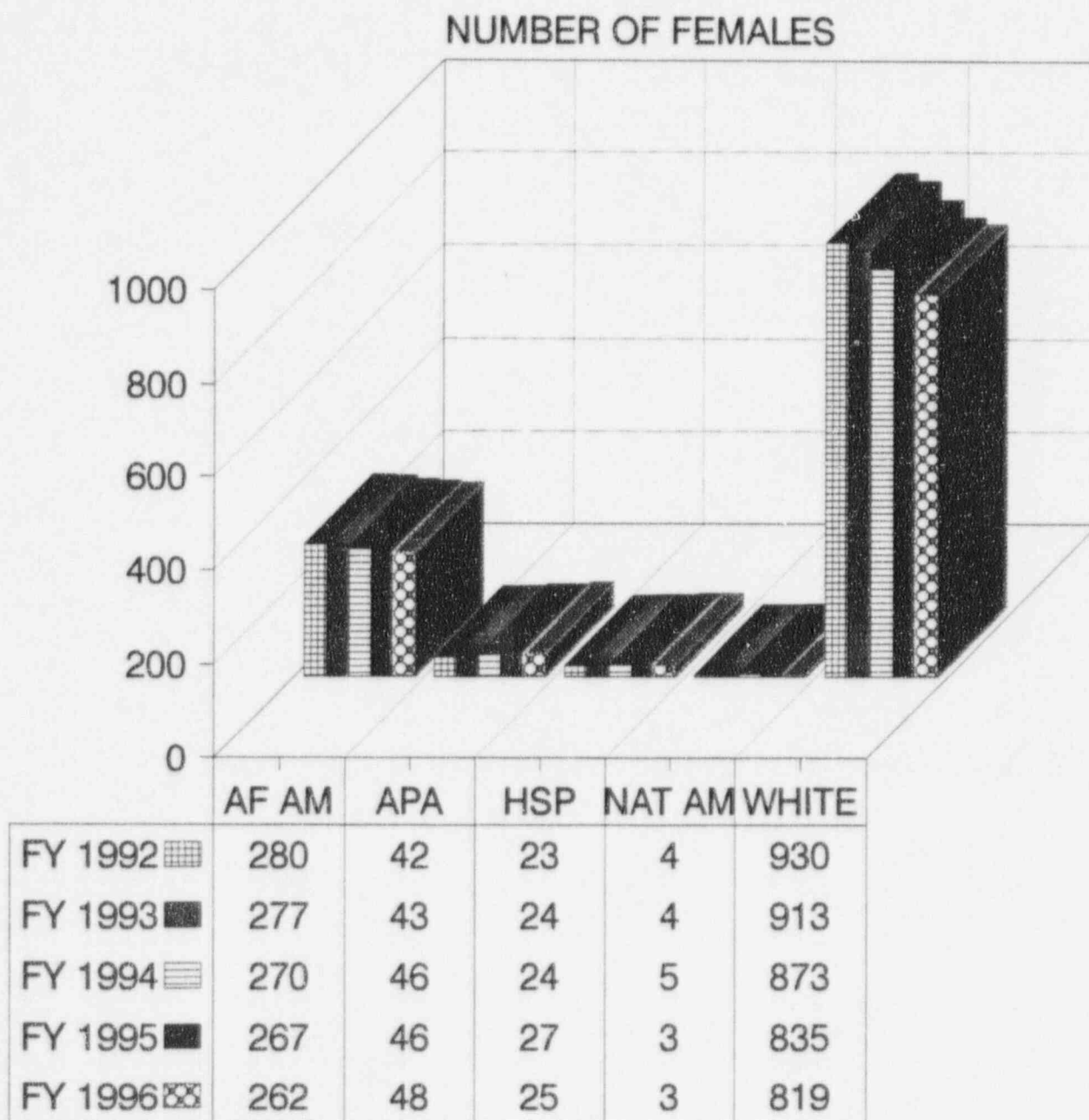
SINCE FY 1992 TOTAL STAFF HAS DECREASED BY 347 (10.1%) DUE TO STREAMLINING INITIATIVES. THE NUMBER OF MINORITIES HAS DECREASED OVERALL; NATIVE AMERICANS DECREASED BY 1 (12.5%), AFRICAN AMERICANS DECREASED BY 26 (6.5%), ASIAN PACIFIC AMERICANS INCREASED BY 10 (5.4%), AND HISPANICS INCREASED BY 10 (17.9%).

NRC MALE POPULATION PERMANENT STAFF FY 1992 THROUGH FY 1996



SINCE FY 1992 TOTAL STAFF HAS DECREASED BY 347 (10.1%) DUE TO STREAMLINING INITIATIVES. SINCE THAT TIME, THE WHITE MALE POPULATION HAS DECREASED BY 229 (12.3%); AFRICAN AMERICAN MEN DECREASED BY 8 (6.5%); ASIAN PACIFIC AMERICAN MEN INCREASED BY 4 (2.8%); HISPANIC MEN INCREASED BY 8 (24.2%); AND NATIVE AMERICAN MEN REMAINED THE SAME.

NRC FEMALE POPULATION PERMANENT STAFF FY 1992 THROUGH FY 1996

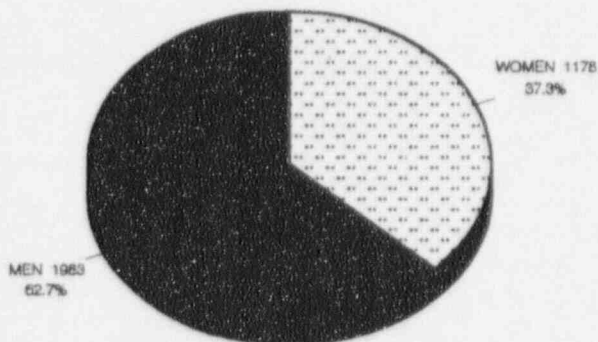


SINCE FY 1992 TOTAL STAFF HAS DECREASED BY 347 (10.1%) DUE TO STREAMLINING INITIATIVES. SINCE THAT TIME THE WHITE FEMALE POPULATION HAS DECREASED BY 111 (11.9%); AFRICAN AMERICAN WOMEN DECREASED BY 18 (6.4%); ASIAN PACIFIC AMERICAN WOMEN INCREASED BY 6 (14.3%); HISPANIC WOMEN INCREASED BY 2 (8.7%); AND NATIVE AMERICAN WOMEN DECREASED BY 1 (25%).

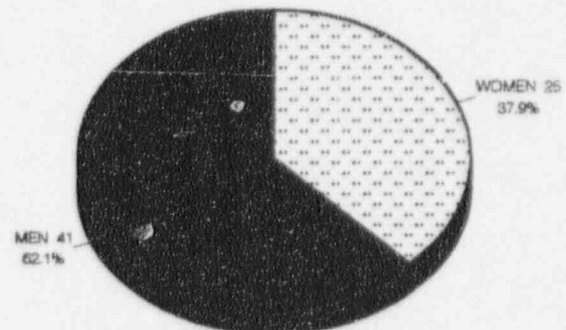
POPULATION DISTRIBUTION AND PERMANENT NEW HIRES BY GENDER

FY 1995

POPULATION DISTRIBUTION

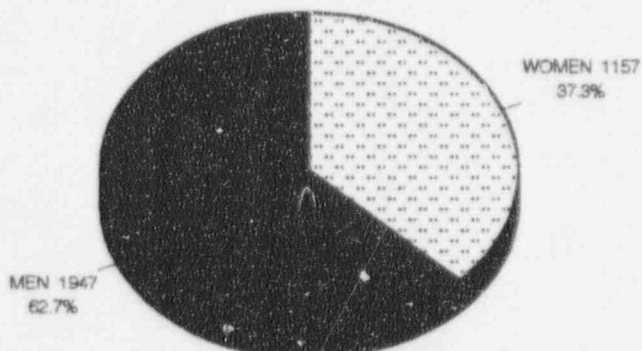


66 NEW HIRES

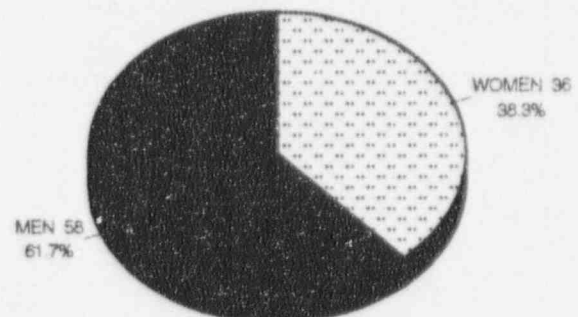


FY 1996

POPULATION DISTRIBUTION



94 NEW HIRES

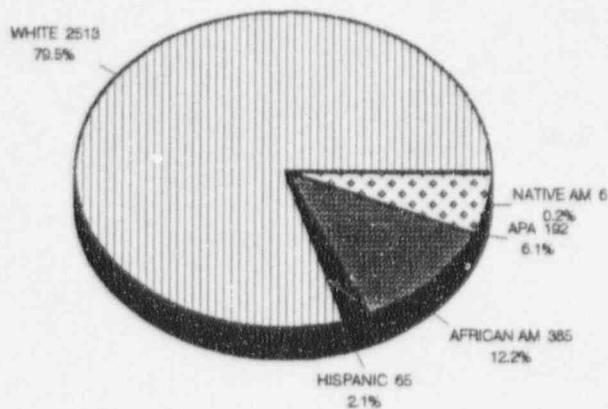


THE GENDER DISTRIBUTION WITHIN THE NRC FROM FY 95 TO FY 96 REMAINED ESSENTIALLY UNCHANGED. THE GENDER DISTRIBUTION AMONG NEW HIRES IN FY 95 WAS COMPARABLE TO THE POPULATION DISTRIBUTION. HOWEVER, DURING FY 96 THE PERCENTAGE OF WOMEN HIRED INCREASED SLIGHTLY.

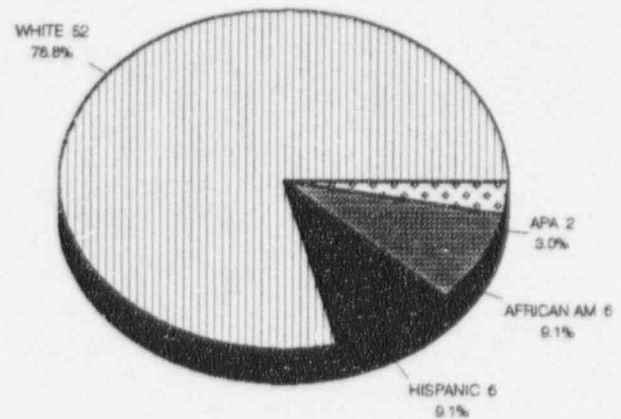
POPULATION DISTRIBUTION AND PERMANENT NEW HIRES BY ETHNICITY

FY 1995

POPULATION DISTRIBUTION

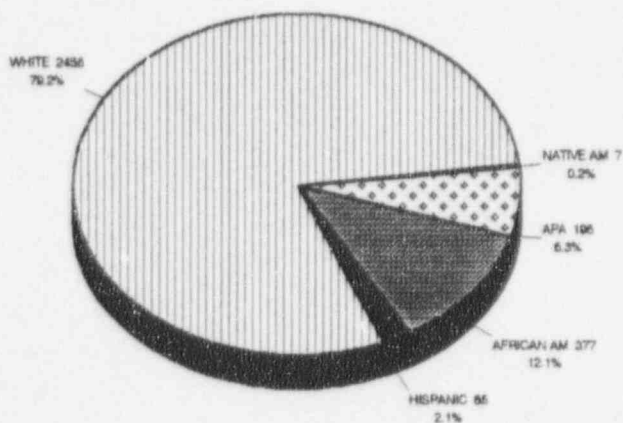


66 NEW HIRES

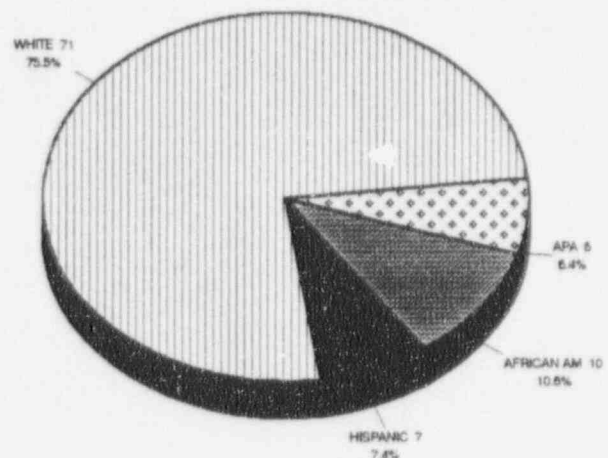


FY 1996

POPULATION DISTRIBUTION



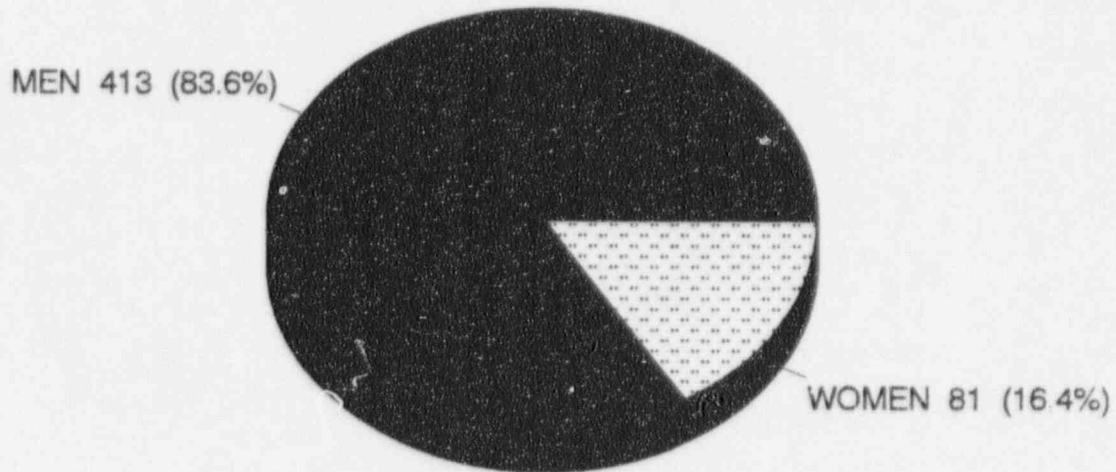
94 NEW HIRES



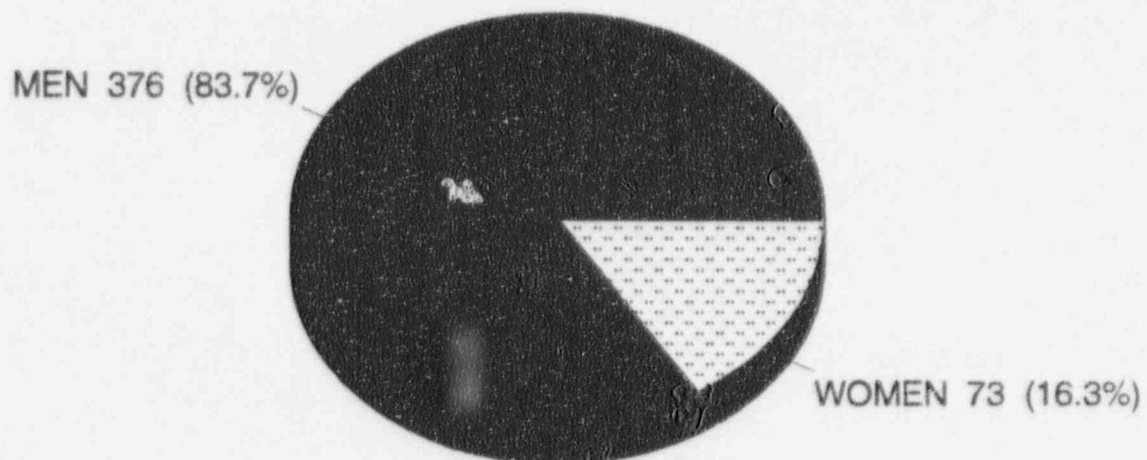
THE DISTRIBUTION OF MINORITIES WITHIN THE AGENCY REMAINED VIRTUALLY UNCHANGED FROM FY 95 TO FY 96. HOWEVER, THE PERCENTAGE OF MINORITY HIRES INCREASED IN FY 96.

SUPERVISORS AND MANAGERS BY GENDER

AS OF 9/30/95
TOTAL = 494



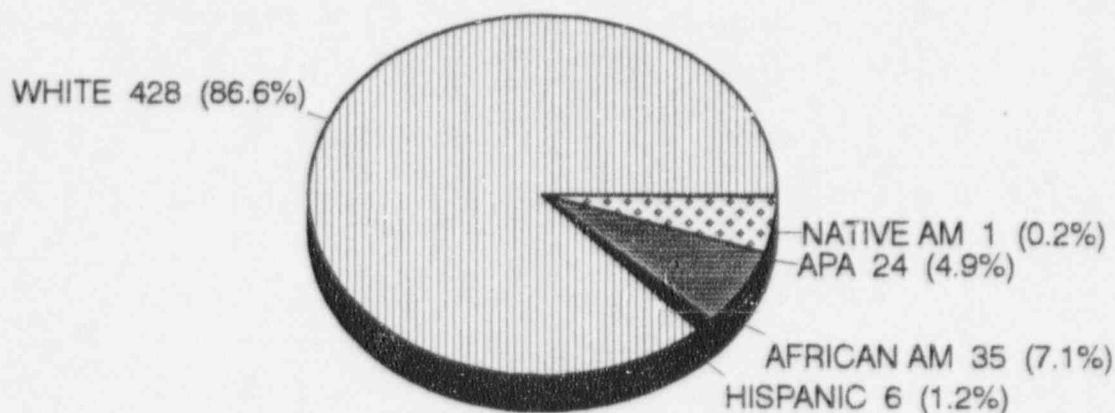
AS OF 9/30/96
TOTAL = 449



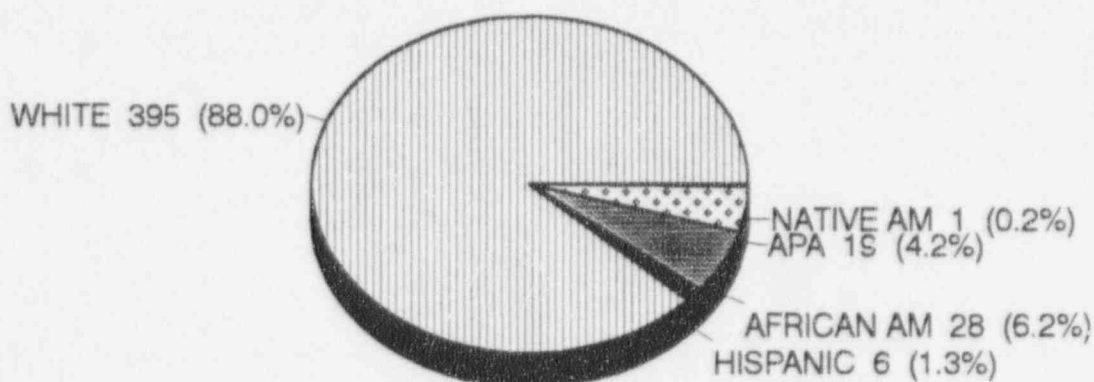
THE DECREASE OF 45 SUPERVISORS AND MANAGERS DURING FY 1996 AFFECTED MEN AND WOMEN SUPERVISORS IN ROUGHLY THE SAME PROPORTION.

SUPERVISORS AND MANAGERS BY ETHNICITY

AS OF 9/30/95
TOTAL = 494



AS OF 9/30/96
TOTAL = 449

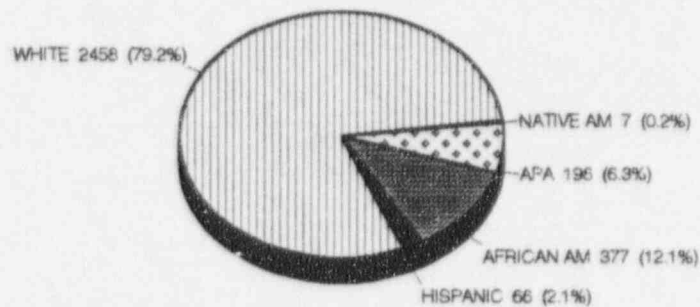


THE DECREASE OF 45 SUPERVISORS AND MANAGERS DURING FY 1996 RESULTED IN A SLIGHT DECREASE IN THE PERCENTAGE OF MINORITY REPRESENTATION.

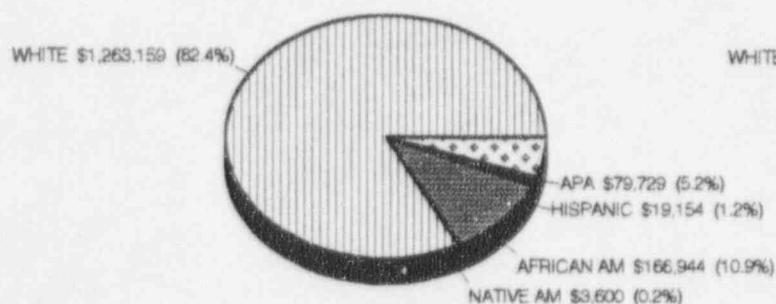
POPULATION DISTRIBUTION AND AWARDS BY ETHNICITY

FY 1996

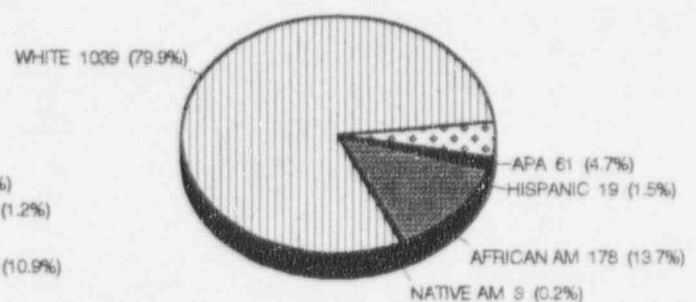
POPULATION DISTRIBUTION



AWARD AMOUNTS



AWARD RECIPIENTS



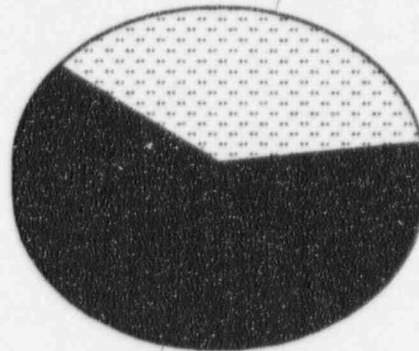
AWARD DATA INCLUDES SUGGESTION, INVENTION, SPECIAL ACT, INSTANT CASH, AND PERFORMANCE AWARDS. IN ADDITION TO THESE AWARDS, THE AGENCY AWARDED 292 HIGH QUALITY INCREASES (HQIs); AFRICAN AMERICANS RECEIVED 38 (13%); ASIAN PACIFIC AMERICANS 11 (3.8%); HISPANICS 5 (1.7%); NATIVE AMERICANS 1 (.3%); AND WHITES 237 (81.2%). OVERALL, THE PERCENTAGE OF AWARDS GIVEN TO WHITE EMPLOYEES EXCEEDED THEIR PERCENTAGE OF THE POPULATION.

POPULATION DISTRIBUTION AND AWARDS BY GENDER

FY 1996

POPULATION DISTRIBUTION

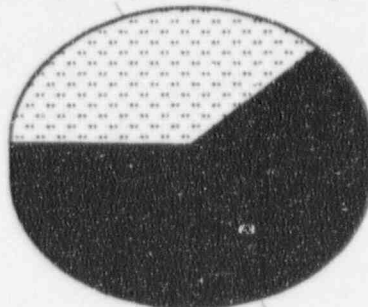
FEMALE 1157 (37.3%)



MALE 1947 (62.7%)

AWARD AMOUNTS

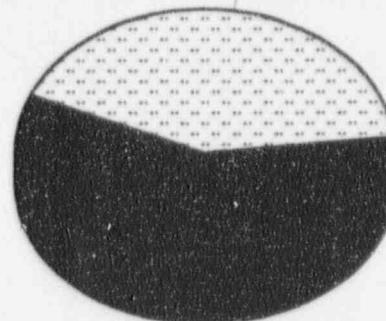
FEMALE \$570,480 (37.2%)



MALE \$962,106 (62.8%)

AWARD RECIPIENTS

FEMALE 543 (41.8%)



MALE 757 (58.2%)

AWARD DATA INCLUDES SUGGESTION, INVENTION, SPECIAL ACT, INSTANT CASH, AND PERFORMANCE AWARDS. IN ADDITION TO THESE AWARDS, THE AGENCY AWARDED 292 HIGH QUALITY INCREASES (HQIs); FEMALES RECEIVED 146 (50%) AND MALES RECEIVED 146 (50%). OVERALL, THE PERCENTAGE OF AWARDS GIVEN TO FEMALE EMPLOYEES EXCEEDED THEIR PERCENTAGE OF THE POPULATION.

PATCOB COMPARISONS

PERCENTAGE OF PERMANENT EMPLOYEES BY PATCOB - COMPARED WITH 1990 CENSUS DATA
UNITED STATES
AS OF SEPTEMBER 30, 1996

		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:	83.7%	63.0%	20.7%	70.9%	54.7%	16.2%	12.8%	8.3%	4.5%	3.3%	2.4%	0.9%	1.7%	2.1%	-0.4%	0.1%	0.2%	-0.1%	7.7%	3.5%	4.2%
	F:	16.3%	37.0%	-20.7%	12.4%	30.3%	-17.9%	3.9%	6.7%	-2.8%	2.3%	3.2%	-0.9%	0.4%	1.4%	-1.0%	0.0%	0.2%	-0.2%	1.3%	1.9%	-0.6%
	T:	100.0%	100.0%		83.3%	85.0%	-1.7%	16.7%	15.0%	1.7%	5.6%	5.6%	-0.0%	2.0%	3.5%	-1.5%	0.1%	0.4%	-0.3%	9.0%	5.4%	3.6%
ADMINISTRATIVE	M:	50.0%	50.0%	-0.0%	42.6%	42.1%	0.5%	7.4%	7.9%	-0.5%	5.7%	3.6%	2.1%	1.4%	2.6%	-1.2%	0.3%	0.3%	0.0%	0.0%	1.4%	-1.4%
	F:	50.0%	50.0%	0.0%	35.8%	40.4%	-4.6%	14.2%	9.6%	4.6%	12.0%	5.3%	6.7%	0.7%	2.6%	-1.9%	0.0%	0.3%	-0.3%	1.5%	1.4%	0.1%
	T:	100.0%	100.0%		78.4%	82.5%	-4.1%	21.6%	17.5%	4.1%	17.7%	8.9%	8.8%	2.0%	5.2%	-3.2%	0.3%	0.5%	-0.2%	1.5%	2.8%	-1.3%
TECHNICAL	M:	12.0%	45.1%	-33.1%	8.5%	36.1%	-27.6%	3.5%	9.0%	-5.5%	2.7%	3.6%	-0.9%	0.4%	3.2%	-2.8%	0.0%	0.4%	-0.4%	0.4%	1.9%	-1.5%
	F:	88.0%	54.9%	33.1%	50.0%	42.9%	7.1%	39.0%	12.0%	26.0%	30.6%	6.6%	24.0%	2.3%	3.4%	-1.1%	0.8%	0.4%	0.4%	4.3%	1.6%	2.7%
	T:	100.0%	100.0%		58.5%	79.0%	-20.5%	41.5%	21.0%	20.5%	33.3%	10.2%	23.1%	2.7%	6.6%	-3.9%	0.8%	0.7%	0.1%	4.7%	3.5%	1.2%
CLERICAL	M:	5.3%	19.5%	-14.2%	2.7%	14.0%	-11.3%	2.7%	5.5%	-2.8%	2.7%	2.8%	-0.1%	0.0%	1.7%	-1.7%	0.0%	0.1%	-0.1%	0.0%	0.8%	-0.8%
	F:	94.7%	80.5%	14.2%	70.8%	63.4%	7.4%	23.9%	17.1%	6.8%	20.1%	9.6%	10.5%	2.4%	5.2%	-2.8%	0.3%	0.5%	-0.2%	1.2%	1.9%	-0.7%
	T:	100.0%	100.0%		73.5%	77.4%	-3.9%	26.5%	22.6%	3.9%	22.7%	12.3%	10.4%	2.4%	6.9%	-4.5%	0.3%	0.6%	-0.3%	1.2%	2.7%	-1.5%
BLUE COLLAR	M:	81.8%	85.9%	-4.1%	54.5%	65.4%	-10.9%	27.3%	20.5%	6.8%	27.3%	9.1%	18.2%	0.0%	8.7%	-8.7%	0.0%	0.8%	-0.8%	0.0%	1.7%	-1.7%
	F:	18.2%	14.1%	4.1%	18.2%	9.8%	8.4%	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%		72.7%	75.2%	-2.5%	27.3%	24.8%	2.5%	27.3%	11.3%	16.0%	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. 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.

ORISE AVAILABILITY COMPARISON

1996 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:	54.5%	70.6%	-16.1%	47.3%	65.3%	-18.0%	7.3%	5.1%	2.2%	3.6%	1.9%	1.7%	1.8%	2.0%	-0.2%	0.0%	0.1%	-0.1%	1.8%	1.1%	0.7%
	F:	45.5%	29.6%	15.9%	36.4%	25.8%	10.6%	9.1%	3.7%	5.4%	5.5%	1.7%	3.8%	0.0%	1.1%	-1.1%	0.0%	0.1%	-0.1%	3.6%	0.8%	2.8%
COMPUTER SPEC	M:	55.7%	69.7%	-14.0%	46.8%	59.5%	-12.7%	8.9%	10.1%	-1.2%	7.6%	2.4%	5.2%	1.3%	1.9%	-0.6%	0.0%	0.1%	-0.1%	0.0%	5.7%	-5.7%
	F:	44.3%	30.3%	14.0%	30.4%	24.0%	6.4%	13.9%	6.3%	7.6%	8.9%	2.1%	6.8%	0.0%	0.8%	-0.8%	0.0%	0.1%	-0.1%	5.1%	3.3%	1.8%
HEALTH PHYSICS	M:	75.6%	78.2%	-2.6%	64.5%	74.0%	-9.5%	11.1%	4.2%	6.9%	3.2%	1.9%	1.3%	3.2%	1.2%	2.0%	0.0%	0.1%	-0.1%	4.6%	1.0%	3.6%
	F:	24.4%	21.8%	2.6%	19.8%	20.2%	-0.4%	4.6%	1.6%	3.0%	3.7%	0.7%	3.0%	0.5%	0.3%	0.2%	0.0%	0.0%	0.0%	0.5%	0.6%	-0.1%
CIVIL ENGINEER	M:	95.7%	91.3%	4.4%	26.1%	74.9%	-48.8%	69.6%	15.0%	54.6%	4.3%	1.9%	2.4%	0.0%	3.6%	-3.6%	0.0%	0.1%	-0.1%	65.2%	9.4%	55.8%
	F:	4.3%	10.3%	-6.0%	4.3%	7.5%	-3.2%	0.0%	2.4%	-2.4%	0.0%	0.3%	-0.3%	0.0%	0.5%	-0.5%	0.0%	0.0%	0.0%	0.0%	1.6%	-1.6%
ELECTRICAL ENGR	M:	95.7%	95.4%	0.3%	60.9%	77.6%	-16.7%	34.8%	16.6%	18.2%	10.9%	2.7%	8.2%	2.2%	3.5%	-1.3%	0.0%	0.1%	-0.1%	21.7%	10.3%	11.4%
	F:	4.3%	6.1%	-1.8%	0.0%	3.7%	-3.7%	4.3%	2.1%	2.2%	2.2%	0.7%	1.5%	0.0%	0.3%	-0.3%	0.0%	0.0%	0.0%	2.2%	1.1%	1.1%
MATERIALS ENGR	M:	88.6%	89.9%	-1.3%	68.6%	76.5%	-7.9%	20.0%	10.7%	9.3%	2.9%	1.9%	1.0%	2.9%	2.3%	0.6%	0.0%	0.0%	0.0%	14.3%	6.5%	7.8%
	F:	11.4%	13.2%	-1.8%	11.4%	10.4%	1.0%	0.0%	2.4%	-2.4%	0.0%	0.4%	-0.4%	0.0%	0.5%	-0.5%	0.0%	0.2%	-0.2%	0.0%	1.3%	-1.3%
MECHANICAL ENGR	M:	83.7%	94.8%	-11.1%	55.8%	80.9%	-25.1%	27.9%	12.9%	15.0%	0.0%	2.0%	-2.0%	2.3%	2.5%	-0.2%	0.0%	0.2%	-0.2%	25.6%	8.2%	17.4%
	F:	16.3%	6.0%	10.3%	7.0%	4.7%	2.3%	9.3%	1.2%	8.1%	2.3%	0.5%	1.8%	0.0%	0.2%	-0.2%	0.0%	0.0%	0.0%	7.0%	0.5%	6.5%
NUCLEAR ENGR	M:	92.3%	89.8%	2.5%	83.4%	75.6%	7.8%	8.9%	14.1%	-5.2%	2.1%	2.4%	-0.3%	1.6%	3.2%	-1.6%	0.2%	0.5%	-0.3%	5.0%	8.0%	-3.0%
	F:	7.7%	10.3%	-2.6%	6.4%	8.9%	-2.5%	1.4%	1.4%	-0.0%	0.5%	1.3%	-0.8%	0.7%	0.0%	0.7%	0.0%	0.0%	0.0%	0.2%	0.1%	0.1%

NRC DATA AS OF SEPTEMBER 30, 1996

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: OVERALL WHITE FEMALES ARE THE MOST WIDELY UNDERREPRESENTED GROUP. IT WOULD TAKE SEVERAL REPLACEMENT HIRES TO BRING THIS GROUP IN LINE WITH ORISE DATA. IN ALL OTHER GROUPS, EXCEPT FOR ASIAN PACIFIC AMERICAN MALE COMPUTER SPECIALISTS, REPRESENTATION WOULD COME IN LINE WITH ORISE DATA BY HIRING 1 REPLACEMENT EMPLOYEE IN EACH GROUP.

RESPONSE TO STAFF REQUIREMENTS MEMORANDUM

RESPONSE TO STAFF REQUIREMENTS MEMORANDUM

Following the last Commission briefing on the EEO Program on July 31, 1996, the staff was asked to keep the Commission informed about several aspects of the program. The staff's response was provided in the October 2, 1996, memorandum on that subject. Both documents are included in this attachment. Additionally, information about the status of joint issues raised by the EEO Advisory Committees is provided in Attachment 4.

The development of a course for preparing supervisors and personnel management specialists to provide constructive feedback to candidates who are not selected for positions or promotions was reported on in the October 2, 1996, staff response. Since that time OP has conducted a pilot session of "Effective Management Participation in Merit Staffing" for several supervisors and personnel management specialists, and will be conducting sessions at Headquarters and Regional Offices throughout FY 1997.

The Commission also asked OP and SBCR to work with the EEO Advisory Committees to ensure that new database systems include pertinent statistical information for future tracking needs. The EEO Advisory Committees have established a data committee that works with SBCR and OP on establishing data requirements, and both Offices will continue to work with the Committees as new systems are developed.



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

Action: Bird, OP/
Tucker, SBCR

Cys: Taylor
Milhoan
Thompson
Blaha

IN RESPONSE, PLEASE
REFER TO: M960731

September 13, 1996

1996 SEP 17 AM 8:03

TO: TKT		
ACTION	INFO	FILE

MEMORANDUM TO:

James M. Taylor
Executive Director for Operations

FROM:

John C. Hoyle, Secretary

SUBJECT:

STAFF REQUIREMENTS - BRIEFING ON EEO PROGRAM,
(SECY-96-157), 2:00 P.M., WEDNESDAY, JULY 31,
1996, COMMISSIONERS' CONFERENCE ROOM, ONE
WHITE FLINT NORTH, ROCKVILLE, MARYLAND (OPEN
TO PUBLIC ATTENDANCE)

The Commission was briefed by the NRC staff on the progress made during the last six-months on the EEO programs. Representatives from the EEO Advisory Committees provided information about joint Committee issues that are being discussed with the staff.

The staff should continue to keep the Commission informed about the status of efforts to address joint issues raised by the EEO Advisory Committees. The staff should consider: (1) establishing more structured procedures to provide constructive feedback to non-selected candidates; (2) providing personnel specialists and supervisors with formal training that will assist them in counseling non-selected candidates on how to broaden their skills and gain knowledge to enhance their potential for future positions; (3) having the Office of Small Business and Civil Rights (SBCR) formally participate on Executive Resource Board Review Group; and (4) adopting other measures to enhance the effectiveness of the Office of SBCR.

The EEO Advisory Committees should be given the opportunity to work with the Office of Personnel and SBCR to ensure that new database systems include pertinent statistical information for future tracking needs.

The staff should also provide the Commission information on (1) the number of employees who are currently certified SES candidates or in the feeder groups for SES or SLS positions and how many minority women are in these groups; and (2) the methods that could be used to enhance advancement opportunities for minority women who wish to advance into the SES/SLS program.

(EDG) (OP/SBCR)

(SECY Suspense:

9/30/96)

9600142

cc: Chairman Jackson
Commissioner Rogers
Commissioner Dicus
Commissioner Diaz
Commissioner McGaffigan
OGC
OCA
OIG
Office Directors, Regions, ACRS, ACNW, ASLBP (via E-Mail)
PDR - Advance
DCS - P1-24

UNITED STATES
NUCLEAR REGULATORY COMMISSION
WASHINGTON, D.C. 20555-0001

The methods available to improve advancement opportunities into the SES or Senior Level System (SLS) for minority women are those generally available to all employees. These avenues include relevant education and training, opportunities to develop and demonstrate strong written and oral communication skills, a wide variety of meaningful assignments with exposure to various offices and regions, reactor sites, and one or more of the major program offices, and mentoring. In addition, for employees wishing to move into the SES, the more diverse the work history, the greater the likelihood of advancement. For employees preferring to enter the SLS, in-depth work experience and subject-matter knowledge in an area of crucial interest to the Agency is the more likely route. SBCR will communicate directly with employees in the feeder groups regarding the career development options mentioned above, as well as career development strategies.

As directed in the SRM, the staff is also investigating structured procedures to provide feedback to non-selected candidates, and has begun developing formal training modules for supervisors and personnel specialists to give them the skills they need to assist non-selected candidates. The staff is working with the EEO subcommittees to explore such training.

I will discuss with the new Director of the Office of Small Business and Civil Rights and other staff ways of enhancing the overall effectiveness of that Office. The outcome of these discussions will be included in the next EEO paper.

cc: SECY
OGC
OCA
OPA
OIG

EEO ADVISORY COMMITTEES' STATEMENT



UNITED STATES
NUCLEAR REGULATORY COMMISSION

WASHINGTON, D.C. 20555-0001

MEMORANDUM TO: Irene P. Little, Director
Office of Small Business and Civil Rights

FROM: EEO Advisory Committee Chairpersons

SUBJECT: EEO ADVISORY COMMITTEES JOINT COMMISSION BRIEFING STATEMENT

The Equal Employment Opportunity Advisory Committees jointly conduct biannual Commission meetings with the Office of Small Business and Civil Rights (SBCR), Office of Personnel (OP), and the Commission to discuss progress in implementing the agency's EEO program.

After the last Equal Employment Opportunity (EEO) Briefing, (SECY-96-157), the EEO Advisory Committees adopted, in consultation with SBCR and OP, a joint strategic plan that established three subcommittees (composed of members of the Advisory Committees, SBCR, and OP) to develop an agenda to address the open Joint Statement Issues (and associated questions) as well as other important issues. Substantial progress has been made to date in the deliberations of these subcommittees. A report from each of the subcommittees is included in the attached EEO Advisory Committees Joint Commission Briefing Statement. Specific issues representing the additional concerns of individual committees are included in Attachments 2 through 7 to this statement.

We are happy to report that mutual cooperation, hard work and improved communication between the EEO Advisory Committees, the Office of Small Business and Civil Rights, and the Office of Personnel have resulted in a positive approach to seeking resolution to long-standing issues. A constructive framework has been established in order to develop policy alternatives that are effective and that address the concerns and interests of all the EEO Advisory Committees.

If you have any questions, please contact Roxanne Summers at (301) 415-7371 or Larry Vick at (301) 415-3181.

Attachments: As stated

EEO ADVISORY COMMITTEES JOINT STATEMENT

Chairman Jackson, Commissioner Rogers, Commissioner Dicus, Commissioner Diaz, and Commissioner McGaffigan, Executive Director for Operations, and the Office of Small Business and Civil Rights, the Equal Employment Opportunity Advisory Committees (the Committees) sincerely appreciate the opportunity to express our views and concerns regarding the Nuclear Regulatory Commission's (NRC's) Equal Employment Opportunity (EEO) program. The advisory committees are: Affirmative Action Advisory Committee (AAAC), Advisory Committee for African Americans (ACAA), Asian Pacific American Advisory Committee (APAAC), Committee on Age Discrimination (CAD), Federal Women's Program Advisory Committee (FWPAC), and Hispanic Employment Program Advisory Committee (HEPAC).

This is the third time the Committees have consolidated those issues of common interest into a joint statement. On July 10, 1996, the Committees reported in SECY-96-157 on the status of the issues of common interest to all the Committees. The Committees, in consultation with the Office of Small Business and Civil Rights (SBCR) and the Office of Personnel (OP), used a team approach to develop an agenda to address and resolve the open Joint Statement issues and questions raised by the Committees. The first product of the teams' strategic plan established three subcommittees comprised of members from each of the EEO Committees as well as SBCR and OP. The subcommittees created are: 1) Performance Monitoring; 2) Managing Diversity; and 3) Selection. A report on each subcommittee's activities is included in this statement. Specific issues representing the additional concerns of individual committees outside the scope of the subcommittee efforts are included as attachments to this statement.

Performance Monitoring Subcommittee Report

The Performance Monitoring Subcommittee was tasked to address the following specific Joint Statement issues respectively: Monitoring and Evaluation of Affirmative Action Programs (Issue No. 2); Increased Representation of Women and Minorities (Issue No. 5); Examination and Report on Specific Concerns of EEO Committees and Root Causes (Issue No. 9); Strategic Planning (Issue No. 3); and Management Accountability (Issue No. 4).

In an attempt to better understand the goals and objectives, processes, and effectiveness of the NRC affirmative action programs/initiatives, it is important to understand the term "affirmative action." The term "affirmative action," as defined and practiced in the NRC and throughout the Federal Government, is synonymous with Equal Employment Opportunity, and refers to measures that promote opportunities in recruitment, employment, education, and government contracting for qualified women, minority groups, and the disabled formerly subject to discrimination or its continuing effects. It is recognized that this concept does not support preference program(s) in which a particular group is given an advantage based on numerical goals or relaxed qualifying criteria. The only true preference program at NRC is the Veterans Preference Program. Attachment 1, "Initiatives That Support Affirmative Action/Equal Employment Opportunity Objectives," identifies thirty-four programs/initiatives that support ways and means to achieve the objectives of inclusion and equal opportunity. The initiatives cover a wide range of

developmental areas in the administrative, technical, professional, and clerical fields for both supervisory and non-supervisory staff members.

The Subcommittee believes there is a general lack of knowledge among the staff regarding the kinds of initiatives offered by the agency and how effective or successful these initiatives are in meeting stated goals. Therefore, it is recommended that a better understanding of the term and concept of "affirmative action" be routinely communicated by the highest level of the agency. In addition, a review of the objectives in Management Directive 10.61, "NRC Equal Employment Opportunity Program," should be undertaken periodically.

The Subcommittee is currently working on the issue of "Increased Representation of Women and Minorities" (Issue No. 5). It is also evaluating specific data associated with each program/initiative in Attachment 1. A concentrated effort by SBCR and OP is in progress to provide data on these programs/initiatives. The data will include the number of participants, demographics, how evaluation of the program is achieved, achievements of the program, and an overall recommendation regarding the effectiveness of the program. Data analysis is expected to be completed during FY97.

Concurrently, the Subcommittee is working on Issue 9, "Examination and Report on Specific Concerns of EEO Committees and Root Causes." An initial review of EEOC's Annual Federal Employment Opportunity Statistical Report of Discrimination Complaints (FY95), which includes NRC's EEO Counseling/Contact Statistical Report, provided valuable information for a root cause analysis. Although NRC EEO complaints are not reviewed to determine common circumstances and trends, SBCR has proposed to perform an analysis, over a five-year period, using information gathered from EEO counselors and from "town meetings" and other sources. A summary report is planned for the next EEO briefing.

The Subcommittee plans to work toward resolution on Issue No. 3, "Strategic Planning," and Issue No. 4, "Management Accountability," in the 2nd quarter of FY97.

Managing Diversity Subcommittee Report

The Managing Diversity Subcommittee was tasked to review the management culture of the agency and how well it has adapted to a changing workforce. It is based on the belief that a qualified, diverse workforce is NRC's greatest potential strength and can lead to enhanced regulatory effectiveness. The Federal Government is changing as evidenced by budget reductions, fewer supervisory positions, limited hiring and promotions, the need to do more work with fewer resources, and a more culturally diverse workforce. Additionally, changes in the nuclear industry, regulatory reform legislation, and a shift to new technologies have created new challenges for the Agency in carrying out its public health and safety mission.

A managing diversity approach, where managers seek to obtain the highest level of contribution from all of their employees, is in the agency's best interest. Managing diversity, along with engaging all NRC employees in achieving excellence in staff activities affecting regulatory oversight, should receive more attention so as to improve the kind of work environment that maximizes every employee's contribution.

The Commission has recognized this and, in order to maintain and foster regulatory effectiveness, has initiated a comprehensive Strategic Assessment and Rebaselining effort to help determine the agency's path. Preliminary statements concerning one of the agency's Direction Setting Issues, Issue #23, "Enhancing Regulatory Excellence," suggests that the staff and the Commission see a need to develop "an NRC organizational culture insisting on excellence in staff activities affecting regulatory oversight." Commission preliminary views state that strategies designed to improve the way the NRC does its job should include "measures to engage the work force at the grassroots level and to stimulate management and employee communications in problem solving."

If each employee is able to contribute to his or her full potential regardless of ethnicity, gender, religion, culture, age, disability, education, occupation, or any other "difference," the need for Committees to promote equal employment opportunity for different groups of employees would disappear. The long-term goal of the Subcommittee on Managing Diversity is to assist in implementing an effective strategy for managing diversity. The near-term objective of this Subcommittee is to gather and provide information that may be useful to the Agency about how a "Managing Diversity Strategy" could help to further the goal of achieving regulatory excellence. The Subcommittee intends to provide this information for consideration by the staff working on implementation of Direction Setting Issue #23.

Specific actions the Subcommittee has initiated are: 1) understanding the basic concepts of diversity by reading the book Beyond Race and Gender, by R. Roosevelt Thomas, Jr., American Management Association, 1992; 2) obtaining a list of organizations that are in the process of implementing a "managing diversity" strategy and making contact to gather information on the rewards and difficulties of taking a Managing Diversity Approach; and 3) sending a representative to a meeting at the National Institutes of Health on "Leading Change" on December 5-6, 1996, to gain additional insight on diversity issues.

Selection Subcommittee Report

The Selection Subcommittee was tasked to look specifically for practices and policies that might be responsible for the perception that some form of preselection exists in filling vacancies and giving promotions, awards, and other benefits.

In order to understand the scope of this issue, the Subcommittee began its work by defining "preselection" as a selection that is predetermined and not based on a fair and equitable assessment of each candidate's qualifications, when competitive procedures are used. The perception of preselection applies to positions that are advertised through the Merit Selection Process, as well

as to participation in special training programs (i.e., programs where employees compete and are selected or recommended for participation by management). In addition, although not competitive in the conventional sense, there is also a perception of disparate treatment in the granting of performance awards.

Preselection is primarily caused by manipulating the selection system to select preferred individuals. Although preselection may only be a perception in some cases, such prevalent misconceptions adversely affect the staff and should be addressed. The agency's decisions on hiring, promoting, training, and rewarding performance should be based solely on an employee's ability, knowledge, skills, and experience, through open and fair competition. The Subcommittee is also concerned that all members of the staff receive fair and equitable treatment in agency actions related to downsizing and reorganization.

The Subcommittee was tasked to: (1) develop criteria for examining and identifying possible evidence of preselection; (2) review NKC policies, procedures, and practices related to the position classification process (job series and grade level); preparation and posting of vacancy announcements; the position selection process, including criteria for determining applicants' qualifications; promotions, including promotions through accretion of duties; availability of and selection for special training programs, including rotational assignments, and criteria used for selection and job-performance awards, including correlation to annual performance appraisals, and grade levels and office allocations related to the granting and frequency of awards; (3) determine if there is a reasonable basis for the perception of preselection practices; (4) initiate discussions with other Federal agencies to learn about similar experiences and approaches to resolving this problem; and (5) finalize and present its recommendations, in report format, to the Office of Small Business and Civil Rights.

The Need for a Strong and Independent SBCR

In the EEO Advisory Committees Joint Statement of July 19, 1996, we urged the agency to appoint a strong director of SBCR with prior experience in running an effective EEO program. We also asked that consideration be given to making SBCR a Commission office, reporting directly to the NRC Chairman. This would address the concern that a conflict-of-interest exists because the SBCR is tasked with identifying deficiencies in the performance of the staff, while they are supervised by that same management.

We note that, on the new Organization Chart distributed to the staff in the announcement dated December 3, 1996, the Office of SBCR now reports to the Deputy Executive Director for Management Services, rather than to the EDO. This change does not resolve the conflict-of-interest issue but rather makes SBCR even less independent than before. However, the announcement stated that this would ensure a continued emphasis on SBCR issues, which is also the goal of the EEO Advisory Committees. We look forward to working with the new Director of SBCR on the important EEO issues discussed earlier in this paper.

Summary Statement

As we reported last July, we are not only working together better as EEO Committees, but our relationships with the Office of Small Business and Civil Rights and the Office of Personnel have improved. In addition, each of the subcommittees has developed a cooperative working relationship with SBCR and OP. The committee is optimistic that the information provided to the Commission will be useful in addressing EEO concerns. While the new spirit of cooperation has been helpful in approaching these difficult areas, there is no question that problems exist. It is the belief of the advisory committees that the NRC workforce does not perceive this agency as providing equal employment opportunities for all its members. We have no illusions that the problems associated with EEO will be easy to solve, but we are optimistic that we can help to identify some of the causes of EEO concerns and to make recommendations to bring about solutions.

In conclusion, the EEO Advisory Committees appreciate the attention the Commission has given to our concerns as we all strive to bring about beneficial changes at the workplace.

Jacob Philip, Chairperson, Affirmative Action Advisory Committee (AAAC)
Reginald Mitchell, Chairperson, Advisory Committee for African Americans (ACAA)

Sudhamay Basu, Chairperson, Asian Pacific American Advisory Committee (APAAC)

Sharon Connelly, Chairperson, Committee on Age Discrimination (CAD)

Roxanne Summers, Chairperson, Federal Women's Program Advisory Committee (FWPAC)

Jose Ibarra, Chairperson, Hispanic Employment Program Advisory Committee (HEPAC)

INITIATIVES THAT SUPPORT AFFIRMATIVE ACTION/
EQUAL EMPLOYMENT OPPORTUNITY OBJECTIVES

1. INDIVIDUALIZED LEARNING CENTER: Offers a training alternative to classroom instruction such as video and audio tapes, computer-based instruction, and multimedia training in computer skills, secretarial skills, management/supervision, EEO, communication, performance, project management and employee assistance.
2. GRADUATE FELLOWSHIP PROGRAM: Designed to support recent bachelor level graduates in advanced study and practical work experience in health physics, nuclear engineering, and specialty engineering disciplines such as electrical engineering, criticality engineering and probabilistic risk assessment.
3. TECHNICAL MANAGEMENT - Johns Hopkins University: Prepares individuals trained and experienced in science or engineering in the elements of managing technical projects and organizing and supervising technical personnel.
4. NRC SENIOR FELLOWSHIP PROGRAM: Designed to advance expert status of NRC employees through advance education in disciplines critically needed to support the agency's mission.
5. SES CANDIDATE DEVELOPMENT PROGRAM: Provides high potential competitively selected GG-14 and above employees developmental activities that prepare them for future positions as Senior Executives at the NRC. A 12-month program.
6. SUPERVISORY AND MANAGERIAL DEVELOPMENT PROGRAM: Develops supervisors and managers currently serving in supervisory and management positions at the NRC.
7. SUPERVISORY DEVELOPMENT PROGRAM: Provides high potential competitively selected employees GG-13 and above in non-supervisory positions with developmental activities that prepare them for future positions as supervisors and managers at the NRC. An 18-month program.
8. CERTIFIED PROFESSIONAL SECRETARY PROGRAM: Helps secretaries obtain training and education in subject areas outside of the narrowly defined secretarial role. Courses include accounting, office administration and communication, office technology, economics and management, business law, and behavioral science. There is a 2-day examination. NRC does not require employees to take the exam and does not pay the exam fee.
9. ADMINISTRATIVE SKILLS ENHANCEMENT PROGRAM: Helps secretaries and administrative assistants obtain training and education in a specific administrative area such as accounting, budget and finance, contract procurement, personnel, and paralegal.

10. **COMPUTER SCIENCE PROGRAM:** Helps secretaries and administrative assistants obtain training and education in a computer science area such as telecommunication or computer programming.
11. **WOMEN'S EXECUTIVE LEADERSHIP PROGRAM:** A developmental program that provides supervisory and managerial training and development opportunities for high potential GG-11/12 Federal employees. Under the direction of the Graduate School, USDA. This is a 12-month program.
12. **MANAGEMENT DEVELOPMENT CENTER PROGRAMS:** The Office of Personnel Management provides courses that focus on knowledge and skills for effective supervision, techniques for improving supervisory performance and organizational effectiveness, and issues of public administration.
13. **MENTORING PROGRAM:** Designed to pair a more experienced employee who volunteers to assist a less experienced employee with his or her career goals and aspirations. The objectives are to improve staff members' productivity and potential for advancement, to support upward mobility and human resource development, to improve staff morale, and to help meet equal employment opportunity goals.
14. **CAREER COUNSELING:** Provide employees an opportunity to explore career-related issues in a confidential manner. Employees are given assistance in identifying and dealing with personal strengths and areas needing improvement. The counseling services includes four 50-minute sessions.
15. **INTERN PROGRAM:** Provides training and development of recent engineering graduates who have only limited nuclear-related, industrial, and regulatory experience through a series of rotational and training assignments. This is a two-year program.
16. **ROTATIONAL ASSIGNMENTS:** Assignments through which employees gain experience and, new career challenges that may enhance career potential, and through which managers may fully utilize employees to meet organizational objectives.
17. **STUDENT CAREER-EXPERIENCE PROGRAM (the old COOPERATION EDUCATION PROGRAM):** Provide for experience for students that is directly related to their educational and career goals. Assignments will consist of accredited school work combined with career-related work at the NRC.
18. **STUDENT TEMPORARY EMPLOYMENT PROGRAM (the old STAY-IN-SCHOOL PROGRAM):** Provide for temporary appointments for students (high school or college). Duties do not have to be related to the student's academic or career goals. Assignments may not exceed one year, and students must meet minimum academic and job performance requirements.
19. **SUMMER SCHOOL PROGRAM:** Provide summer employment for youth under the provision of the Atomic Energy Act of 1954, Section 161d. Must be at least 16 years old.

20. **INDIVIDUAL DEVELOPMENT PLAN:** Personalized training tool used by employees to systematically plan for training and experience. Must obtain supervisory approval of the plan.
21. **UPWARD MOBILITY PROGRAM:** Provide employees at lower grade levels developmental opportunities that will eventually qualify participants for technical and administrative positions with NRC.
22. **EXECUTIVE RESOURCES BOARD REVIEW GROUP:** Objective is to ensure that senior management is aware of the availability of highly qualified women and minorities for all SES and Senior Level positions and all non-bargaining unit positions at the GG-15 level. Encourages broadening the recruitment net to attract more applicants from the targeted groups.
23. **SPECIAL EMPHASIS PROGRAMS:** Designed to enhance the education and awareness of issues and activities that impact women, minorities and persons with disabilities, monitor the effectiveness of initiatives and recommend agency-wide affirmative/EEO initiatives, identify barriers, and promote equal opportunity.
24. **APPLICANT REVIEW SYSTEM (ARS):** Designed to create and maintain a talent pool of applicants for current and future vacancies, and produce a variety of user designed and manipulated reports.
25. **CENTRALIZED SECRETARIAL RECRUITMENT PROGRAM:** Designed to recruit highly qualified secretarial applicants and provide them with training and development prior to permanent placement within the NRC.
26. **EMPLOYMENT PROGRAM FOR PERSONS W/DISABILITIES:** Targeted recruiting activity to identify highly qualified applicants with known disabilities for NRC vacancies. Targeted areas include the VA, colleges and universities, professional organizations, etc.
27. **TARGETING RECRUITING AND ADVERTISING:** Targeted recruiting activity to identify highly qualified women, minority applicants, and the disabled for NRC vacancies. Targeted areas includes professional organizations, minority/women colleges and universities, and career fairs.
28. **AUTOMATED MERIT SELECTION TRACKING SYSTEM (CERTS System):** Designed to maintain a list of qualified applicants, best qualified applicants, and selectees for vacancies, assess the effectiveness of NRC's Merit Selection Program, and produce a variety of user designed and manipulated reports.
29. **REASONABLE ACCOMMODATIONS PROGRAM:** Designed to make reasonable accommodations for persons with known physical or mental limitations for a qualified disabled applicant or employee (Section 501, The Rehab. Act of 1973).

30. EXIT INTERVIEW SURVEY: To obtain constructive information/feedback from departing employees regarding employment practices at the NRC. This information is used to evaluate and improve NRC human resources policies, practices, and programs. Participation in the interview survey is voluntary and kept confidential.
31. RATING CRITERIA REVIEW: Process of review to assess job requirements and determine job-related criteria for vacancies.
32. MONITOR MERIT SELECTION PROCESS: Assures equitable operations and consistent application of merit selection principles and policies.
33. SENIOR RESIDENT DEVELOPMENT PROGRAM: Designed to train qualified individuals in nuclear technology and regulatory affairs sufficiently to certify them as Senior Resident Inspectors. Applicants will be considered from within and outside the agency.
34. RESIDENT DEVELOPMENT PROGRAM: Designed to train qualified individuals in nuclear technology, inspection, NRC regulatory affairs sufficiently to certify them for non-competitive selection as Resident Inspectors. Candidates for this program may include current NRC employees, employees from other government agencies and from the private sector.

Affirmative Action Advisory Committee (AAAC)
Equal Employment Opportunity Advisory Committee
Briefing Statement

The Affirmative Action Advisory Committee (AAAC) appreciates the opportunity to address the Commission. We have worked cooperatively with the other EEO Advisory Committees in formulating this joint briefing statement to the Commission and stand firmly behind the positions taken.

During the past year, the AAAC has worked with the other EEO Committees to initiate the establishment of three Subcommittees. These subcommittees, composed of members of the advisory Committees, SBCR, and the Office of Personnel, have the task to discuss and report to the Commission on serious issues related to the effectiveness of EEO programs in the agency. These issues concern selections to various job openings in the agency, performance monitoring of agency initiatives to assure EEO compliance and the management of a diverse work place. Substantial progress has been made to date in the deliberations of these subcommittees.

For the coming year, the AAAC will discuss and focus on another important issue, that concerning the potential redefining of the job functions of secretarial and other administrative support personnel in the technological age. Of special interest is the effectiveness of agency programs relating to upward mobility potential for affected lower graded individuals in a climate of downsizing and changes in priorities. It is our hope that AAAC can assist and work with NRC in analyzing and recommending solutions to problems in this area. We also will help to identify and implement appropriate steps to mitigate the concerns of the staff.

Advisory Committee for African Americans (ACAA)
Equal Employment Opportunity Advisory Committee
Briefing Statement

The Advisory Committee for African Americans (ACAA) appreciates this opportunity to address the Commission regarding EEO related issues that affect African American employees at the NRC. ACAA members, along with other EEO Advisory Committee members, and the staffs of the Office of Small Business and Civil Rights (SBCR) and the Office of Personnel (OP), have jointly worked together to identify and address EEO matters. Our efforts have been consolidated into three EEO Advisory Committee Subcommittees which has resulted in a more focus analysis, and a more informative review of the Agency's Affirmative Action Initiatives and recommendations.

The ACAA also is very concerned about future opportunities for advancement of African Americans in technical, supervisory, managerial, and executive positions, as well as expanding the feeder groups leading to these positions. Further analysis of this issue will be pursued through the Selection Subcommittee.

We appreciate the time and effort SBCR and OP have devoted to assisting the subcommittees and providing information needed.

Asian Pacific American Advisory Committee (APAAC)
Equal Employment Opportunity Advisory Committee
Briefing Statement

The Asian Pacific American Advisory Committee (APAAC) appreciates the opportunity to address the Commission on the concerns of the Asian Pacific American (APA) employees. APAAC has taken a team approach with the other EEO advisory committees to identify issues of common concerns and has actively participated in the formulation of joint statements focusing on such issues. We are pleased to note the progress made to date by the Subcommittees referenced in this Joint Statement to address the common concerns. However, we wish to bring before the Commission three concerns, all of which relate to limited career advancement opportunities for APA employees at NRC. APAAC seeks to pursue resolution of the following issues via the Selection Subcommittee, SBCR, and OP.

The first concern is the time-in-grade for APA employees at grades GG-13 through GG-15. Specifically, there is a perception among the APA employees that, on the average, they remain at these grades much longer than the white Americans and, perhaps, employees in other ethnic and minority categories, despite a sustained superior performance record. APAAC has raised this perception issue in the previous EEO Commission briefings, and has recommended that the Office of Personnel examine the staffing data to resolve the issue.

The second concern is the relatively small number of APA employees in the SES and SLS positions. The most recent 5-year staffing data (attached Table 1), provided in the previous EEO Commission Briefing (SECY-96-157), indicate that the agency has only 5 APA employees in the SES positions. This corresponds to 8% of the GG-15 feeder group of APA employees. In comparison, the percentages for other ethnic and minority categories ranged between 13% and 33% during the same period.

The third concern is the reduction of the APA employee share of supervisory and managerial positions at the agency between FY95 and FY96. The attached Table 2, constructed from SECY-96-157 data, shows that 4 out of 24 APA supervisors, or about 17% lost their supervisory positions during this period. In comparison, only 6% of white Americans lost their supervisory positions.

APAAC recommends a more equitable representation of APA employees in the SES/SLS categories and other supervisory positions as well as a reduction of time-in-grade for APA employees at grades GG-13 to GG-15.

TABLE 1 - NRC DISTRIBUTION OF GRADES 15 AND SES BY ETHNICITY
INFORMATION SOURCE: SECY-96-157 CHARTS 1.8-11 & 1.13

FY	WOMEN			HISPANIC AMERICAN			AFRICAN AMERICAN			ASIAN PACIFIC AMERICAN		
	GG-15	SES	%	GG-15	SES	%	GG-15	SES	%	GG-15	SES	%*
1992	80	10	13	7	2	29	21	7	33	55	5	9
1993	82	11	13	8	2	25	28	6	22	63	5	8
1994	85	13	15	7	2	29	29	6	21	63	5	8
1995	82	14	17	8	2	29	31	6	19	60	5	8
1996	84	14	17	8	2	25	33	6	18	61	5	8

* Ratio of SES to GG-15 population denoted as percentage.

TABLE 2 - DISTRIBUTION OF REDUCTION OF SUPERVISORS AND MANAGERS BY ETHNICITY
INFORMATION SOURCE: SECY-96-157 CHART 1.26

FY	WHITE AMERICAN		HISPANIC AMERICAN		AFRICAN AMERICAN		ASIAN PACIFIC AMERICAN	
95	428		6		35		24	
96	403		5		31		20	
REDUCTIONS	25	*6%	1	*17%	4	*11%	4	*17%

* Percentage reduction relative to 1995 population.

Committee on Age Discrimination (CAD)
Equal Employment Opportunity Advisory Committee
Briefing Statement

The Committee on Age Discrimination (CAD) sincerely appreciates the increased effort afforded to all EEO Advisory Committees by the Commission and staff. CAD is pleased to report that two of the committee's issues (Joint Statement Issue 2 and 9) are being addressed in a larger context by the subcommittee task force efforts. However, our committee will continue to be persistent on specific age-related issues previously brought before the Commission.

The committee is working on the issue of determining whether age discrimination within the NRC is an actual problem or only a perceived problem. CAD recently received from SBCR EEO Statistical Information From CERTS Database for FY95 and EEO Data Diskettes, which will aid in resolving this issue. CAD's Data Analysis Subcommittee is working closely with others preparing specific data profiles. The age profiles are expected to be completed in FY97.

Also, the committee is actively working to assess the types of age complaints, the procedures for handling the complaints, the outcome of past complaints, and actions to prevent recurrence of similar complaints. In addition, CAD is working on several data profile analysis on EEO Age Complaints in which a comparison of the NRC to the Federal Sector was made for the last five years.

Federal Women's Program Advisory Committee (FWPAC)
Equal Employment Opportunity Advisory Committee
Briefing Statement

Members of the Federal Women's Program Advisory Committee have participated actively in the three Subcommittees described in the Joint Statement. These Subcommittees are addressing issues of particular importance to all the EEO Advisory Committees and FWPAC is encouraged by the progress that has been made.

Several issues were raised at the FWPAC Constituents' Meeting on January 28, 1997. These included the need for more opportunities at the middle grade levels and for nontechnical employees, as well as the desire for better coordination between headquarters and the regions on the preparation of the EEO briefing package and on the work of the Subcommittees. FWPAC will work with SBCR and the Regional Offices on these suggestions.

Hispanic Employment Program Advisory Committee (HEPAC)
Equal Employment Opportunity Advisory Committee
Briefing Statement

The Hispanic Employment Program Advisory Committee (HEPAC) is grateful for the opportunity to address the Commission in this format. We are solidly behind the joint positions expressed by the Committees. This year has been a good year for hispanic visibility at the NRC: Commissioner Diaz is now part of the Commission, the new organization has a Hispanic Regional Administrator, a few hispanics were promoted, and the agency continues to hire more hispanics. This is commendable progress and HEPAC welcomes such progress.

However, the NRC is not progressing in providing opportunities for most of the seasoned hispanic employees. These experienced hispanic employees who have many years of government service continue to be a valuable resource and are capable of being more beneficial to the agency if given the opportunity. The NRC has begun to build a good basis for the future leaders. HEPAC acknowledges the recent selection of hispanics in development programs, and some recent promotions. HEPAC hopes that such opportunities continue to exist and expand for all the hispanics in the agency.

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

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). The Committee is currently chaired by Michael Weber and Clayton Pittiglio is the vice-chair. Other members are Cynthia Carpenter, Doris Foster-Curseen, Rateb Abu-Eid, David B. Matthews, Lisa A. Shea, and Ronald B. Uleck. We thank you for this opportunity to discuss EEO-related matters and welcome any comments you or your staffs may have. The JLMEEOC's major initiatives since the last briefing are listed below.

Preventing Sexual Harassment

The JLMEEOC has been working with OP to develop a "Sexual Harassment Awareness Day/Week." In support of this effort, the JLMEEOC has set Spring 1997 as the "target" date for implementation. The objective of the effort is to remind NRC staff and managers of the importance of maintaining the workplace free of sexual harassment. As part of this effort, posters will be developed and placed in the lobby of One and Two White Flint. In addition, NRC's Sexual Harassment brochure will be distributed to emphasize the importance of being aware of sexual harassment. Several other posters will be developed with varying emphasis, and videos on this topic will be promoted for viewing on an individual or group basis. The JLMEEOC believes Sexual Harassment Awareness should be an ongoing action. Recent identification of sexual harassment concerns at Arberdeen supports JLMEEOC's position on heightening the awareness of sexual harassment for all. The JLMEEOC will continue its oversight role in raising the awareness associated with sexual harassment.

Piloting Skills Development in BPR

The JLMEEOC is working with the Office of Personnel, the Office of Small Business and Civil Rights, and the EEO Advisory Committees to identify additional ways to improve career development opportunities in protected classes. 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.

As part of our review and evaluation, the JLMEEOC examined the Business Process Redesign (BPR) project under way in the Office of Nuclear Material Safety and Safeguards. The Committee is considering the potential utility of BPR in preparing NRC administrative staff and secretaries for the next century. The BPR initiative may provide an opportunity for some staff to acquire and develop these new office automation skills.

The BPR staff is prototyping a developmental, tiered approach to assisting administrative staff in obtaining the advanced office automation and other skills needed to implement the redesigned licensing process. Initially, administrative personnel in the Division of Industrial and Medical Nuclear Safety (IMNS) within NMSS are participating in a pilot program to explore and demonstrate the capabilities of the redesigned licensing system. If successful, the program may be expanded to include other administrative staff throughout NMSS.

As currently envisioned, each participating IMNS secretary will have three rotational assignments in BPR. These assignments are developmental, with the individuals contributing suggestions regarding the skills and training needed to prepare them for their roles in the new system. For example, the first participant assisted in the preparation of the attached table and received Tier 1 training in the three areas indicated. In FY 1997, this participant will return for Tier 2 and Tier 3 training. When

the first participant returns for later rotational assignments, the training may differ from that shown in the attached table, based not only on the individual's further suggestions and recommendations, but also those of subsequent participants. The BPR staff will consider the lessons learned from this pilot program in the development of detailed training programs for those filling other roles in the new process.

The JLMEEOC recommends that the BPR be used as a "pilot program" for enhancing opportunities. The JLMEEOC believes this initiative should enhance the work environment at NRC. The lessons learned with BPR may be translated into other work environments throughout the agency. JLMEEOC will provide an update on its review of EEO and BPR at the next briefing.

Effective Communications

The Committee has continued to work on its Effective Communication initiative. The Committee is developing specific recommendations on how to implement the general objectives to improve communications, as summarized in the Committee's previous report to the Commission. The Committee agreed that these recommendations should include encouraging all staff and managers to complete training courses offered by NRC on effective writing and presentations. NRC already offers an extensive suite of courses intended to enhance communication skills. These courses include the following: Effective Communication; Effective Listening Skills; Assertive Communication Skills for Professionals; Communication Skills for Secretaries; Effective Briefing Techniques; Be Prepared to Speak; Conversation that Works; Power Speak; High Impact Presentation; Clear Writing; Word Power; Business Vocabulary; Attitude--Your Most Priceless Possession; and Art of Negotiation. In addition, the Committee recognizes other opportunities offered at NRC for developing and refining communication skills, such as Toastmasters Club, career counseling, and mentoring.

The Committee explored various approaches that could be used to encourage NRC

staff to complete a core set of communications classes and acknowledge the achievement. Specifically, the Committee proposes that completion of a core set of communications classes be recognized in some formal way, such as by awarding a certificate (e.g., "Communications Excellence Certificate"). Possession of the Certificate could then be appropriately recognized in evaluating an applicant against rating factors for a position. For example, possession of a certificate could qualify an applicant for an automatic classification of "B," if not higher, under the standard effective communications factor listed in most professional vacancies in the agency. The Committee plans to continue working on the effective communications initiative to develop suggestions for staff who wish to improve their competitive edge and performance by sharpening their communications skills.

In addition, the JLMEEOC is continuing to evaluate the selection process for Resident Inspectors and Commissioner Assistants and anticipates bringing recommendations to the Commission at the next briefing.

Summary

The JLMEEOC believes that substantial progress continues to be made by NRC in developing and implementing EEO-related programs and to help resolve several specific concerns in the EEO area. The JLMEEOC anticipates, with the support of management and staff, continued progress in the EEO area.

TABLE: IMNS ADMINISTRATIVE SKILLS PILOT PROGRAM: A DEVELOPMENTAL, TIERED APPROACH TO TRAINING

Training Level	Subject Matter
Tier 1	Lotus Notes, Internet, Word Perfect 6.1
Tier 2	Document Scanning/Optical Character Recognition, Workflow Management, File Management, PowerPoint
Tier 3	Team Building/Dynamics, Time Boxing, Stress Management