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UNITED STATES OF AMERICA  
NUCLEAR REGULATORY COMMISSION

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COMMISSION MEETING

EEO Program Plan -  
Progress Report

(Public Meeting)

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1 UNITED STATES OF AMERICA  
2 NUCLEAR REGULATORY COMMISSION

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4 EEO PROGRAM PLAN - PROGRESS REPORT  
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6 PUBLIC MEETING  
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8 Nuclear Regulatory Commission

9 Room 1130

10 1717 "H" Street, N.W.

11 Washington, D.C.

12  
13 Thursday, December 12, 1985  
14

15 The Commission met in open session, pursuant to  
16 notice, at 2:04 o'clock p.m., NUNZIO J. PALLADINO, Chairman of  
17 the Commission, presiding.

18 COMMISSIONERS PRESENT:

19 NUNZIO J. PALLADINO, Chairman of the Commission

20 THOMAS M. ROBERTS, Member of the Commission

21 JAMES K. ASSELSTINE, Member of the Commission

22 FREDERICK M. BERNTHAL, Member of the Commission

23 LANDO W. ZECH, JR., Member of the Commission  
24  
25

## 1 STAFF AND PRESENTERS SEATED AT COMMISSION TABLE:

2 H. PLAINE

3 C. ALOOT

4 J. ROE

5 M. SPRINCER

6 D. POTTER

7 S. PETTIJOHN

8 B. KERR

9 C. SIEGEL

10 L. COBB

11 A. SPECTOR

12

## 13 AUDIENCE SPEAKERS:

14 W. BENGELSDORF

15 J. MESTRE

16 N. BENTSON

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

CHAIRMAN PALLADINO: Good afternoon, ladies and gentlemen. In March of this year the Commission had a briefing on the Nuclear Regulatory Commission Program on Equal Employment Opportunity.

At that time the Commission requested that we hear from staff on this topic on a semi-annual basis. The fiscal year 1986 consolidated EEO Program was published last month. A set of view graphs have been prepared for this meeting to highlight that report and to provide supplemental material. The view graphs have been made available in the back of the room.

We will hear today from those responsible for the program in NRC and I am going to ask Jack Roe to introduce the speakers when I turn the meeting over to him.

We welcome the participants to this afternoon's meeting and look forward to their report.

Do other Commissioners have any opening remarks at this time?

COMMISSIONER ZECH: No.

COMMISSIONER ASSELSTINE: No.

CHAIRMAN PALLADINO: Then let me turn the meeting over to Jack Roe.

MR. ROE: Thank you, Mr. Chairman. First of all I would like to introduce the speakers, first of all director of

1 our Office of Small Disadvantaged Business Utilization/Civil  
2 Rights, Bill Kerr; our deputy director, Office of  
3 Administration, Mike Springer and then representatives from  
4 the various committees; first the chair of the Affirmative  
5 Action Advisory Committee, August Spector who is over on our  
6 left; next the chair of the Age Committee, Lana Cobb, next to  
7 August; following is the Chair of the Federal Women's Program  
8 Advisory Committee, Cherie Siegel, next to Bill Kerr and then  
9 over on Mike Springer's right is Duane Potter who is the  
10 vice-chair of the Labor-Management/EEO Committee and then  
11 finally is the Chair of the Blacks in Government NRC Chapter,  
12 Sam Pettijohn.

13 CHAIRMAN PALLADINO: Thank you.

14 MR. ROE: Now I will turn the meeting over to Bill  
15 Kerr.

16 MR. KERR: Mr. Chairman, we won't be dealing with  
17 any view graphs today. All of the information is in your  
18 handout that you have in front of you.

19 First of all, Mike Springer is here to talk about  
20 the personnel --

21 CHAIRMAN PALLADINO: This is what I referred to as  
22 the view graphs. I think they are on the back of the table.

23 MR. KERR: Yes. Mike Springer will be talking about  
24 the personnel and training aspects as related to EEO. August  
25 Spector has a 13-member group, the AAAC, with grades ranging

1 from GG-09 through 15. Lana Cobb is looking out for we folks  
2 who are over 40.

3 (Laughter.)

4 MR. KERR: She is the Chairperson of the Age  
5 Committee and has 12 members with grades GG-08 all the way  
6 through SES. Cherie Siegel is the Chairperson of the FWPAC,  
7 our most recently organized committee and the persons on her  
8 committee range in grades from GG-06 all the way through 16.  
9 Leah Tremper is the new chairperson of the Labor-Management  
10 EEO Committee and she is under the weather today so Duane  
11 Potter is sitting in for her. We have a union chair this  
12 period of time. Sam Pettijohn is the chairperson as Jack  
13 mentioned of BIG. BIG is a national chapter of Blacks In  
14 Government and we are fortunate enough to have a local chapter  
15 at NRC.

16 What we would like to start with today are the FY  
17 1985 accomplishments against the EEO Plan. We would also like  
18 to talk about a sampling of it. We don't want to get into  
19 detail on each one and you will find quite a few of them  
20 mentioned on pages ten through 17 and pages 24 through 27 of  
21 the EEO Consolidated Plan.

22 I put in front of you two documents. One is the  
23 Consolidated Plan and one is the handout we will be working  
24 from today.

25 We will start with Mike Springer from ADM and he

1 will get into some of the accomplishments that ADM is  
2 responsible for. Mike.

3 MR. SPRINGER: Mr. Chairman, as Mrs. Norry's deputy  
4 I am here today on her behalf as she couldn't be here. In the  
5 previous meeting on EEO Progress the Commission was interested  
6 in rates of improvement in various categories over previous  
7 years.

8 So I would like to comment briefly on changes from  
9 1984 to 1985. The data show that while the new hires and  
10 promotions fell off sharply from 1984 to 1985 the percentages  
11 of minorities and women hired continued to increase. The  
12 promotion picture is less dramatic. The promotions for women  
13 as a percentage of the total promotions increased slightly  
14 while promotions for minorities decreased slightly.

15 A total of 250 full-time employees were hired during  
16 FY 1985. Of that total, 20-percent were minorities and  
17 46-percent were women. That is an increase over 1984 when it  
18 was about 18-percent for minorities and about 41-percent for  
19 women.

20 At the GG-11 and above levels, there were 133 new  
21 hires with minorities representing about 11-percent and women  
22 close to 16-percent. This is an increase for women over 1984  
23 when it was about 13-percent and it is a slight decrease for  
24 minorities from 1984 when it was about 12-percent.

25 Since we hired only half as many people in 1985 as

1 we hired in 1984, the fact that we were able to keep the  
2 percentage overall of minorities and women on the increase  
3 from 1984 to 1985 is a positive indicator of management's  
4 commitment to this program.

5 Because the availability of women and minorities is  
6 greater at the entry level than at the experienced level, we  
7 try especially hard to recruit those group members from  
8 universities and at job fairs.

9 In FY 1984 53-percent of the entry level hires were  
10 women and minorities, 29 out of 51. In FY 1985 56-percent of  
11 entry levels were women and minorities, 19 out of 34. So  
12 again we have increased the percentage even though the total  
13 number of entry level hires was down 33-percent.

14 These entry level hires included 21 engineers, seven  
15 scientists and two NRC clerical employees who were converted  
16 to professional series.

17 Our record on cooperative students reflects an even  
18 greater percentage improvement but the FTE constraints has  
19 reduced the total number of co-ops that we could have. In FY  
20 1984, 38-percent and in FY 1985, 56-percent of co-ops on the  
21 roles were women and minorities.

22 COMMISSIONER ASSELSTINE: How many co-ops were  
23 there?

24 MR. SPRINGER: The number?

25 COMMISSIONER ASSELSTINE: Yes, in 1985.

1 MR. SPRINGER: I don't have the number. I just have  
2 the percentage.

3 CHAIRMAN PALLADINO: Maybe somebody could look it  
4 up and get back to us.

5 COMMISSIONER ASSELSTINE: That's fine.

6 MR. SPRINGER: In administrative and other  
7 non-technical disciplines at the experienced level, 45-percent  
8 of the new hires were women and minorities, 20 out of 44.

9 In the area of promotions there were 554 in 1985 and  
10 of that total, 56-percent were to women and 15.3-percent were  
11 to minorities.

12 One way of looking at these data is that women who  
13 constituted 31-percent of the staff received 56-percent of  
14 agency promotions and minorities who constituted 15-percent of  
15 the staff received 15-percent of promotions.

16 The FY 1985 figures show an increase in the percents  
17 of promotions of women over FY 1984 but a decrease for  
18 minorities.

19 Of 301 promotions at GG-11 and above, women who  
20 constitute about 13-percent of that staff received 31-percent  
21 of the promotions and minorities who constitute about  
22 11-percent of such staff received ten percent of those  
23 promotions.

24 In FY 1984 women got 29-percent of the promotions  
25 and minorities received 11-percent. So there is an increase

1 for women and a decrease for minorities compared to FY 1984 in  
2 promotions.

3 The part-time program traditionally strong at NRC  
4 benefits women primarily. As of September 30, 1985 we had 151  
5 permanent part-time employees on board of which 95-percent  
6 were women including eight percent minority.

7 Overall, NRC part-timers range in grade from three  
8 to 15, 26-percent at the 11 level and above. They work in a  
9 wide variety of jobs, computer specialists, management and  
10 program analysts, auditor, engineer, health physicist and  
11 attorney as well as secretaries and clerks.

12 In the recruitment area we estimate in FY 1986 that  
13 we will spend about \$300,000.00 on recruiting exclusive of the  
14 salaries of the NRC employees who do the recruiting. The  
15 recruiters include representatives of our division of personnel  
16 and organization in personnel or the regional personnel office  
17 and it also includes technical personnel.

18 Over a two year period the campuses that we visited  
19 that have yielded the most recruits in descending order are  
20 Penn State, seven; Drexel, six; Temple, four; and three each  
21 for Georgia Tech, University of Cincinnati, University of  
22 Maryland and Michigan State.

23 COMMISSIONER BERNTHAL: Have you been doing something  
24 on the side, Joe?

25 (Laughter.)



1 CHAIRMAN PALLADINO: Penn State is number one again!

2 (Laughter.)

3 MR. SPRINGER: One or two entry levels were hired  
4 from 34 other universities in these two years, 34 others that  
5 we visited. The NRC college recruitment schedule in FY 1986  
6 includes eight minority schools and many other predominately  
7 White schools with a high percentage of minority students.

8 In the area of awards in FY 1985 women received  
9 36-percent of all the high quality increases, sustained  
10 superior performance and special active awards. This is more  
11 than their share on a percentage basis although it is a  
12 decrease from 1984 when they received 44-percent of such  
13 awards.

14 We don't have similar data on minorities because we  
15 do this tabulation of awards on a manual basis and it doesn't  
16 disclose the minority status of the individuals.

17 In the previous meeting, the last meeting on EEO  
18 Progress, the Commission expressed an interest on knowing why  
19 employees leave the Agency and do we have information on that.

20 For several years NRC has used an exit interview  
21 form so that employees on a voluntary basis could tell us why  
22 they are leaving and tell us something about their new  
23 employers if they would.

24 Last year we revised the form to ask whether the  
25 departing employee was male or female. Our preliminary



1 analysis of the form show that men and women generally site  
2 similar primary reasons for leaving. The only differences are  
3 that a few more women state that they leave to seek more  
4 challenging work while a few more men state that they leave to  
5 seek an opportunity to advance.

6 Listing contributing reasons for leaving, slightly  
7 more women indicated they wished to pursue a different  
8 specialty and slightly more men indicated a desire to  
9 relocate. We will continue to monitor the forms and hope to  
10 have a larger sample next year.

11 COMMISSIONER ASSELSTINE: Do the forms have like a  
12 multiple choice or is it just a blank, list your reasons.

13 MR. SPRINGER: No. There are some choices that they  
14 can check, a box, to sort of prompt them about the kinds of  
15 reasons we would expect.

16 CHAIRMAN PALLADINO: When you say that they wanted  
17 to relocate, do you mean geographically or within the area?

18 MR. SPRINGER: I don't know how the question was  
19 phrased.

20 MS. BENGELSDORF: Geographically. We ask things  
21 like higher salary, to attend school, et cetera.

22 COMMISSIONER ASSELSTINE: Are there any questions  
23 that target something like EEO performance of the Agency, that  
24 is, do you feel that the Agency provided an environment and an  
25 opportunity to advance. I guess what I am wondering is are

1       there any questions that would target or identify the extent  
2       to which employees think we are either doing a good job or not  
3       such a good job.

4               MR. SPRINGER: I don't have a picture in my mind of  
5       the form but I am sure that I have never seen a form in the  
6       government that got to that level of specificity on the exit  
7       interview.

8               COMMISSIONER ASSELSTINE: It seems to me that if we  
9       are going to get useful information about how well we are  
10      doing on that which I think was the reason for the question  
11      last year, we ought to have a question that sort of targets  
12      that issue. Otherwise, you are right. You can come back and  
13      tell us, "Here is what people listed as the reasons" but if  
14      you don't have that as one of the items that would attract  
15      some kind of a response, you may not get much of an answer.

16              MR. SPRINGER: I am looking at a sample of the form  
17      now and there is no category that comes close to that kind of  
18      information.

19              MR. KERR: The only way we are going to get close to  
20      that, I believe, is by having my office as part of the EEOC  
21      and the exit interview system.

22              COMMISSIONER ASSELSTINE: It sounds like a good  
23      idea.

24              MR. KERR: However, this has not occurred yet. They  
25      are trying to exhaust the current forms on hand and once this

1 is done and the new forms are utilized, people will have to  
2 exit through my office.

3 COMMISSIONER ASSELSTINE: I know personally I have  
4 gotten a couple of calls from women in particular who have  
5 left the Agency and they said, "You know, I enjoyed working  
6 for the NRC. I found it a good place to work, a rewarding  
7 experience but I felt that there wasn't a place for women in  
8 that organization. There wasn't an opportunity for advancement  
9 and for further growth and development and that is why I left.  
10 I am making more money now. I got my grade raise at another  
11 agency but I would have been happier staying with the NRC if I  
12 felt that there was an opportunity for advancement and for  
13 growth in development within the Agency."

14 It seems to me that rather than having just that  
15 kind of very limited anecdotal experience where somebody feels  
16 strongly enough to pick up the phone and call somebody it  
17 would be better to have a way to get that information first  
18 hand.

19 MR. SPRINGER: Also, right now this is a purely  
20 voluntary act, the filling out of the form.

21 COMMISSIONER ASSELSTINE: Sure. We can't force  
22 people.

23 CHAIRMAN PALLADINO: Why don't they develop a  
24 question or so on that matter.

25 COMMISSIONER ASSELSTINE: I like Bill's idea, too,

1 of having his office get involved perhaps in talking to people  
2 when they get ready to leave and say, "What are your  
3 perceptions? Are we doing a good job or are there areas where  
4 we could improve? Did this play a part in your decision to  
5 leave or what could be done to help make this a better place  
6 with lots of opportunity for advancement and potential for all  
7 our employees?"

8 MR. KERR: That is the plan for my office to have  
9 such involvement.

10 COMMISSIONER ASSELSTINE: Great.

11 COMMISSIONER BERNTHAL: This would be for all  
12 employees though not just minorities and women?

13 MR. KERR: Certainly.

14 CHAIRMAN PALLADINO: Will you interview me, too?

15 (Laughter.)

16 COMMISSIONER BERNTHAL: Joe, there is no opportunity  
17 for advancement!

18 (Laughter.)

19 MR. SPRINGER: You don't have to give your real  
20 reason on the form.

21 (Laughter.)

22 MR. SPRINGER: On the rate of turnover for the  
23 agency, I would like to mention that the rate of turnover for  
24 engineers who are mostly male is about six percent and the  
25 turnover rate for clerical employees who are mostly female is

1 about 12-percent. So there is a higher turnover rate among  
2 women. There are more of them exiting. However, when you mix  
3 it all together the turnover rate for the Agency as a whole is  
4 about nine percent.

5 It is also true that the higher turnover rate among  
6 clerical employees is typical in any work force not just at  
7 the NRC.

8 COMMISSIONER ASSELSTINE: is that turnover rate down  
9 from previous years?

10 MR. ROE: I don't think so.

11 MR. SPRINGER: I think it may be a little bit up.

12 COMMISSIONER ROBERTS: How does the turnover rate  
13 compare with other entities of the government?

14 MR. SPRINGER: We haven't done a recent comparison  
15 with other agencies so I can't answer confidently. I wouldn't  
16 expect our turnover rate would be greatly different than other  
17 agencies in a similar situation. Some agencies that are  
18 having big transitions or something might experience a higher  
19 rate.

20 CHAIRMAN PALLADINO: But it might be well to  
21 periodically try to develop that data.

22 MR. ROE: Yes.

23 MR. SPRINGER: Of course, OPM publishes figures,  
24 don't they, annually, government-wide figures and they break  
25 these down and they publish them annually so we don't even

1 have to do it. The work is already done.

2 COMMISSIONER BERNTHAL: It is a good idea. We keep  
3 telling our licensees to do exit interviews, we ought to take  
4 a page from our own book.

5 COMMISSIONER ASSELSTINE: Yes, it is the same thing.

6 Bill, do you know when you will have that program in  
7 operation?

8 MR. KERR: It is my understanding they are waiting  
9 to exhaust the supply of the current forms and once that is  
10 done I am already indicated on the new form. I don't know  
11 when that is going to come up.

12 COMMISSIONER BERNTHAL: Do you have the people to do  
13 this?

14 MR. KERR: Pardon me?

15 COMMISSIONER BERNTHAL: Do you have the people to do  
16 this?

17 MR. KERR: It will be a chore obviously. No. I  
18 could use some increased staff.

19 (Laughter.)

20 MR. ROE: I will put you on the list.

21 (Laughter.)

22 MR. SPRINGER: Don't you have a statement like the  
23 president that says that you are not supposed to ask for  
24 more money?

25 (Laughter.)

1 MR. ROE: It is a long list, too, Bill.

2 COMMISSIONER ASSELSTINE: How many old forms do we  
3 still have? Why don't we just throw away the old ones and  
4 start with the new ones?

5 MR. SPRINGER: Whatever the number is we will make  
6 it a small number. I don't think that should be a reason for  
7 not getting on with the program.

8 COMMISSIONER ASSELSTINE: Good.

9 MR. SPRINGER: Finally, I would like to say that we  
10 have set up an Upward Mobility program goal for FY 1986 that  
11 is ambitious in comparison to previous years. Our goal is to  
12 establish 15 Upward Mobility positions and we think we have  
13 made some pretty good progress on this. We have ten positions  
14 in place for plan now specifically identified in ADM, NRR and  
15 Regions II, III and IV.

16 That is four more than we indicated in the Plan  
17 which we printed in October. So we are moving along on  
18 getting those 15 identified.

19 COMMISSIONER ASSELSTINE: How many did we have in  
20 1985?

21 MR. SPRINGER: Six, I believe.

22 MR. ROE: That we called formally Upward Mobility.  
23 There are some informal programs where there is a real sense  
24 of Upward Mobility that aren't so specifically designated.

25 MR. SPRINGER: These jobs would include management



1 analyst, inspection assistants, a contract management trainee  
2 and a personnel security specialist and there are jobs that go  
3 to GG full performance level, three of them do. Three of them  
4 go to the 11 level and the remainder go to the 09 level.

5 That is all I have to say in a preliminary way.

6 CHAIRMAN PALLADINO: Mike, could you indicate  
7 whether you see areas or actions we should take to improve our  
8 program? Maybe that is a good question for all our panelists?

9 MR. SPRINGER: Yes. I would defer to the committees  
10 because I think they have a much better grasp of the needs  
11 than I do personally.

12 CHAIRMAN PALLADINO: All right. We can come back to  
13 that.

14 MS. SIEGEL: May I write that down?

15 (Laughter.)

16 MR. SPRINGER: Yes, you may.

17 MR. KERR: Thanks, Mike.

18 CHAIRMAN PALLADINO: Shall we go on?

19 COMMISSIONER ASSELSTINE: I have a question on the  
20 Upward Mobility Program if I could. You mentioned that you  
21 had a couple of those jobs that were up to full performance  
22 level which is what, 13?

23 MR. SPRINGER: Three of them at 12.

24 COMMISSIONER ASSELSTINE: then you have a couple  
25 more that were what?



1 MR. SPRINGER: Three more at the 11.

2 COMMISSIONER ASSELSTINE: And some more that were  
3 09's.

4 MR. SPRINGER: The rest at the 09.

5 COMMISSIONER ASSELSTINE: Is an effort being made to  
6 make sure that when you target the Upward Mobility Program  
7 positions there is a career path there so what you are not  
8 doing is creating the expectation among the people that you  
9 are moving to a different career path only to find yourself in  
10 a dead-end job?

11 MR. SPRINGER: That is one of the main concerns we  
12 have had for increasing this number too rapidly is we want to  
13 make sure that we don't raise expectations that we can't meet.

14 COMMISSIONER ASSELSTINE: Yes.

15 MR. SPRINGER: We have to be sure that the path that  
16 we put these people on is going to take them somewhere. That  
17 has been one of the big criticisms of government programs like  
18 this in the past is that they don't go anywhere and people get  
19 big expectations and then they are disappointed.

20 COMMISSIONER BERNTHAL: They are capped out at a 09  
21 somewhere and that is it.

22 MR. SPRINGER: So the program has a negative net  
23 result on everybody.

24 COMMISSIONER ASSELSTINE: On the ones that are 09's,  
25 is that something that you have taken into consideration so

1 they may be moving into a job that is a 09 and that may be  
2 where they start, but then there is another opportunity to  
3 move?

4 MR. SPRINGER: They may be moving into a job that is  
5 a 03 or a 04 and they may have an opportunity to go to a  
6 09. It depends on where they start and what their capabilities  
7 and their qualifications that could be developed are.

8 COMMISSIONER ASSELSTINE: But the people that are  
9 going into the 09 jobs, what are those people typically now,  
10 07's?

11 MR. SPRINGER: I don't know the answer to that.

12 COMMISSIONER ASSELSTINE: All right. If they are  
13 07's and moving into a 09 job, then it seems like that may be  
14 of concern.

15 MR. SPRINGER: I think the approach to this would be  
16 to develop a job at the full performance level and then work  
17 back to the point at which people are going to enter the  
18 program.

19 COMMISSIONER ASSELSTINE: Right. Exactly.

20 MR. SPRINGER: That would be the smart thing to do.

21 COMMISSIONER ASSELSTINE: that's right.

22 MR. ROE: I think also we have to take a look at the  
23 jobs and see based on the individual and some further  
24 counselling and training make them competitive for the next  
25 range of jobs. They may not be Upward Mobility jobs but make

1       them competitive for the next range.

2               As we have described, sometimes there is this gap  
3       that is very difficult to bridge and it is making those people  
4       so that they have those skills and that they have some  
5       demonstrated performance against those skills and also  
6       additional training.

7               So I think we are going to have to look at it pretty  
8       uniquely about the individual, what the capabilities are, and  
9       what training we can provide them to get them up to the next  
10      step.

11              COMMISSIONER ASSELSTINE: I guess I have a growing  
12      concern. We have talked a little bit about this in specific  
13      context with this full performance level concept. I get the  
14      sense in some areas ad lawyers is one and the technical people  
15      is the other that when we put those kinds of lids on jobs that  
16      that is hurting us in terms of being able to recruit, in terms  
17      of building from within the Agency.

18              Is that having adverse effects in the EEO area as  
19      well in terms of providing career opportunities for people  
20      particularly as vacancies open up and these new lids are  
21      coming into play?

22              I guess what I am beginning to wonder is might we be  
23      better off perhaps with fewer people telling everybody you are  
24      going to have to work a little harder but you are going to get  
25      paid better over time. That is broader than just the EEO

1 question but I guess I am wondering in the EEO area whether  
2 there is an adverse spillover effect from the new full  
3 performance level restrictions as well?

4 MR. SPRINGER: Of course, there are two ways to look  
5 at it. The other way to look at it is that people coming in  
6 want to know how far they can go before they get to the real  
7 crunch.

8 COMMISSIONER ASSELSTINE: that's right.

9 MR. SPRINGER: That is the sort of reasoning I guess  
10 that caused management and the union to establish a full  
11 performance level.

12 CHAIRMAN PALLADINO: We would have to be careful  
13 that we don't imply expectations that cannot be achieved.

14 MR. SPRINGER: Yes. I think Jack made a very good  
15 point getting back to the EEO program, that these Upward  
16 Mobility jobs should be transition jobs and not a permanent  
17 career label that one gets in and never gets out again.

18 COMMISSIONER ASSELSTINE: That's right.

19 MR. SPRINGER: It should be an in-and-out program.

20 COMMISSIONER ASSELSTINE: Yes.

21 CHAIRMAN PALLADINO: Let me suggest that we go on,  
22 that we can pick up a number of these questions in a different  
23 context as we go along.

24 MR. KERR: All right. Thanks, Mike.

25 I would like to give you before you get to the

1 package in front of you a number of one-liners on  
2 accomplishments and activities that we were in in 1985. We  
3 looked at the Agency for a one-year period in about March or  
4 so of 1985 and we found out in that one-year period that women  
5 employees increased by 1.2-percent and minorities by  
6 1.3-percent.

7 Further, there was a moderate increase of women and  
8 minorities in grades 13 through 15. At the same timeframe we  
9 added two women to the SES roles and one minority. Also in  
10 1985 we had two one-day sessions with office directors and  
11 their deputies to discuss EEO matters and there was a good  
12 turnout and I think they were very useful sessions.

13 I made two appointments in 1985. I appointed Jorge  
14 Mestre as my Hispanic Employment Program Manager even though  
15 we do just have a limited number of Hispanics in the Agency, I  
16 felt it was useful to do. I appointed Hiawatha Barber as a  
17 liaison to BIG and with other outside agencies such as Urban  
18 League and the NAACP. He is my Black Affairs coordinator.

19 Also in 1985 we had a senior hearing examiner from  
20 EEOC come to our Agency to give us a presentation on how we  
21 can better our counsellor activities and this was during the  
22 advanced counselling workshop we had for 22 counsellors and  
23 five EEO officers.

24 Our Federal Women's Program Manager hosted a session  
25 down at Region II in which he brought in the Federal Women's

1 Program Coordinators from all the regions and they discussed  
2 their 1985 plans. I think it was a very useful session.

3 We continue to support BEEP which is the Black  
4 Executive Exchange Program which is under the auspices of  
5 Urban League in which we send Agency personnel out to the  
6 Black colleges and universities to put on workshops or  
7 seminars.

8 I think one of the more important things we did  
9 during the last fiscal year is that we required that each  
10 office director put in his office operating plans EEO  
11 initiatives and at the end of the rating period he was rated  
12 against his accomplishments and my recommendations were  
13 provided to the Chairman and the EDO.

14 Please look at page 28 of the 1986 Consolidated Plan  
15 and the audience doesn't have this, but you will see that we  
16 extended most of the old initiatives and we added some new  
17 ones. As Mike indicated we are now at about ten in the Upward  
18 Mobility Program and we intend to top off at 15.

19 Further, I intend to visit each regional  
20 administrator to discuss with him how they can more perfect  
21 their EEO plans. I have already been to Region II and  
22 throughout the rest of the fiscal year I will be going to talk  
23 with the rest of the regional administrators.

24 We will continue to have our counsellor meetings on  
25 a quarterly basis in which we try to get a feel for problem

1 areas in the Agency and try to thwart those problems when we  
2 have an opportunity to do so.

3 Concerning hiring goals, again we contracted with  
4 Oak Ridge Associated Universities to give us the availability  
5 data so we can prepare our hiring goals for this fiscal year.  
6 We will be getting two sets of data from them. One will be on  
7 experienced personnel, those are the available people in the  
8 workplace of over four years and for the entry level personnel,  
9 zero to four years.

10 Once we get that data in, we will match this to our  
11 vacancy forecast and we will be able to set our hiring goals.

12 Now if you want to go to your package one of the  
13 ways we will hope to satisfy these goals, if you look at page  
14 two is through college recruitment.

15 As you can see on pages two and three we have  
16 Prairie View twice. This was mentioned the last time I was  
17 down here that perhaps we should Prairie View and it looks  
18 like we are going to go two times.

19 COMMISSIONER ZECH: I am pleased you are going to  
20 Prairie View. That was my suggestion. By the way, you have  
21 been there once it looks like. How did it turn out?

22 MR. KERR: Mike.

23 MR. SPRINGER: I don't know. I didn't go to Prairie  
24 View.

25 COMMISSIONER ZECH: How about letting me know.



1 MR. SPRINGER: Do we know what happened at Prairie  
2 View?

3 MS. BENGELSDORF: I think there is one potential.

4 COMMISSIONER ZECH: It is probably one good one.

5 (Laughter.)

6 COMMISSIONER BERNTHAL: How did we get on Prairie  
7 View? I have forgotten.

8 COMMISSIONER ZECH: It was my suggestion.

9 COMMISSIONER ASSELSTINE: Yes, Lando said something.

10 COMMISSIONER ZECH: I visited Prairie View in my  
11 other life and was impressed with the Naval ROTC unit they  
12 have down there so I thought it might be a potential for  
13 Nuclear Regulatory Commission, also.

14 COMMISSIONER BERNTHAL: I was just going to  
15 compliment you. I have a vague recollection that this list  
16 was not nearly as long nor as impressive last time around here  
17 at the table. As I scan down the list now you really have an  
18 excellent cross-section of schools here.

19 COMMISSIONER ZECH: I see some other familiar names  
20 there to me too that are also excellent. I would agree with  
21 Commissioner Bernthal that the list looks expanded and  
22 certainly I think you have made an effort to increase  
23 recruitment at some of those fine schools. I commend you for  
24 that.

25 MR. KERR: If you will advance to page four you will



1 see our 1985 hiring goals and our accomplishments versus those  
2 goals. We had about a 54-percent accomplishment and it is not  
3 as dismal as you may suspect because for example NMSS hired  
4 one Hispanic female in 080 series. However, they were not  
5 goaled there and IE hired one Black male in the 840 series.

6 Obviously, we could be doing better in the goal  
7 accomplishment and we hope to do so in 1986 once we put our  
8 hiring goals together.

9 COMMISSIONER BERNTHAL: I have a trivial comment. I  
10 assume we will settle for a female of any kind whether or not  
11 White. It seems to me that our problem is not White females.  
12 It is females in general. I am not sure we need to put that  
13 specification there.

14 MR. KERR: When we do our under representation  
15 analysis we come up with specific categories of personnel and  
16 this is the way it fits in the formula.

17 COMMISSIONER BERNTHAL: I see.

18 COMMISSIONER ASSELSTINE: How come we did so bad on  
19 lawyers this year with all the women coming out of law school?

20 MR. PLAINE: I thought we did pretty good.

21 COMMISSIONER ASSELSTINE: It is on this page. I  
22 think we struck out.

23 MR. KERR: I believe we should do an analysis to  
24 determine why we are having a problem bring on board attorneys.

25 COMMISSIONER BERNTHAL: I think we heard not long

1      ago one of the reasons we are having problems bringing on  
2      board attorneys, did we not?

3               COMMISSIONER ASSELSTINE: It is this full performance  
4      business, that's right. Although Ciby points out that we did  
5      quite well just before this report was issued.

6               MR. KERR: There will be ample opportunity to  
7      correct that this coming fiscal year because I understand that  
8      we will be hiring some ten or 11 persons in the 905 series.

9               COMMISSIONER ASSELSTINE: All right.

10              COMMISSIONER BERNTHAL: I want to make sure though  
11      that what you write down here when you specify female of a  
12      certain rank or color whatever it might be, the goal is to  
13      hire females. It doesn't have to be a White female I trust  
14      for these boxes. Is that right? I assume that is the case.

15              MR. KERR: George.

16              MR. MESTRE: Sir, that is based on a mathematical  
17      formula that the EEOC has issued and based on the availability  
18      of that particular sex and ethnic group in the work force so  
19      this is a goal to be met.

20              COMMISSIONER BERNTHAL: I see. It is a goal based  
21      on a realistic expectation

22              MR. MESTRE: Of the civilian work force.

23              COMMISSIONER BERNTHAL: All right.

24              MR. KERR: We did have obviously other hires in the  
25      fiscal year and if you go to page five, you can see our total

1 hires and protected group hires. Interestingly enough the  
2 average grade of our hires during the past fiscal year for  
3 male was 11.1 and female, 6.3.

4 I believe this is impacted somewhat by entry level  
5 hiring.

6 I would like to compliment ADM and NRR. ADM brought  
7 on board 17 females and NRR, 26 females during the period  
8 which I think is very complimentary.

9 COMMISSIONER ASSELSTINE: Yes, but again they tend  
10 to be lower grades.

11 MR. SPRINGER: They would be in ADM because generally  
12 the grades are lower in that work force.

13 MR. KERR: If we can continue on to page eight.

14 CHAIRMAN PALLADINO: Is that left hand column the  
15 total hired?

16 MR. KERR: yes, total hired.

17 CHAIRMAN PALLADINO: All right.

18 COMMISSIONER ASSELSTINE: Bill, does that mean that  
19 when you look at the number of people we hired which grades,  
20 while entry level hiring is important and something that we  
21 ought to pursue that if we are going to bring about the longer  
22 term change and improvement in the EEO situation in the  
23 Agency, we really have to concentrate on the resources that we  
24 have now in the Agency, build people up within the  
25 organization, build people into the higher level grades into

1 the SES ranks and have that as at least as an important an  
2 objective or goal as the entry level hires.

3 MR. KERR: i concur.

4 COMMISSIONER ASSELSTINE: I got the sense when  
5 looking at the Program Plan that an awful lot of the emphasis  
6 is on the entry level hiring. It is important but it also  
7 seems like that is an area where we seem to be making some  
8 progress and success to really concentrate on the internal  
9 programs as well.

10 MR. SPRINGER: But you still need that entry level  
11 feed.

12 COMMISSIONER ASSELSTINE: No question about it.

13 MR. SPRINGER: Because if your pool is already a low  
14 number to begin with, you don't have much to work with.

15 COMMISSIONER ASSELSTINE: That's right. No question  
16 about it, yes.

17 MR. ROE: I think the real answer is that the focus  
18 has to be on the full range, all the way from the bottom to  
19 the top.

20 CHAIRMAN PALLADINO: Bill, could you explain that  
21 left hand column again? For example, it says two, 100-percent?

22 MR. KERR: All the way up at the top, you hire two  
23 persons, they are both male, they are both White male.

24 MR. SPRINGER: So that was 100-percent of the total.

25 MR. KERR: One hundred percent.

1 CHAIRMAN PALLADINO: Of what?

2 MR. KERR: Of the total hires for the Commission.

3 COMMISSIONER ASSELSTINE: We are not setting a  
4 very good example.

5 MR. SPRINGER: But you only had two chances.

6 COMMISSIONER ASSELSTINE: That's true.

7 MR. KERR: Starting with page eight, I am going to  
8 show you a series of charts which get at a profile of the  
9 Agency. There are many ways that you can cut data and we have  
10 cut it different ways and I think as we go through these  
11 charts, you will see some interesting things.

12 The first two are the ones that we have shown all  
13 the time, the first one being the full-time permanent staff  
14 and there has been a slight increase in both women and  
15 minorities, very slight.

16 COMMISSIONER ASSELSTINE: Again, our percentages  
17 aren't too bad. It is where they are bunched in terms of the  
18 grades.

19 MR. KERR: Right. We will see more of that later.

20 On page nine we have our GG-11 and above with again  
21 minor increases in women and minorities from 1984 to 1985.

22 The next three pages will be the work force profile  
23 by grade within the Agency and as anticipated as the grades  
24 get higher, you find fewer women and minorities.

25 The average rate of the Agency for male is 13.6 and

1 the average rate for females is 8.6. So there is quite a  
2 considerable difference.

3 Of concern to me and I am sure that Sam may speak to  
4 this later if you look at GG-15 on the second page, out of 234  
5 Black females in the Agency we only have one at GG-15 and none  
6 at a higher grade and perhaps Sam will speak to that at a  
7 later time.

8 COMMISSIONER BERNTHAL: Has anybody ever tried to  
9 take a look at average grade advancement per year spent in the  
10 Agency of women versus men?

11 MR. KERR: Yes, we have. I believe you did this,  
12 Winnie, some time ago. Do you recall your data?

13 MS. BENGELSDORF: Several years ago we took the year  
14 since Bachelor, the progression and the women at that point  
15 were doing better than the men with the same year of  
16 graduation. We have not done that recently.

17 MR. SPRINGER: That is for professional.

18 MS. BENGELSDORF: Only professional. Yes, these  
19 were engineers and there were very few women.

20 COMMISSIONER BERNTHAL: It would be interesting to  
21 do it for everybody, all categories.

22 COMMISSIONER ASSELSTINE: Yes, that is a good idea.

23 MR. KERR: Beginning on page 13, you will see four  
24 pages that shows the location of persons within the Agency by  
25 ethnic characteristic. Again, you will see which offices have

1 made some attempt to balance their staff and which ones have  
2 not. It speaks for itself.

3 CHAIRMAN PALLADINO: Would you like to tell me who  
4 is doing superbly and who isn't? I am trying to do it here.

5 MR. KERR: It all depends on who we want to embarrass  
6 the most.

7 (Laughter.)

8 MR. KERR: I want to note that 25.9-percent of the  
9 regional staff are women while 11.6-percent of the region's  
10 regional staff are minorities. So there is a considerable  
11 difference between the women and the minorities in the regions.

12 COMMISSIONER ASSELSTINE: Yes.

13 MR. KERR: The next page is the first time I have  
14 shown this which I think is quite interesting. It shows the  
15 managers and the supervisors of the Agency, GG-09 and above.

16 The average grade of our managers, male, is 14.5.  
17 The average grade of females, 12.8.

18 We have 690 managers and supervisors in the Agency,  
19 60 of which are female and obviously 630 are male.

20 COMMISSIONER ZECH: Could you give me those  
21 percentages again, please, overall?

22 MR. KERR: We have 690 managers and supervisors,  
23 GG-09 and above, 60 of whom are female. The average grade of  
24 male managers and supervisors is 14.9, the average grade of  
25 female, 12.8.



1 COMMISSIONER ZECH: All right. I appreciate that.

2 COMMISSIONER ASSELSTINE: How about minorities?

3 MR. KERR: I don't have that.

4 COMMISSIONER ASSELSTINE: You don't have the  
5 break-out, all right.

6 MR. KERR: Hold on a minute. I just may have that.  
7 in fact, I think I do.

8 COMMISSIONER ASSELSTINE: That is a good break-out  
9 because it gives us something that is a little broader look  
10 than just SES.

11 MR. KERR: All right. I have it. The average grade  
12 of Black males and it is total minorities, Black male is 13.1  
13 and this is at GG-09 and above; Black female, 11.8; Hispanic  
14 male, 14.4; no Hispanic females. Interesting enough our Asian  
15 American/Pacific Islanders exceed the average for the Agency.  
16 The average grade is 15 for males, 13 for females and American  
17 Indian is 15, average grade.

18 CHAIRMAN PALLADINO: How many do we have?

19 COMMISSIONER BERNTHAL: Just one, Ben Hayes, I  
20 think.

21 COMMISSIONER ASSELSTINE: Yes.

22 MR. KERR: Yes, Ben Hayes.

23 The next page Mike has already spoken to and that is  
24 the permanent part-time employees. We have increased by one  
25 since February. We are doing quite well. An interesting



1 number here is that 91-percent are non-minorities in the  
2 permanent part-time positions.

3 CHAIRMAN PALLADINO: Say that again.

4 MR. KERR: Ninety one percent are non-minority.

5 The next page shows our SES by sex and minority  
6 status. We are still making minor increases slowly.

7 COMMISSIONER BERNTHAL: Painfully slowly.

8 MR. KERR: If you want to say we have doubled since  
9 1982 in the number of women and tripled the number of  
10 minorities, okay, but we are still making minor increases.

11 The last two pages I have before we get into the  
12 committees is on the complaint system. We have had 53  
13 complaints filed since the inception of the Agency which you  
14 will see on page 20 and lastly on page 21, 19 of our current  
15 active complaints, nine are in the regions and ten of the  
16 complaints are at headquarters.

17 Since June we have added three complaints. We have  
18 had one complaint based on race and sex, one based on  
19 harassment and one based on retaliation.

20 COMMISSIONER ROBERTS: Would you have any feel for  
21 how these numbers of complaints compare to the total employment  
22 of the agency compared with other agencies?

23 MR. KERR: Compared with other agencies we are far  
24 fewer than other agencies.

25 COMMISSIONER ROBERTS: I don't mean in gross numbers,

1 I mean per number of employees.

2 MR. KERR: I know what you are saying and I don't  
3 believe we have ever done that comparison.

4 COMMISSIONER ROBERTS: But your sense or your  
5 feeling is that we are fewer?

6 MR. KERR: Yes, we have far fewer complaints.

7 MR. ROE: That is also based on some conversations  
8 with the EEOC.

9 CHAIRMAN PALLADINO: Does the Office of Personnel  
10 Management publish any figures on that?

11 MR. KERR: They do and I guess we can look at the  
12 data and compare it by agencies of comparable size. They  
13 don't compare it by agencies of comparable size. We could do  
14 that by looking at the data.

15 CHAIRMAN PALLADINO: We don't count complaints per  
16 employee or employee per complaint.

17 MR. SPRINGER: You would appreciate you would  
18 probably have to interpret what you saw because the number of  
19 complaints could be affected by a lot of factors including  
20 whether the employees think the system is effective or not.

21 COMMISSIONER ASSELSTINE: Yes, that is right.

22 MR. SPRINGER: A lot of subjective things begin to  
23 come into play.

24 COMMISSIONER ROBERTS: Yes.

25 CHAIRMAN PALLADINO: True.

1           MR. KERR: We would now like to start hearing from  
2 committees and why don't we start with AAAC with August  
3 Spector.

4           MR. SPECTOR: Are we being timed? It depends on how  
5 fast I read it.

6           (Laughter.)

7           CHAIRMAN PALLADINO: How many people must we hear  
8 from or do we plan to hear from?

9           MR. KERR: We have five, Mr. Chairman.

10          CHAIRMAN PALLADINO: How long were you planning to  
11 speak?

12          MR. SPECTOR: A little more than five minutes.

13          CHAIRMAN PALLADINO: I think that is a good rate.

14          MR. SPECTOR: During the past year the AAAC has  
15 received 11 new members and currently we have 13 members.  
16 this represents a significant change in the make-up of the  
17 committee.

18                 We have been actively involved in reorganizing the  
19 committee, assigning tasks to members and preparing future  
20 plans. Most recently we recommended to Mr. Kerr that our  
21 committee receive training in EEO principles and policies.

22                 We felt that in this your membership would be able  
23 to provide more informed advice. Mr. Kerr accepted this  
24 recommendation providing EEO training through OPM for all of  
25 the advisory committees.

1           We would like to thank Mr. Kerr and MDTs and the  
2 Commission for providing this training.

3           We have provided detailed written advice and guidance  
4 and proposed specific recommendations on all policy issues  
5 related to EEO and affirmative action. The committee initiated  
6 a review of the RIF Manual and the Oak Ridge Study.

7           Essentially the OSDBU/CR and Personnel Offices  
8 agreed with the recommendations brought forward.

9           The AAAC has recommended management improve  
10 conditions for handicapped employees. We note that the new  
11 water fountains, for example, in the Maryland National Bank  
12 Building have been designed for the handicapped. We would  
13 like to feel that some of the recent improvements made by  
14 management stem from some of our concerns.

15           My remarks will be limited to five items in the EEO  
16 Program Plan and one additional item.

17           Related up to the Upward Mobility Program, since its  
18 inception earlier this year, the Upward Mobility program has  
19 provided job opportunities and meaningful training for lower  
20 level employees throughout the agency, that is to bring lower  
21 level employees into professional positions. The AAAC is  
22 pleased to commend the Commission on its recent accomplishments  
23 in initiating a viable Upward Mobility Program.

24           Related to the hiring goals, we are pleased to see  
25 that this past years EEO hiring goals are more realistic

1 reflecting the Oak Ridge Associated Universities study which  
2 the AAAC supports.

3 The ORAU study provides a more appropriate set of  
4 standards against which to judge NRC's achievements. We would  
5 like to remind the Commission that the current ORAU study is  
6 limited to data relative to employment of experienced  
7 engineering and scientific/mathematics categories and not to  
8 entry level employees.

9 We are pleased to hear that in the future ORAU  
10 studies the NRC has requested information relative to entry  
11 level employees.

12 Related to the handicapped program, according to the  
13 EEO Commission letter of March 18, 1985, NRC's handicapped  
14 hiring program accomplishments were rated unsatisfactory.

15 We recommended to the NRC Commission last spring  
16 that more emphasis be placed in this area so a more favorable  
17 rating can be secured. We would like to note that the language  
18 in the 1986 EEO Program Plan is identical to that of the 1985  
19 Plan in regard to the handicapped program.

20 Evidently the Program was inadequate in 1985 and  
21 will probably remain inadequate unless changes to the Plan are  
22 made. We suggest further attention be given to the handicapped  
23 hiring program.

24 Accountability, in order to assure implementation of  
25 the various EEO and Affirmative Action goals and activities it

1 is important to assign accountability. The AAAC indicated to  
2 the Commission in March 1985 that the 1985 EEO Program Plan  
3 does not systematically assess lower level managers  
4 accountability but only top level managers accountability for  
5 carrying out the Plan.

6 The recent OIA audit study also discusses this  
7 problem. Unfortunately the 1986 Plan has not improved. We  
8 feel that all first and second level supervisors should be  
9 rated in the area of EEO and Affirmative Action. To make such  
10 efforts effective we recommend all section leaders and branch  
11 chiefs have a critical element and performance standard  
12 stipulating activities to be performed in support of EEO and  
13 Affirmative Action.

14 The last item related to the Program Plan is Human  
15 Resource Planning. generally the EEO Program Plan is a  
16 positive though limited step in the right direction although  
17 the AAAC does not feel such one year plans to be adequate for  
18 proper long term policy planning purposes.

19 The Plan does not provide a narrative of what the  
20 NRC hopes to accomplish for its human resources through its  
21 EEO program over the long term.

22 The current and future workforce will change in much  
23 the same way we have seen past changes for example, in the NRC  
24 organization, in technological changes and changes in the  
25 nuclear industry.



1           Some of these human resource changes may include a  
2           reduction in hiring, a reduction in overall staff, shifts  
3           toward an older work force, increase in retirements and  
4           changes in our training and developmental needs.

5           How will these anticipated changes relate to the EEO  
6           goals and program? The NRC should be openly considering these  
7           concerns and reflecting them in the EEO Program Plan as well  
8           as other personnel management related plans.

9           We recommend the Commission initiate a specific  
10          action item which will begin to consider the changing work  
11          force. this action item could establish a human resources  
12          future strategic planning task group consisting of the EEO  
13          committees, employees and managers which would create a  
14          dialogue among the various concerned groups as well as map out  
15          NRC's future five year Human Resources Plan.

16          The last item relates to the consolidation of the  
17          various committees.

18          The AAAC strongly disagrees with the recommendations  
19          made by the Director, Office of Inspector and Auditor regarding  
20          consolidation of the advisory committees and the formulation of  
21          sub-committees. The various advisory committees serve a useful  
22          function within NRC's personnel environment.

23          The diversity of opinion of each independent  
24          committee assures that management receives the broad base of  
25          views necessary for it to make a decision. Each committee



1 does represent a special interest which in turn provide for  
2 a check and balance for management to weigh when deciding the  
3 various alternatives and courses of action management must  
4 finally make.

5 This approach is not dissimilar from other decision  
6 making processes already successfully utilized throughout NRC  
7 and specified in various NRC program office policy. We feel  
8 that it is management's responsibility to make decisions and  
9 it is the responsibility of the committees to provide advice.

10 When this advice is conflicting, management not only  
11 has a more difficult political problem in arriving at a final  
12 decision but management also receives a very strong message  
13 from its employees that the decision or issue is controversial.

14 Having only one advisory committee although there  
15 might be sub-committees present management with only one  
16 recommendation. Such a structure will not provide management  
17 with the diversity of opinion it needs to arrive at the  
18 decision which rightfully is their responsibility.

19 The report alleges that the committees do not work  
20 together. Unfortunately this is not altogether correct.  
21 Although each committee is independent, the chairman of the  
22 committees do meet periodically to discuss their programs and  
23 share information. Many members of the committees have served  
24 on more than one committee thus providing additional  
25 perspective to the internal decision making of each committee.

1           We feel that if the committees were consolidated it  
2 would be extremely difficult to arrive at a consensus opinion  
3 on many issues. Consolidation would tend to stifle the  
4 necessary positive debate related to EEO and affirmative  
5 action concerns which only the individual committees can  
6 adequately provide the employees and management of NRC.

7           We recommend NRC not consolidate the advisory  
8 committees but instead support the strengthening of the  
9 existing committee structure and to strengthen the democratic  
10 principle that the existence of these committees represent.

11          Thank you for the opportunity to give these remarks  
12 and I also have a printed version of the presentation.

13          CHAIRMAN PALLADINO: All right. Thank you. I have  
14 two questions, one with regard to your last comment on  
15 consolidating the committees. Has that been included as a  
16 formal response to the OIA report?

17          MR. ROE: Basically we have it under review and  
18 Mr. Kerr has got an ad hoc committee that is looking at this  
19 particular issue and he is going to make a recommendation.

20          COMMISSIONER ASSELSTINE: I think several of the  
21 advisory committees have made basically the same comment. We  
22 will probably hear the same thing from others as well.

23          MS. COBB: Yes.

24          COMMISSIONER ASSELSTINE: I know that Sharon had  
25 collected the comments from the other advisory committees at

1 our request. It might be good for her to take a fresh look at  
2 that issue before we go any farther along those lines because  
3 it seems to have engendered a fair degree of concern by all of  
4 the advisory committees.

5 CHAIRMAN PALLADINO: Yes. I want to make sure that  
6 it gets into the formal response.

7 MR. ROE: It definitely will be.

8 COMMISSIONER ASSELSTINE: All right.

9 MR. KERR: We have an ad hoc committee as you  
10 probably are aware that was appointed by the EDO to look at  
11 this and provide a recommendation to him by -- well, it has  
12 been extended now to by the end of January on whether it would  
13 be advisable to consider combining the committees or not.

14 So this ad hoc committee is going through whatever  
15 deliberations they need do before they make a recommendation  
16 to the EDO.

17 CHAIRMAN PALLADINO: My intuition is that you would  
18 lose a lot of diversity that is very important in dealing with  
19 a topic like this.

20 COMMISSIONER ASSELSTINE: Yes. I feel the same  
21 way. I think you are right.

22 CHAIRMAN PALLADINO: Now may I ask my second  
23 question? August, with regard to the handicapped program  
24 which was found unsatisfactory, could you give a little bit of  
25 feel for what some of the things are that we ought to be doing

1       that we apparently have not been doing?

2               MR. SPECTOR:   Some of the things relate to  
3       employment, actual looking for handicapped people, looking for  
4       positions, for example, that a handicapped person could do.

5               For example, in CRESS we have a blind person who  
6       does typing through the earphones, transcribing. There might  
7       be other positions like that in the Agency. Other things are  
8       not related directly to employment or hiring. For example,  
9       the water fountains is a minor thing but to a handicapped  
10      person it is relatively important.

11              Regarding the consolidation of space, we indicated  
12      last year that when we do look for space that we consider this  
13      in the lease or in the purchase of a building. Do they have  
14      proper elevators? Can they evacuate handicapped people from  
15      the building in case there are fires?

16              I think it is very similar to other programs that we  
17      have.

18              CHAIRMAN PALLADINO:   You said that we had not  
19      changed our program. I gather we ought to be looking at it  
20      again to make sure that we have goals that are realistic and  
21      also challenging.

22              MR. ROE:   Yes.

23              MR. KERR:   Thank you, Augie.   Lana.

24              MS. COBB:   Thank you. We view our role as advising  
25      management of potential problems which could have a negative

1 impact on an older employee. Since the last commission  
2 briefing our accomplishments include the performance of  
3 various analyses, attending an EEO training class for committee  
4 members, reviewing and commenting on manual chapters and  
5 discussing with management and attempting to keep current  
6 on federal government policies which affect older workers.

7 We have reviewed and forwarded comments to management  
8 on NRC's new EEO manual chapter, proposed NRC procedures for  
9 non-SES performance appraisal system and a report by the Office  
10 of the Internal Auditor on their review of the small and  
11 disadvantaged business and civil rights programs.

12 From these reviews there is one item in particular  
13 that we wanted to bring to your attention. I won't bother to  
14 continue what I have written on that because it would be  
15 exactly what Augie has just said.

16 For the past three years we have performed  
17 statistical analyses using non-SES performance appraisal  
18 data. The previous year's findings indicate strong statistical  
19 evidence of possible age discrimination against NRR engineers  
20 in GG-14/15 levels.

21 As a result of our findings, we notified management  
22 and met with NRR representatives to discuss this data. As a  
23 result of our meeting Mr. Denton shared this information with  
24 his staff. Our plans include performing the same analysis for  
25 FY 1985 just as soon as the data is available.

1           Another project includes analysis of the 1985 SES  
2 candidate development program. We are presently analyzing  
3 this data to determine if there is evidence of possible age  
4 discrimination in the selection of candidates. Our findings  
5 will be forwarded to Mr. Kerr's office.

6           Another concern we have is the recent  
7 reduction-in-force. Through a joint effort with the other  
8 advisory committees we have requested statistical information  
9 about the persons affected by this action. The recent  
10 reduction-in-force disproportionately affected older employees.

11           Of those RIF'd all but two were over 40 and  
12 69-percent were over the age of 50. Because so many affected  
13 employees were over 40 our committee will be taking the lead  
14 on the analysis. While being subject to RIF is a traumatic  
15 experience under the best of circumstances, it is especially  
16 trying for the older worker who have more difficulty in  
17 finding acceptable employment than do the younger workers.

18           We have recommended to management that an ad hoc  
19 committee be established to review the NRC RIF placement  
20 process. This recommendation is not intended as a criticism  
21 of the current process but rather is a suggestion to learn  
22 what we can from the current situation so that we can ease the  
23 effect of any future RIF.

24           In January our committee is planning a special  
25 meeting for all advisory committees. We plan to invite an O&P



1 representative and an NRR representative to speak to us about  
2 the recent RIF. Our committee hopes to keep well informed by  
3 working together with other advisory committees and with the  
4 Office of OSDBU to better serve the EEO program.

5 CHAIRMAN PALLADINO: With regard to the numbers on  
6 RIF, does the fact that older people might have an opportunity  
7 to retire influence those figures or are those non-retirees?

8 MS. COBB: I do not know. I know some of the people  
9 are planning to retire. I know that two are. Those are 50 I  
10 just took the figures, you know, just put them over 50. I  
11 don't know if they are 50 and have 25 years of service or  
12 anything like that.

13 CHAIRMAN PALLADINO: Even so, it would be a RIF if  
14 they are being forced to retire. It is only if they are  
15 retiring voluntarily that it would make a bias on the figures.

16 MS. COBB: Yes.

17 COMMISSIONER ZECH: I had the same question. It  
18 would be interesting to know if there were any of those who  
19 were retirement eligible.

20 MS. COBB: Some of them were.

21 COMMISSIONER ZECH: Was it a matter of choice or  
22 were they forced to go? Do you know in all cases?

23 MS. COBB: I don't know positively. I have not  
24 talked to these people personally. I have only talked to one  
25 person personally that was involved in the RIF. I have heard



1       that two of the people that are going to be retiring so called  
2       voluntarily do not really want to retire.

3               COMMISSIONER ZECH:   But they are retirement eligible,  
4       is that correct?

5               MS. COBB:   Yes.

6               MR. POTTER:   That is why she is saying that she  
7       thinks a study ought to be done.

8               MS. COBB:   Yes.

9               COMMISSIONER ZECH:   I agree.

10              MR. POTTER:   A study involving all concerned to see  
11      if we have done well and maybe we could improve.

12              MS. COBB:   We don't know if we did a good job or a  
13      bad job.

14              COMMISSIONER ZECH:   Yes.   I think you should look  
15      into it.   I think it would be a worthwhile endeavor.

16              MS. COBB:   When you have 26 it is easier to talk to  
17      26 people than maybe the next time you have 100 or so.

18              COMMISSIONER ASSELSTINE:   That's right.

19              COMMISSIONER ZECH:   Yes.

20              COMMISSIONER ASSELSTINE:   It also might be useful to  
21      see how the mechanics of the process work.   This is the first  
22      one we did and I know that we had heard in advance how the  
23      process was intended to work, that it was intended to be fair  
24      to everyone and there was suppose to be counselling and  
25      assistance in finding other jobs.

1           It would be really good, I think, to know how the  
2           system worked, if there are changes that we could make to the  
3           process so that if we get in this situation again, the best  
4           can be done for the employees affected.

5           MS. COBB: Yes. We sort of looked at it as lessons  
6           learned.

7           COMMISSIONER ASSELSTINE: That is a good idea.

8           MR. SPRINGER: If you are interested, we could tell  
9           you how we have been doing on the current RIF. We have some  
10          recent information if you would like to hear about it.

11          COMMISSIONER ASSELSTINE: Sure.

12          MR. BENTSON: I am Nate Bentson, acting directing of  
13          personnel. We RIF'd 24 people, 24 people were subject to  
14          removal by RIF. Twenty two of them have been placed, most of  
15          them in lower graded jobs. Two of them at the moment face  
16          separation at the end of this month. Both of them are eligible  
17          for retirement. Presumably they are retiring only because they  
18          will otherwise be separated unless we are fortunate enough to  
19          place them.

20          We have a contract for out-placement in the private  
21          sector to help place people at DOE and at one of the national  
22          labs.

23          As of this date only two grievances have been filed  
24          relating to the RIF. Both of those grievances have been  
25          settled. No appeals were filed with the MSPB downtown. To

1 the best of our knowledge no allegations of discrimination by  
2 age, race or any other fashion have been filed based on the  
3 RIF.

4 COMMISSIONER ASSELSTINE: But for 22 out of the 24  
5 positions, they are staying with the Agency but they have to  
6 take a lower paying job.

7 MR. SPRINGER: No, lower graded. For two years they  
8 have safe pay. So they may be in a lower grade job but  
9 they receive the same pay that they were receiving for two  
10 years.

11 CHAIRMAN PALLADINO: Did you say they are not in our  
12 agency?

13 MR. SPRINGER: Placed in our agency in most cases,  
14 sir. There were a couple of out placements.

15 MR. BENTSON: One went to Argonne and one went to  
16 DOE.

17 COMMISSIONER ASSELSTINE: all right.

18 CHAIRMAN PALLADINO: You mentioned a number of  
19 agencies. I was going to ask you how many of them were  
20 relocated in the NRC but I got the impression as you spoke  
21 that there were a number of other places they went.

22 MR. BENTSON: Just two.

23 MR. ROE: Out of the 24, 20 of them have gotten NRC  
24 jobs, two of them have gone to outside type government  
25 agencies, DOE and Argonne National Lab, and two are still

1       unresolved.

2               COMMISSIONER ASSELSTINE:   That is interesting  
3       because at least my perception was before the RIF took place  
4       that there were a group of people within the Agency whose  
5       skills just didn't fit what we were doing and the exercise was  
6       really to --

7               MR. ROE:   I think that is true.

8               COMMISSIONER ASSELSTINE:   But they apparently found  
9       other jobs that their skills are suited to.

10              MR. SPRINGER:   They have other skills in some cases  
11       and they had those skills at lower grade levels in other jobs.

12              COMMISSIONER ASSELSTINE:   All right.

13              COMMISSIONER ZECH:   It sounds to me like our  
14       Personnel Office, I guess it is the Personnel Office, is  
15       making a highly aggressive effort and I think they should be  
16       commended for what they are attempting to do to place our  
17       people.

18              MS. COBB:   May I say something?

19              CHAIRMAN PALLADINO:   Certainly.

20              MS. COBB:   Our committee has heard good things about  
21       what Personnel did as far as getting a contractor to come in  
22       and help them develop their resumes and do their typing,  
23       things like that.

24              We have also heard and this is rumor, some of the  
25       people may have had some EEO cases and were afraid to come

1 forward and the same way with filing grievances.

2 I don't know if this is true or not but I thought  
3 maybe this is one of the things the committee could find out.

4 COMMISSIONER ASSELSTINE: It sounds like your RIF  
5 study is a good idea.

6 MS. COBB: thank you.

7 CHAIRMAN PALLADINO: Shall we go on?

8 MR. KERR: Thank you, Lana. Cherie.

9 MS. SIEGEL: Thank you. Mr. Chairman and  
10 Commissioners, I have a report here broken down into three  
11 areas which we were requested to do under accomplishments,  
12 initiatives and concerns. In view of the time frame I have  
13 listed our accomplishments. I will give a copy of it to you.  
14 Our initiatives includes our planning for FWPAC for 1986. I  
15 will also give you a copy of that.

16 However, I did want to get into the record that  
17 included among our initiatives is one of enhancing our  
18 relationship with OSDBU/CR and the Federal Women's Program  
19 Manager, we are working very closely with her and consider her  
20 an asset to us and hope that we can continue to coordinate our  
21 activities successfully with her.

22 It is also anticipated that our relationship with  
23 the OSDBU/CR office will be one of continued mutual  
24 cooperation.

25 Now more importantly than anything are our concerns.

1 Our concerns continue to be many and diverse particularly since  
2 the NRC work force consists of approximately 32-percent women  
3 yet only two percent more women than all minorities hold  
4 positions of GG-11 and above. In fact, the majority of women  
5 at NRC hold positions at the GG-08 level and below.

6 Some concerns are as follows. The fiscal year 1986  
7 Consolidated EEO Program Plan continues to be an item of great  
8 concern. We have reviewed it and found some inconsistencies.  
9 For example, on page four, item 2.3, paragraph four, first  
10 sentence, the words "and the Commission" were deleted although  
11 they appear and are underlined in last year's plan.

12 As now stated this Plan deletes the Commission as a  
13 recipient of our advice regarding women's issues and concerns.  
14 However, the staff requirements memo of September 9, 1985  
15 specifically states that the EEO advisory committees will  
16 report to the Commission semi-annually.

17 We believe we should have a direct means of  
18 communication to the Commission.

19 On page one the Plan states that quote-- "the  
20 numbers of minorities and women in technical and scientific  
21 occupations are small."

22 It is assumed that this statement is based on the  
23 Oak Ridge working paper of October 1984 which in turn we feel  
24 was based on out dated information. For example, the Oak  
25 Ridge paper states that only 3.5-percent of chemical engineers

1 are women. However, information obtained from the American  
2 Institute of Chemical Engineers indicates the 8.5-percent are  
3 women.

4 This is almost three times as many as is stated in  
5 the paper which leads one to question other information.

6 Based on this fact the above statement is  
7 incomplete. Rather it should state that the numbers of women  
8 in technical and scientific occupations are relatively small  
9 but growing. Hopefully, NRC will avail itself of a current  
10 and more accurate statistical study.

11 There is a growing population of technically trained  
12 women and a truly aggressive program to hire them would help  
13 to alleviate current under representation.

14 Two, internal movement of NRC women continues to be  
15 a major concern. We find that once women are recruited  
16 progress is limited. Furthermore, in light of cut-backs in  
17 external hires and reduced grade levels FWPAC in conjunction  
18 with the Federal Women's Program manager must explore ways to  
19 enhance women's careers possibly through training, special  
20 details, increased duties and reassignments.

21 A positive step is the increase in Upward Mobility  
22 positions for fiscal year 1986 from six to 15. Hopefully,  
23 this program can be expanded even further. Another issue  
24 needing attention is the SES candidate development program.  
25 At present FWPAC is trying to respond to questions asked by



1 NRC employees concerning the latest announcement of selectees  
2 for this program.

3 Of 204 applications received, 16 were selected and  
4 of these only three were women. Of these three women, one was  
5 from outside this Agency. The question posed to our committee  
6 was why. Do we not have enough qualified NRC women? If not,  
7 why not?

8 In short, we must develop our human resources within  
9 NRC. We must do some inside recruitment. We need to formulate  
10 the means to know what talents we have within the Agency and to  
11 develop and utilize these talents.

12 CHAIRMAN PALLADINO: Was that one person in a  
13 specialty job?

14 MS. SIEGEL: I have the listing here, Mr. Chairman.  
15 I really don't know.

16 CHAIRMAN PALLADINO: All right. You can answer that  
17 later.

18 MS. SIEGEL: All right. Three, an item of immediate  
19 concern to us is the proposed parking cost increase in  
20 Bethesda. FWPAC regards this as a women's concern. Since  
21 women earn less than men, a proportionately larger portion of  
22 our salaries will be spent on parking. This will pose an  
23 immediate hardship on NRC employees and especially women. We  
24 re protesting this proposed action in conjunction with the  
25 Federal Women's Program Manager.

1           Last but not least is our opposition to OIA's  
2       recommendation to consolidate the EEO advisory committees. We  
3       have responded to this proposition to OIA, to OSDBU/CR, the ad  
4       hoc committee, the EDO and now to you.

5           Attached to this report I will also make available  
6       to you a copy of our response to OIA. As chairperson of the  
7       committee whose constituency represents the largest protected  
8       group within NRC, I am taking this opportunity to again  
9       protest what would be a dilution of our efforts for the  
10      reasons listed in the attachment.

11          I wish I could end this report on a positive note.  
12      However, it is more important to relate the facts. So I must  
13      leave you with an example of what really happens within our  
14      Agency. We can deal with numbers and statistics if we wish to  
15      make them say whatever we want them to say, to make us feel  
16      good.

17          The following is a true case of what actually  
18      happens in NRC. Despite all the EEO programs that may be  
19      approved, until these programs are implemented by managers who  
20      are ready to deal with women as equals we will continue to  
21      waste valuable human resources.

22          Example, Miss "A" and Mr. "B" came to NRC with the  
23      same degree having graduated together from the same college.  
24      He was given an administrative assistant job. She was told  
25      there was only a typing job open and when something is better

1 is available she will have a chance.

2 Eight years later she is a grade 08 and only just  
3 now has gotten out of the typing pool while Mr. "B" is a grade  
4 14 in an administrative services position.

5 This is only one case. It is true. I can cite  
6 others to you and could identify the individuals. However,  
7 this would serve no positive purpose.

8 The Federal Women's Program Advisory Committee has  
9 many concerns. I have given you a few. It is our hope that  
10 we will work together on all levels to improve the situation  
11 to benefit the Agency, to benefit women and to utilize the  
12 most precious resource we have at NRC, our human resource.

13 Thank you for your time.

14 CHAIRMAN PALLADINO: Thank you, Ms. Siegel.

15 COMMISSIONER BERNTHAL: I would just like to say  
16 that I very much agree with your assessment. It really is  
17 true that probably the real area that is hardest to deal with  
18 for women and we have all heard it, the man who can start as  
19 the office messenger and work his way up to run the company  
20 and woman who starts out as a typist and ends up as a typist.  
21 That is partly a mentality and we just all have to overcome  
22 that. I agree with you. I think you are right.

23 CHAIRMAN PALLADINO: I was going to make a comment  
24 that it is hard to change attitudes but we have to work harder  
25 at it.

1                   COMMISSIONER BERNTHAL: You see it everywhere and it  
2 is so pervasive and we don't even think about it most of the  
3 time but it happens.

4                   COMMISSIONER ASSELSTINE: That raises a question  
5 that went back to something that Augie said earlier about the  
6 review of supervisors performance.

7                   I was surprised too, I think, when I saw the OIA  
8 report that indicated that there are at least a number of  
9 supervisors in the Agency that aren't rated at all on EEO  
10 performance. I thought that it was one of the things that we  
11 talked about in the past about trying to change, whether it is  
12 a critical element or at least a sub-element, making sure that  
13 every supervisor has EEO performance as one of the factors  
14 that he or she is rated on.

15                   It strikes me that while we have put a lot of  
16 attention at the office director level, where you are really  
17 going to make a difference is if you can drive the performance  
18 down to those branch chiefs and section leaders. I suspect  
19 that Augie, your suggestion of making sure that those people  
20 are told that EEO is an important part of your job performance  
21 and you are going to be held accountable for doing a good job  
22 on that.

23                   That is the way you are going to help change those  
24 attitudes more than anything else. Get down to those 660 or  
25 however many you mentioned, Bill, first-line supervisors and

1 make those people responsible. That is where the change  
2 really has to take place. We have been spending a lot of time  
3 at the upper levels. We have to drive that down.

4 MR. KERR: Even that won't change attitudes.

5 COMMISSIONER ASSELSTINE: It is a start.

6 MR. KERR: But it obviously will change performance.

7 COMMISSIONER ASSELSTINE: That's right. That is a  
8 start toward changing attitudes anyway.

9 MR. KERR: Yes. We have a handle on obviously the  
10 SES as far as what is in their contracts but as far as the  
11 non-SES supervisors it is more of a problem.

12 Thank you, Cherie, for your invigorating and  
13 challenging remarks.

14 CHAIRMAN PALLADINO: May I ask one other question  
15 and I don't want to dwell on this but are we doing everything  
16 we reasonably can on the parking fee question in Bethesda.

17 MS. SIEGEL: Mr. Chairman, I spoke with the Federal  
18 Women's Program Manager. She is writing a letter. I have  
19 polled my committee and we are also going to protest it.

20 I understand that there are numerous petitions  
21 circulating throughout the Agency. I don't know what we are  
22 doing officially but we certainly would appreciate any help  
23 that you could give us from your level.

24 CHAIRMAN PALLADINO: Let me take it up with Jack.

25 MR. SPRINGER: Mr. Chairman, we have drafted a

1 letter for the EDO and it is in the process of going forward  
2 for review to Mr. Gilchrist raising our concerns about the  
3 increase in parking rates and its impact on the employees.

4 CHAIRMAN PALLADINO: Thank you.

5 MR. KERR: Duane.

6 MR. POTTER: Mr. Chairman and Commissioners, I am  
7 pleased to meet with you today. Our committee, the  
8 Labor-Management/EEO Committee came into existence not to be  
9 redundant but to remind you on April 7, 1982 through the  
10 memorandum agreement between the National Treasury Employees  
11 Union, NTEU, and the NRC management.

12 The committee is composed of eight headquarters  
13 employees, four appointed by NTEU and four appointed by NRC  
14 management.

15 The mission of the committee is to advise management  
16 on all matters concerning EEO. Our committee believes that  
17 all EEO efforts should point to improving opportunities for  
18 all employees of NRC.

19 We believe that management should make a concerted  
20 effort to address problems affecting minorities, women, the  
21 aged and handicapped. In general, our committee would like to  
22 see a greater utilization of minorities, women, handicapped  
23 and the aged in all NRC programs.

24 With this in mind our committee believes that the  
25 Agency has only begun to utilize these individuals in the

1 various categories. In order to address this problem our  
2 committee during the past year has proposed that SES  
3 performance appraisals should include a mandatory EEO critical  
4 element for office directors.

5 I spoke on this last year when I was chairman of the  
6 committee. The joint committee has researched the NRC's  
7 method of evaluating SES personnel in the area of EEO and  
8 Affirmative Action and has recommended to management that EEO  
9 become a critical element rather than a sub-element of a  
10 critical element entitled, "Management Effectiveness Goal."

11 Our committee has not only recommended that EEO  
12 become a critical element but that the element and performance  
13 standards be so structured that it requires an SES person to  
14 demonstrate progress in improving EEO and Affirmative Action  
15 during the course of a year.

16 We have recommended that an office profile be  
17 generated at the beginning of the year and a profile generated  
18 at the end of the year. If some progress is demonstrated via  
19 these profiles that the SES person would be rated  
20 satisfactory.

21 We are further studying means by which the EEO  
22 critical elements and performance standards can be geared to  
23 accomplishing specific goals and objectives outlined in an  
24 agency-wide EEO Plan.

25 With the accomplishment of the specific goals and



1 objectives the overall EEO picture of the Agency will improve.

2 We recognize that what we are proposing would  
3 consume a great deal of time and effort to develop and finally  
4 implement. We have been assured that in the past this subject  
5 has been thoroughly studied and a program has been developed  
6 and implemented.

7 We contend that only the first step has been taken  
8 and that we need to press on to achieve equality in employment  
9 for all employees.

10 We appreciate the progress that has been made in  
11 Upward Mobility for employees of this Agency. Let me interject  
12 here that I was in one of the staffing specialist's office the  
13 other day and she had several stacks of 171's on her desk and  
14 I said, "What is all this?" She said, "This is just one Upward  
15 Mobility Program. Those are the applications for it." So I  
16 certainly was impressed.

17 We urge that continued progress be made to greatly  
18 expand Upward Mobility opportunities.

19 In conclusion, I would like to mention that we  
20 appreciate the cooperation that we have experienced with the  
21 Office of OSDEU/CR staff this past year. I think it has been  
22 greatly improved. We feel that the office has a qualified and  
23 competent staff and we appreciate the attempt on their part to  
24 communicate materials that is pertinent to us in order to  
25 carry on our work particularly that of the current EEO issues.

1 Thank you for your time and interest.

2 CHAIRMAN PALLADINO: All right. Thank you.

3 MR. KERR: Thank you, Duane. We would like now to  
4 hear from Sam Pettijohn.

5 MR. PETTIJOHN: Mr. Chairman and Commissioners,  
6 Blacks In Government is a national organization that is  
7 concerned with the professional and cultural development of  
8 Black employees. We appreciate this opportunity to address  
9 the Commission.

10 Our activities over the past year have included such  
11 things as sponsoring the Black History Month Program and also  
12 conducted a number of programs that were of interest and  
13 directed to employee development.

14 The last three programs that we had involved such  
15 things as a discussion on improving performance appraisals.  
16 We had a program that was a briefing by the program manager of  
17 OSDBU/CR and also a seminar on networking.

18 In 1986 we hope to establish and start publishing a  
19 newsletter which we hope will improve communications with  
20 regional employees as well as headquarters and also we are  
21 working on designing and implementing a program that is  
22 designed to focus on employee career development.

23 We have two major concerns that we would like to  
24 present. The first involves the findings of an analysis that  
25 was done by the Division of Organization Personnel on

1 performance appraisal ratings.

2 The findings that we would like to discuss are from  
3 the analysis that was done for the rating period October 1982  
4 through September 1983 and they are documented in a memorandum  
5 dated July 7, 1983 from Mr. Dircks to office directors and  
6 regional administrators.

7 We understand that subsequent analyses have been  
8 done for more recent rating periods but that the results are  
9 still in draft and that they don't differ significantly from  
10 what I will present here.

11 The analysis that was done covered 80-percent of  
12 NRC's employees at headquarters and Region V. Among other  
13 things it showed and I will quote from the referenced  
14 memorandum "a highly significant difference in ratings between  
15 minority and non-minority groups."

16 I have some bar graphs here that will show the  
17 distribution and I will pass them out at this point.

18 (Above-reference document distributed to  
19 Commissioners.)

20 MR. PETTIJOHN: What this shows is that only  
21 17-percent of minority employees received outstanding compared  
22 to 29-percent of non-minorities and when combining outstanding  
23 and excellent ratings, 48-percent of minorities received such  
24 ratings as compared to 63-percent for non-minorities.

25 Conversely, 52-percent of minorities received fully

1     satisfactory ratings while 37-percent of non-minorities  
2     received this rating.

3             Although we have not performed the statistical tests  
4     approved by the Supreme Court in the area of racial  
5     discrimination we believe that the difference in performance  
6     appraisal ratings between minority and non-minority groups  
7     indicates a racial bias in the use of the performance appraisal  
8     system.

9             We further believe that an indication of racial bias  
10    in this area should be investigated thoroughly to determine if  
11    there is a racial bias in other employment areas such as  
12    hiring and promotions.

13            This finding of a difference in the ratings of  
14    minority and non-minority employees is very significant in  
15    itself because of the potential negative impact on promotion  
16    and retention of minority employees and has an indirect effect  
17    on hiring.

18            The effect on hiring comes in that if a group of  
19    employees are assumed to perform at a lower level then it  
20    makes members of that group less desirable as employees.

21            We think that it is significant that NRC has not  
22    followed up and done any vigorous investigation to determine  
23    conclusively the cause of the difference in ratings and  
24    implement corrective actions.

25            If it is permissible we would like to submit in

1 writing at a later time further information to support our  
2 position on this.

3 CHAIRMAN PALLADINO: I think the Commission and the  
4 offices certainly would be quite pleased to get your comments.

5 MR. PETTIJOHN: In relation to our comments regarding  
6 the racial bias we would like to point out that in the data  
7 supplied by OSDBU/CR the complaint data shows that 19 of 46  
8 complain'ts were based on race and that 11 of these complaints  
9 are still unsolved.

10 What we recommend is that NRC make a high priority  
11 commitment to further investigate the use of the performance  
12 appraisal system to determine the cause of the difference in  
13 performance appraisal ratings of minority and non-minority  
14 employees and to take appropriate corrective action regardless  
15 of what is found out in the analysis.

16 We also recommend that NRC consider whether or not  
17 employment practices for example in hiring and promotions  
18 should not also be investigated to determine if racial bias is  
19 used in the hiring and promoting of minority employees.

20 We would like to emphasize the importance of this in  
21 that in the presentations that we have had here concerning the  
22 EEO Program in the fiscal year 1986 EEO Program Plan, I think  
23 we have to consider that a lot of these programs, the  
24 effectiveness will be compromised unless we resolve an issue  
25 like this.

1           For example, Upward Mobility, we heard that there  
2           were a number of new Upward Mobility positions but Upward  
3           Mobility positions are selected on the basis of performance of  
4           employees. So if a group of employees are performing lower,  
5           then obviously that same group may be excluded from being  
6           selected.

7           Very briefly the second concern that we have involves  
8           hiring goals. The concern here is that we believe that the  
9           hiring goals may be viewed or used by managers as maximum goals  
10          rather than minimum effort. In other words, we look at these  
11          as a minimum effort that should be put forth and people may  
12          look at them as maximums.

13          In this regard we understand and we don't have a  
14          copy of the report but we understand that NRC's Quarterly  
15          Report to Congress showed that there was no significant  
16          increase in the hiring and promotion of minority employees in  
17          the last fiscal year.

18          What we suggest is that in addition to the hiring  
19          goals set in accordance with EEOC guidelines that additional  
20          goals should be established based on the under representation  
21          of minority employees in mainstream supervisory and management  
22          positions and that these goals should be communicated to  
23          managers.

24          In other words, if we look through the charts and  
25          see rather than looking at the civilian labor force if we

1 realize in NRC that we have basically most of the minority  
2 employees concentrated in one area, we have large areas for  
3 example in the Office of Inspection and Enforcement where  
4 there are no Black supervisors in that area and I think the  
5 NRC should look in those terms in terms of setting goals in  
6 addition to the goals required by EEOC.

7 Again, we appreciate this opportunity and that  
8 concludes my remarks.

9 CHAIRMAN PALLADINO: Thank you. You do make a good  
10 point. I think we sometimes overlook the fact that when an  
11 office has achieved the goal in EEO that they should not stop  
12 and sometimes there may be a tendency to say, "Oh, I have done  
13 it. I have achieved my goal. What more do I need to do?"

14 That is a problem in establishing goals. They tend  
15 to be minimum standards and I don't think we should rest on  
16 that as our total effort.

17 COMMISSIONER BERNTHAL: I guess that is what bothered  
18 me a little bit about this available pool thing now that I  
19 understand what that document meant. It seems to me that using  
20 the available pool data to be so specific can lend to an  
21 attitude that if I can just get one of those, I am home  
22 free. It seems to me that the available pool, that data is  
23 something that you might want to measure against after people  
24 have done everything they can to get a woman, Black, White,  
25 Asian or whatever it might be.



1 I just don't know how it all gets used but clearly  
2 they should be minimum and not sort of breathe a sign of  
3 relief because I happen to find the one that they said I might  
4 be able to find.

5 CHAIRMAN PALLADINO: Do you have more to present?

6 MR. SPRINGER: Mr. Chairman, could I make one  
7 clarification? In Mr. Spector's report to the Commission on  
8 the second page on handicapped employees he indicated that the  
9 EEO Commission had found NRC's handicapped hiring program  
10 accomplishments unsatisfactory and it is my understanding that  
11 that unsatisfactory initially was based on an error in the  
12 data that was submitted to EEOC.

13 That error was corrected in a later submission and  
14 the new data resulted in NRC being granted a satisfactory  
15 rating.

16 CHAIRMAN PALLADINO: Is there something higher than  
17 satisfactory?

18 (Laughter.)

19

20 MR. SPRINGER: Did I say "unsatisfactory?" I am  
21 sorry.

22 COMMISSIONER ASSELSTINE: Joe is saying, "Is there  
23 something higher than satisfactory?" We are striving for  
24 excellence.

25 CHAIRMAN PALLADINO: I am glad to see that we are up

1 to satisfactory.

2 MR. SPRINGER: It is better than unsatisfactory.  
3 That is all I can say.

4 (Laughter.)

5 MR. SPECTOR: Obviously, I was unaware of that  
6 additional information. So I stand corrected.

7 MR. SPRINGER: Thank you.

8 CHAIRMAN PALLADINO: I think having a very effective  
9 EEO Program is essential and we ought to do everything we can  
10 to make it a living viable program that brings about  
11 achievement of the goals that are before us.

12 I think we gain a lot by having these meetings, not  
13 assuming that you don't get these reports to the various  
14 offices and the staff but it stimulates attention to these  
15 items even if they include items that have been submitted to  
16 the staff for action.

17 COMMISSIONER ASSELSTINE: I agree with that, Joe.  
18 In fact, I thought all the presentations were quite good today  
19 and it shows a couple of things to me, one, the advantage of  
20 having the diversity of the different advisory committees that  
21 we have and second, as you say the opportunity to talk about  
22 them and to come up with some good ideas.

23 I thought a lot of people had some good suggestions  
24 and ideas that we might well incorporate into our efforts this  
25 year. Augie's idea of trying to get more of the supervisors

1 with EEO performance as part of their rating criteria is a  
2 good one and I also thought that the longer range planning  
3 idea is a good one.

4 We have been talking a lot about the Five Year  
5 Plan. What we do with our people ought to be an essential  
6 part of that. Whether we do it as part of the Five Year Plan  
7 or do it as a separate human resources plan, one way or the  
8 other what we do with our people and how we build in  
9 opportunities for them over a longer period than just a  
10 one-year look is something that I think we ought to pursue and  
11 it is clear that the changes in the work force are going to  
12 have a potential impact on the EEO area.

13 We ought to keep track of that and see what we can  
14 do to make sure that those opportunities are expanded over  
15 time.

16 CHAIRMAN PALLADINO: As I was sitting here I was  
17 observing that this is one of the few meetings we have with  
18 staff where we see two females and two Blacks sitting at the  
19 table. I just use that to emphasize the importance of our  
20 striving to achieve our goals so that this is not a rare event  
21 but a well-balanced event that we see from time to time.

22 COMMISSIONER ASSELSTINE: I think that highlights  
23 the SES problem we have, too.

24 CHAIRMAN PALLADINO: Yes.

25 COMMISSIONER ASSELSTINE: If we could do anything

1     this year, I would like everybody to think about what we could  
2     do to bring about some real improvement on those upper grade  
3     levels particularly the SES positions.

4             It strikes me that that is still one of the biggest  
5     problems that we face and you are right, it is very visible.

6             COMMISSIONER BERNTHAL: I wanted to ask one question  
7     earlier if I might take a half a minute here that I think  
8     probably impacts women more than a number of others.

9             I thought that some time back we established a  
10    policy of promoting part-time hiring which for obvious reasons  
11    may impact the younger age groups and women in particular  
12    where we would encourage professionals on a part-time basis.  
13    I think there was some directive or goal that went on to our  
14    managers to do that.

15            What ever happened? Is there any evidence that we  
16    have succeeded in making more use of part-time opportunities?

17            COMMISSIONER ASSELSTINE: that is a good question.

18            MS. BENGELSDORF: There are not a lot more  
19    part-timers now than there were.

20            COMMISSIONER BERNTHAL: Especially in the  
21    professional and upper levels I was curious to know whether we  
22    managed that. Has there been a progress on that? Not much,  
23    uh?

24            MR. ROE: A small amount.

25            COMMISSIONER BERNTHAL: Is everybody really alert to

1       that these days?

2               MR. ROE: I think in the conversations that I have  
3 with office directors they feel that the program is more  
4 beneficial per unit of FTE if you will, they get more out.

5               COMMISSIONER BERNTHAL: Yes, I would think so.

6               MR. ROE: They get more out of two 20-hour weeks  
7 because they really aren't 20-hour weeks than they do out of  
8 one 40-hour week. They way that we have gone about now that  
9 we manage on FTE does give him the flexibility of job sharing  
10 and have part-time employees.

11              COMMISSIONER BERNTHAL: My next question then is  
12 after you have been part-time for a while, is it easy to make  
13 the re-entry to full-time?

14              MR. ROE: I think it is on the individual case and  
15 upon the FTE constraints of every office. As you are aware,  
16 that is becoming more and more of a concern these days is  
17 FTE's and the utilization of them. They are very valuable  
18 resources these days because in most aspects as Bill would  
19 say, we have asked him, specifically his office which concerns  
20 me is to do more with less.

21              But you are all aware of the fact that we had to  
22 make some reallocations for certain programs and there are  
23 certain programs that I still would like to see increases in  
24 and when I only have a certain amount, there is some give and  
25 some take.

1 COMMISSIONER BERNTHAL: We gave you more, Jack.

2 CHAIRMAN PALLADINO: Yes. I think there is more in  
3 the wind on doing more with less.

4 Any other comments or questions?

5 COMMISSIONER ZECH: I just have one comment, a short  
6 one. I would just like to say that people are indeed are  
7 greatest strength, our greatest resource and dedicated people,  
8 trained people, competent people, people who are qualified and  
9 competent, it is our greatest strength. There is no question  
10 about it.

11 So I would just like to thank all of you who are  
12 involved in our people programs because you are doing something  
13 that contributes directly to the accomplishment of our mission  
14 in my view and it is a very, very important task that you  
15 have. I appreciate your efforts to help us do our job better  
16 with the people that we have assigned. They are indeed our  
17 greatest strength so I thank you for your efforts.

18 CHAIRMAN PALLADINO: Tom.

19 COMMISSIONER ROBERTS: I agree completely with the  
20 former chief of Naval Personnel.

21 (Laughter.)

22 COMMISSIONER ASSELSTINE: Joe, I had two quick, real  
23 quick, questions. I wonder if the staff could bring us up to  
24 date on where we stand on two of the items that were in the  
25 staff requirements memo last time around on this. One was on

1 the job description qualifications review, is that now in  
2 place so that we are reviewing all of them?

3 MR. SPRINGER: We are reviewing. We are not  
4 reviewing every single one yet, are we?

5 MR. BENTSON: A supervisory staffing specialist is  
6 reviewing every single one before it goes to print. Yes, sir.

7 COMMISSIONER ASSELSTINE: Good.

8 MR. SPRINGER: I knew we started by doing a sample.

9 MR. ROE: We have expanded every one?

10 MR. BENTSON: Yes.

11 COMMISSIONER ASSELSTINE: My second question was on  
12 training. Are we using an approach for developmental training  
13 for people so that people can get training to qualify them for  
14 broader opportunities?

15 MR. ROE: Let me give you an up-to-date answer. An  
16 announcement to all employees that focuses on our policies  
17 towards training is on the EDO's desk.

18 COMMISSIONER ASSELSTINE: All right. Good. It  
19 sends the message that we are going to help you get the  
20 training you want and need.

21 MR. ROE: Yes.

22 COMMISSIONER ASSELSTINE: Good.

23 CHAIRMAN PALLADINO: Before I thank the participants,  
24 let me ask if all participants would bear with us for about  
25 three more minutes. We have what we call an affirmation



1 session and it doesn't take very long but it does take time to  
2 readjust the room to handle it.

3 COMMISSIONER BERNTHAL: It has nothing to do with  
4 this though.

5 CHAIRMAN PALLADINO: It has nothing to do with this,  
6 right. So after I thank our participants, I am going to  
7 adjourn this meeting, convene the affirmation meeting and if  
8 you would be patient with us, I think we will get the  
9 affirmation meeting done in about three minutes and then we  
10 can adjourn and have some time to do agenda planning.

11 So thank you very much to all of you. I think it was  
12 a very effective dialogue and very valuable to all of us. So  
13 I now adjourn this meeting.

14 (Whereupon, the Commission meeting was adjourned at  
15 3:45 o'clock p.m., to reconvene at the Call of the Chair.)

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1 CERTIFICATE OF OFFICIAL REPORTER

2  
3  
4  
5 This is to certify that the attached proceedings  
6 before the United States Nuclear Regulatory Commission in the  
7 matter of: COMMISSION MEETING  
8

9 Name of Proceeding: EEO Program Plan - Progress Report (Public  
10 Meeting)

11 Docket No.:

12 Place: Washington, D. C.

13 Date: Thursday, December 12, 1985  
14

15 were held as herein appears and that this is the original  
16 transcript thereof for the file of the United States Nuclear  
17 Regulatory Commission.  
18

19 (Signature) Marilynn M. Nations  
20 (Typed Name of Reporter) Marilyn M. Nations  
21  
22

23 Ann Riley & Associates, Ltd.  
24  
25

12/12/85

SCHEDULING NOTES

TITLE: EEO PROGRAM PLAN - PROGRESS REPORT

SCHEDULED: 2:00 P.M., THURSDAY, DECEMBER 12, 1985 (OPEN)

DURATION: APPROX 1-1/2 HRS

PARTICIPANTS: JACK ROE, EDO

W.B. KERR, OSDBU/CR

MICHAEL SPRINGER, ADM

AUGUST SPECTOR, AAAC CHAIRPERSON

LANA COBB, AGE COMMITTEE CHAIRPERSON

CHERIE SIEGEL, FWPAC CHAIRPERSON

LEAH TREMPER, LABOR-MANAGEMENT/EEO CHAIRPERSON

SAM PETTIJOHN, BIG CHAIRPERSON

REFERENCES: 9/9/85 SRM (COMJA-85-6)  
11/12/85 FY 1986 CONSOLIDATED EEO PROGRAM  
11/13/85 MEMORANDUM FROM W. DIRCKS TO S. CHILK  
12/5/85 MEMORANDUM FROM W. DIRCKS TO S. CHILK  
VIEWGRAPHS

DECEMBER 12, 1985  
2:00 P.M.

## OUTLINE

### COMMISSION BRIEFING ON STATUS OF EEO PROGRAM

#### I INTRODUCTION (DEPUTY EDO)

##### O BRIEFING PARTICIPANTS

- O DIRECTOR, OSDBU/CR
- O DIRECTOR, ADM
- O CHAIRPERSON, AAAC
- O CHAIRPERSON, AGE COMMITTEE
- O CHAIRPERSON, FWPAC
- O CHAIRPERSON, L-M/EEO COMMITTEE
- O CHAIRPERSON, BIG

#### II FY-1985 ACCOMPLISHMENTS

- O EEO PLAN ACCOMPLISHMENTS
- O OTHER ACCOMPLISHMENTS
  - O ADMIN
  - O OSDBU/CR

#### III FY-1986 INITIATIVES

#### IV FY-1985 AFFIRMATIVE ACTION PLAN HIRING GOALS

- O OAK RIDGE STUDY
- O HIRING ACCOMPLISHMENTS

#### V WORKFORCE PROFILE

#### VI STATUS OF DISCRIMINATION COMPLAINTS

#### VII EEO COMMITTEE REPORTS

- O ACCOMPLISHMENTS
- O INITIATIVES
- O CONCERNS

PAGE 1 OF 2

FY-1986 COLLEGE RECRUITMENT SCHEDULE

<u>DATE</u>	<u>SCHOOL</u>
9/11-12/85	TEXAS A&M
9/17-18/85	PRAIRIE VIEW
9/26-27/85	MOREHOUSE/SPELLMAN ATLANTA UNIVERSITY
10/2/85	HOWARD UNIVERSITY
10/10-12/85	RENSSELAER POLYTECHNIC INSTITUTE
10/15/85	UNIVERSITY OF VIRGINIA
10/16-17/85	VIRGINIA POLYTECHNIC INSTITUTE
10/18/85	UNIVERSITY OF VIRGINIA
10/18/85	CITY COLLEGE NEW YORK
10/21/85	MASSACHUSETTS INSTITUTE OF TECHNOLOGY
10/28/85	FLORIDA A&M
10/29/85	FLORIDA STATE UNIVERSITY
11/1/85	WAYNE STATE
11/6/85	UNIVERSITY OF HOUSTON NSBE
11/8/85	NORTHWESTERN UNIVERSITY
11/9/85	UNIVERSITY OF PITTSBURGH NSBE
11/14/85	UNIVERSITY OF CALIFORNIA - BERKELEY
11/19-20/85	UNIVERSITY OF CINCINNATI
1/13/86	MICHIGAN STATE UNIVERSITY
1/15/86	UNIVERSITY OF MICHIGAN
1/22/86	DREXEL UNIVERSITY
1/27/86	UCLA
1/28/86	UC SANTA BARBARA
1/28/86	UNIVERSITY OF MARYLAND
1/29/86	ARIZONA STATE UNIVERSITY
1/29/86	UTAH STATE UNIVERSITY
1/30/86	CALIFORNIA INSTITUTE OF TECHNOLOGY
1/30/86	UNIVERSITY OF ARIZONA
1/30/86	UNIVERSITY OF UTAH
1/31/86	UNIVERSITY OF VIRGINIA
2/3/86	OHIO STATE UNIVERSITY
2/3/86	SOUTHERN UNIVERSITY

2/4/86	UNIVERSITY OF CINCINNATI
2/4/86	ASEE CONFERENCE
2/4/86	UNIVERSITY OF TENNESSEE
2/6/86	TENNESSEE STATE UNIVERSITY
2/10-11/86	PRAIRIE VIEW
2/13/86	UNIVERSITY OF TEXAS - AUSTIN
2/17/86	PURDUE UNIVERSITY
2/17/86	GEORGIA TECH
2/17/86	NORTH CAROLINA STATE UNIVERSITY
2/18/86	NORTH CAROLINA A&T
2/18-19/86	PURDUE COOP
2/20/86	TUSKEGEE INSTITUTE
2/21/86	PENN STATE UNIVERSITY
3/3/86	TEXAS A&M UNIVERSITY
3/4/86	UNIVERSITY OF HOUSTON
3/5/86	UNIVERSITY OF TEXAS - EL PASO
3/6/86	UNIVERSITY OF NEW MEXICO
3/11/86	HOWARD UNIVERSITY

# EEO HIRING GOALS - FY-1985

NRC HEADQUARTERS/ REGIONAL OFFICES	ASSIGNED GOAL	GOAL ACCOMPLISHMENT
ADM	(080) 1 WHITE FEMALE	1 WHITE FEMALE
NMSS	(080) 1 WHITE FEMALE	0 WHITE FEMALE
OGC	(905) 1 WHITE FEMALE	0 WHITE FEMALE
OELD	(905) 2 WHITE FEMALES	0 WHITE FEMALE
IE	(840) 2 ASIAN MALES	1 ASIAN MALE
	(801) 1 BLACK MALE	0 BLACK MALE
NRR	(840) 2 ASIAN MALES	3 ASIAN MALES
	(801) 1 HISPANIC MALE	0 HISPANIC MALE
REGION I	(1306) 1 WHITE FEMALE	2 WHITE FEMALES
REGION IV	(1306) 1 WHITE FEMALE	0 WHITE FEMALES

LEGEND: (080) SECURITY ADMINISTRATION  
(801) GENERAL ENGINEERS  
(840) NUCLEAR ENGINEERS  
(905) ATTORNEY  
(1306) HEALTH PHYSICS



## FY-1985 HIRES (PERMANENT FULL-TIME)

OFFICE	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN ALASKAN NATIVE	
	NO. (%) MALE	NO. (%) FEMALE	NO. (%) MALE	NO. (%) FEMALE	NO. (%) MALE	NO. (%) FEMALE	NO. (%) MALE	NO. (%) FEMALE	NO. (%) MALE	NO. (%) FEMALE	NO. (%) MALE	NO. (%) FEMALE
COMM	2(100)	0 (0)	2(100)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
ACRS	1(100)	0 (0)	1(100)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
SECY	1(50)	1(50)	0 (0)	1(50)	1(50)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
OIA	5(100)	0 (0)	5(100)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
OGC	2(100)	0 (0)	2(100)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
OPA	1(50)	1(50)	1(50)	1(50)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
OCA	1(100)	0 (0)	1(100)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
AEOD	2(40)	3(60)	2(40)	1(20)	0 (0)	2(40)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)

## FY-1985 HIRES (PERMANENT FULL-TIME)

OFFICE	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN ALASKAN NATIVE	
	NO. (%) MALE	NO. (%) FEMALE	NO. (%) MALE	NO. (%) FEMALE	NO. (%) MALE	NO. (%) FEMALE	NO. (%) MALE	NO. (%) FEMALE	NO. (%) MALE	NO. (%) FEMALE	NO. (%) MALE	NO. (%) FEMALE
ADM	5(23)	17(78)	4(18)	12(54.5)	1(4.5)	5(23)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
ELD	2(50)	2(50)	2(50)	2(50)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
IP	0 (0)	1(100)	0 (0)	1(100)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
NRR	11(30)	26(70)	8(21.6)	14(38)	0 (0)	12(32.4)	0 (0)	0 (0)	3 (8)	0 (0)	0 (0)	0 (0)
NMSS	9(50)	9(50)	6(33.3)	4(22.2)	1(5.6)	4(22.2)	0 (0)	0 (0)	2(11.1)	1(5.6)	0 (0)	0 (0)
RES	3(37.5)	5(62.5)	3(37.5)	4(50)	0 (0)	1(12.5)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
OT	2(40)	3(60)	2(40)	3(60)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
RM	3(60)	2(40)	2(40)	1(20)	1(20)	1(20)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)

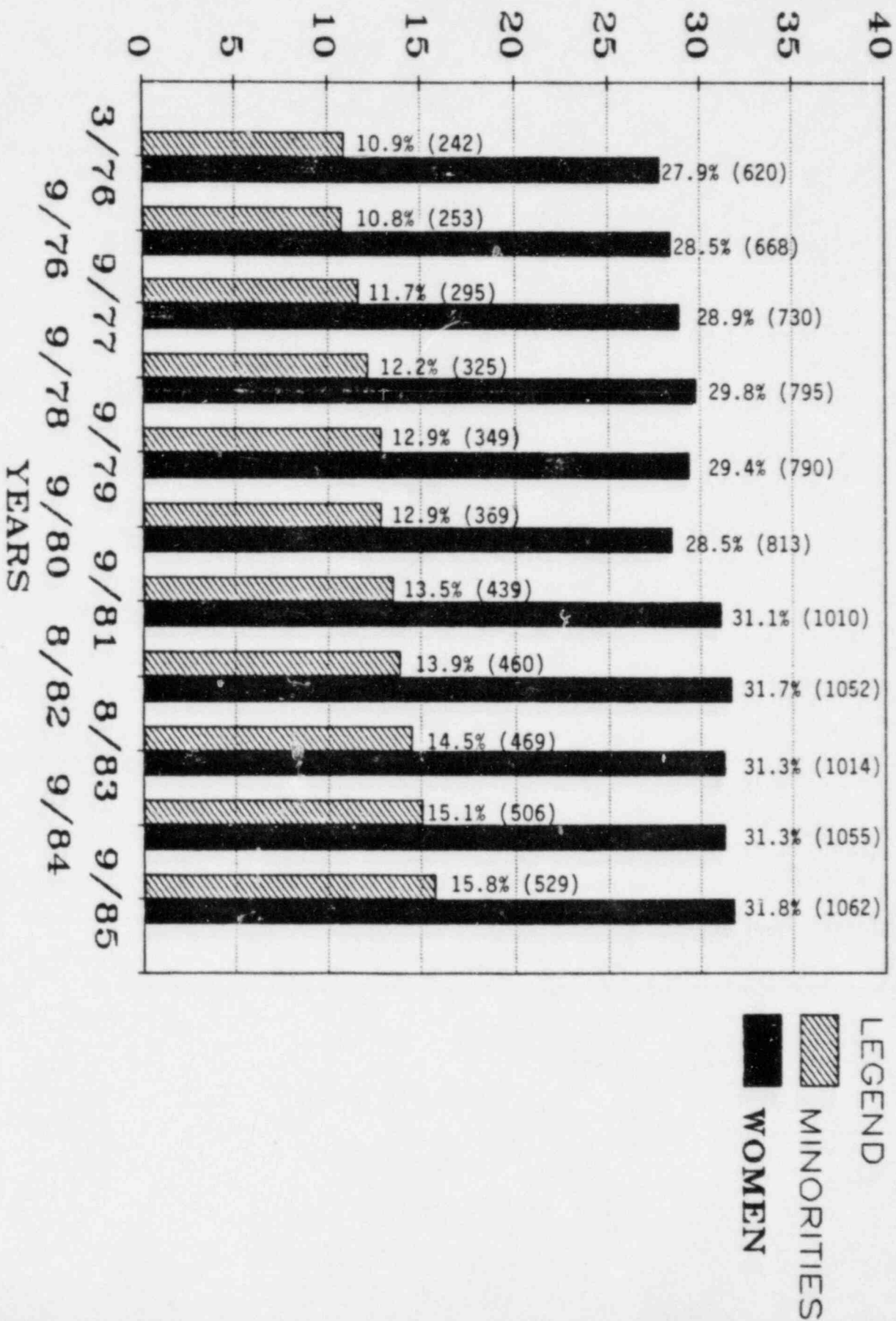
## FY-1985 HIRES (PERMANENT FULL-TIME)

OFFICE	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN ALASKAN NATIVE	
	NO. (%) MALE	NO. (%) FEMALE	NO. (%) MALE	NO. (%) FEMALE	NO. (%) MALE	NO. (%) FEMALE	NO. (%) MALE	NO. (%) FEMALE	NO. (%) MALE	NO. (%) FEMALE	NO. (%) MALE	NO. (%) FEMALE
IE	24(73)	9(27)	20(61)	8(24)	2 (6)	1 (3)	0 (0)	0 (0)	2 (6)	0 (0)	0 (0)	0 (0)
R-I	25(73.5)	9(26.5)	24(70.5)	7(20.5)	1 (3)	2 (6)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
R-II	13(56.5)	10(43.5)	11(48)	6(26)	2 (9)	4(17)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
R-III	7(39)	11(61)	7(39)	11(61)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
R-IV	9(53)	8(47)	8(47)	7(41)	1 (6)	1 (6)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
R-V	4(80)	1(20)	4(80)	1(20)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
TOTAL	132 (52.8)	118 (47.2)	115 (46)	84 (33.6)	10 (4)	33 (13.2)	0 (0)	0 (0)	7 (2.8)	1 (0.4)	0 (0)	0 (0)

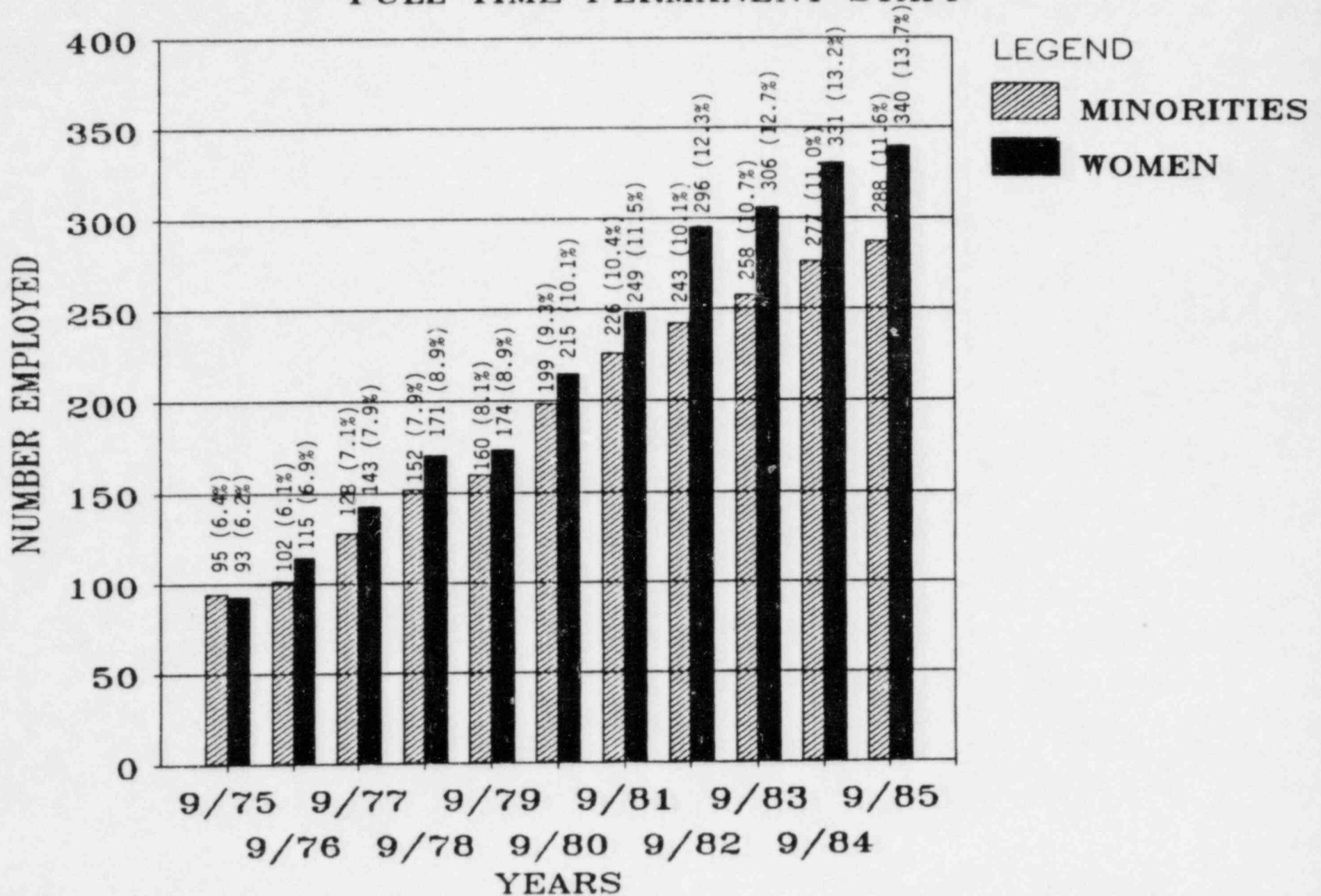
\*\*\*PERCENTAGES ARE ROUNDED FOR THIS PRESENTATION\*\*\*

# PERCENT OF MINORITIES & WOMEN FULL TIME PERMANENT STAFF

PERCENT



# NUMBER OF MINORITIES & WOMEN GG-11 AND ABOVE ON FULL TIME PERMANENT STAFF



WORK FORCE PROFILE BY GRADE LEVEL (AS OF SEPTEMBER 30, 1985)  
PERMANENT FULL-TIME

GRADE	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER	AMERICAN INDIAN ALASKAN NATIVE	MALE	FEMALE
	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)		
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE		
GG-1	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
GG-2	0 (0)	3 (100)	0 (0)	1 (33)	0 (0)	2 (67)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
GG-3	1 (9)	10 (91)	0 (0)	3 (27)	1 (9)	7 (64)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
GG-4	8 (20)	32 (80)	5 (13)	21 (53)	2 (5)	10 (25)	1 (3)	0 (0)	0 (0)	0 (0)	0 (0)	1 (3)
GG-5	16 (12)	112 (88)	12 (9)	65 (51)	2 (2)	42 (33)	2 (2)	2 (2)	0 (0)	2 (2)	0 (0)	1 (1)
GG-6	13 (6)	202 (94)	6 (3)	145 (67)	6 (2.8)	53 (25)	0 (0)	3 (1)	0 (0)	1 (0.5)	1 (0.5)	0 (0)
GG-7	28 (17)	141 (83)	21 (12)	106 (62)	5 (3)	29 (17)	0 (0)	1 (0.6)	2 (1.2)	5 (3)	0 (0)	0 (0)
GG-8	10 (10)	95 (90)	5 (5)	80 (76)	5 (4.8)	15 (14)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
GG-9	36 (27)	98 (73)	30 (22)	75 (56)	4 (3)	22 (16)	0 (0)	0 (0)	2 (1.5)	1 (1)	0 (0)	0 (0)



WORK FORCE PROFILE BY GRADE LEVEL (AS OF SEPTEMBER 30, 1985)  
PERMANENT FULL-TIME

GRADE	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER	AMERICAN INDIAN ALASKAN NATIVE	MALE	FEMALE
	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)		
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE		
GG-10	5 (15)	28(85)	5 (15)	25(76)	0 (0)	3 (9)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
GG-11	33(34)	63(66)	23(24)	46(48)	8 (8)	17(18)	1 (1)	0 (0)	1 (1)	0 (0)	0 (0)	0 (0)
GG-12	87(55)	70(45)	74(47)	57(36)	11(7)	10(6)	1(0.6)	2(1.3)	1(0.6)	1(0.6)	0 (0)	0 (0)
GG-13	413(78)	118(22)	370(70)	97(18)	26(5)	14(2.7)	4(0.7)	0 (0)	13(2.4)	6 (1)	0 (0)	1(0.2)
GG-14	744(93)	58 (7)	639(80)	45(5.6)	26(3.2)	9 (1)	11(1.4)	1(0.1)	68(8.5)	2(0.2)	0 (0)	1(0.1)
GG-15	625(97)	22(3)	584(90)	20(3)	13(2)	1(0.1)	6(1)	1(0.1)	20(3)	0 (0)	2(0.3)	0 (0)
GG-16	29(97)	1 (3)	28(93)	1(3.5)	0 (0)	0 (0)	0 (0)	0 (0)	1(3.5)	0 (0)	0 (0)	0 (0)
GG-17	8(80)	2(20)	8(80)	2(20)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
GG-18	1(100)	0 (0)	1(100)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)



WORK FORCE PROFILE BY GRADE LEVEL (AS OF SEPTEMBER 30, 1985)  
PERMANENT FULL-TIME

GRADE	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN ALASKAN NATIVE	
	NO. (%) MALE	NO. (%) FEMALE	NO. (%) MALE	NO. (%) FEMALE	NO. (%) MALE	NO. (%) FEMALE	NO. (%) MALE	NO. (%) FEMALE	NO. (%) MALE	NO. (%) FEMALE	NO. (%) MALE	NO. (%) FEMALE
SES	196(97)	6 (3)	187(93)	6 (3)	4 (2)	0 (0)	0 (0)	0 (0)	4 (2)	0 (0)	1(0.5)	0 (0)
AD	0 (0)	1(100)	0 (0)	1(100)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
EX	5(100)	0 (0)	5(100)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
SR	3(100)	0 (0)	3(100)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
WG	20(100)	0 (0)	12(60)	0 (0)	8(40)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
TOTAL	2281 (68.2)	1062 (31.8)	2018 (60.4)	796 (23.8)	121 (3.6)	234 (7)	26 (0.8)	10 (0.3)	112 (3.4)	18 (0.5)	4 (0.1)	4 (0.1)

\*\*\*PERCENTAGES HAVE BEEN ROUNDED FOR THIS PRESENTATION\*\*\*

WORK FORCE PROFILE BY OFFICE AND REGION AS OF SEPTEMBER 30, 1985  
PERMANENT FULL-TIME

OFFICE	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN ALASKAN NATIVE	
	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
COMM	22(63)	13(37)	22(63)	10(29)	0 (0)	3(8.6)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
ACRS	22(59)	15(40)	18(49)	5 (13)	2(5.4)	8 (22)	0 (0)	0 (0)	2(5.4)	2(5.4)	0 (0)	0 (0)
SECY	12(44)	15(56)	10(37)	10(37)	2(7.4)	5 (18)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
OIA	18(69)	8 (31)	17(65)	7 (27)	1(3.8)	1(3.8)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
ASLBP	26(62)	16(38)	26(62)	14(33)	0 (0)	2(4.8)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
ASALP	7(47)	8 (53)	6 (40)	3 (20)	0 (0)	5 (33)	0 (0)	0 (0)	1(6.7)	0 (0)	0 (0)	0 (0)
OGC	14(52)	13(48)	13(48)	10(37)	0 (0)	3 (11)	0 (0)	0 (0)	1(3.7)	0 (0)	0 (0)	0 (0)
OPA	11(69)	5(31)	11(69)	5(31)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)

WORK FORCE PROFILE BY OFFICE AND REGION AS OF SEPTEMBER 30, 1985  
PERMANENT FULL-TIME

OFFICE	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN ALASKAN NATIVE	
	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
OCA	6 (60)	4 (40)	5 (50)	3 (30)	1 (10)	1 (10)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
OPE	13 (72)	5 (28)	10 (56)	5 (28)	2 (11)	0 (0)	0 (0)	0 (0)	1 (5.6)	0 (0)	0 (0)	0 (0)
EDO	12 (54)	10 (45)	11 (50)	9 (41)	0 (0)	1 (4.5)	0 (0)	0 (0)	0 (0)	0 (0)	1 (4.5)	0 (0)
AEOD	26 (65)	14 (35)	20 (50)	9 (22)	3 (7.5)	4 (10)	0 (0)	0 (0)	3 (7.5)	0 (0)	0 (0)	1 (2.5)
ADM	177 (49)	188 (51)	128 (35)	131 (36)	46 (13)	53 (14)	2 (0.5)	1 (0.3)	0 (0)	1 (0.3)	1 (0.3)	2 (0.5)
ELD	53 (60)	36 (40)	50 (56)	28 (31)	3 (3.4)	7 (7.9)	0 (0)	0 (0)	0 (0)	1 (1.1)	0 (0)	0 (0)
IP	10 (38)	16 (61)	9 (35)	13 (50)	1 (3.8)	1 (3.8)	0 (0)	0 (0)	0 (0)	2 (7.7)	0 (0)	0 (0)
SP	13 (56)	10 (43)	12 (52)	6 (26)	1 (4.3)	4 (17)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
NRR	482 (76)	148 (23)	407 (65)	115 (18)	6 (1.1)	27 (4.3)	5 (0.8)	3 (0.5)	63 (10)	3 (0.5)	1 (0.2)	0 (0)

WORK FORCE PROFILE BY OFFICE AND REGION AS OF SEPTEMBER 30, 1985  
PERMANENT FULL-TIME

OFFICE	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER	AMERICAN INDIAN ALASKAN NATIVE		
	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)		
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE		
NMSS	180(65)	96(35)	166(60)	69(25)	6(2.2)	22(8)	1(0.4)	2(0.7)	7(2.5)	2(0.7)	0 (0)	1(0.4)
RES	157(75)	53(25)	137(65)	43(20)	3(1.4)	9(4.3)	3(1.4)	0 (0)	14(6.7)	1(0.5)	0 (0)	0 (0)
SDBU/CR	6 (67)	3 (33)	1 (11)	2 (22)	4 (44)	1 (11)	1 (11)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
OI	29(76)	9 (24)	28(74)	8 (21)	0 (0)	1(2.6)	0 (0)	0 (0)	0 (0)	0 (0)	1(2.6)	0 (0)
ORM	64(50)	63(50)	57(45)	45(35)	7 (5)	17(13)	0 (0)	1(0.8)	0 (0)	0 (0)	0 (0)	0 (0)
IE	186(76)	57(23)	172(71)	50(21)	8(3.3)	7(2.9)	0 (0)	0 (0)	6(2.5)	0 (0)	0 (0)	0 (0)
R-I	203(77)	61(23)	188(71)	50(19)	4(1.5)	9(3.4)	3(1.1)	1(0.4)	8 (3)	1(0.4)	0 (0)	0 (0)
R-II	182(75)	60(25)	171(71)	25(10)	10(4.1)	34(14)	0 (0)	0 (0)	1(0.4)	1(0.4)	0 (0)	0 (0)
R-III	173(71)	70(29)	162(67)	64(26)	5(2.1)	4(1.6)	4(1.6)	0 (0)	2(0.8)	2(0.8)	0 (0)	0 (0)

WORK FORCE PROFILE BY OFFICE AND REGION AS OF SEPTEMBER 30, 1985  
PERMANENT FULL-TIME

OFFICE	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN ALASKAN NATIVE	
	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
R-IV	98(70)	41(29)	91(65)	37(27)	4(2.9)	3(2.2)	3(2.2)	1(0.7)	0 (0)	0 (0)	0 (0)	0 (0)
R-V	79(76)	25(24)	70(67)	20(19)	2(1.9)	2(1.9)	4(3.8)	1 (1)	3(2.9)	2(1.9)	0 (0)	0 (0)
TOTAL	2281(68)	1062(32)	2018(60)	796(24)	121(4)	234(7)	26(0.8)	10(0.3)	112(3)	18(0.5)	4(0.1)	4(0.1)

\*\*\*PERCENTAGES HAVE BEEN ROUNDED FOR THIS PRESENTATION\*\*\*

MANAGERS AND SUPERVISORS GG-9 AND ABOVE

GRADE	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		AMERICAN INDIAN ALASKAN NATIVE	
	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)	NO. (%)
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
GG-9	1 (17)	5 (83)	1 (17)	2 (33)	0 (0)	3 (50)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
GG-10	3 (50)	3 (50)	3 (50)	1 (17)	0 (0)	2 (33)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
GG-11	5 (62)	3 (37)	3 (37)	0 (0)	2 (25)	3 (37)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
GG-12	3 (30)	7 (70)	1 (10)	6 (60)	2 (20)	1 (10)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
GG-13	10(43)	13(56)	9 (39)	10(43)	1 (4)	2 (9)	0 (0)	0 (0)	0 (0)	1 (4)	0 (0)	0 (0)
GG-14	122(89)	15(11)	118(86)	11(8)	1(0.7)	4 (2)	3 (2)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
GG-15	289(97)	8 (3)	272(92)	7(2.4)	8 (3)	1(0.3)	2(0.7)	0 (0)	6 (2)	0 (0)	1(0.3)	0 (0)
GG-16	1(100)	0 (0)	1 (100)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
SES	196(97)	6 (3)	187(93)	6 (3)	4 (2)	0 (0)	0 (0)	0 (0)	4 (2)	0 (0)	1(0.5)	0 (0)

\*\*\*PERCENTAGES HAVE BEEN ROUNDED FOR THIS PRESENTATION\*\*\*

PERMANENT PART-TIME EMPLOYEES AS OF SEPTEMBER 30, 1985  
NUMBER AND PERCENTAGE BY GENDER AND MINORITY GROUP

	TOTAL		WHITE		BLACK		HISPANIC		ASIAN AMERICAN PACIFIC ISLAND		AMERICAN INDIAN ASLASKAN NATIVE	
ALL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
151	7	144	6	132	1	8	0	2	0	2	0	0
100%	4.6%	95.4%	4.0%	87.4%	0.7%	5.3%	----	1.3%	----	1.3%	----	----



# SES BY SEX AND MINORITY STATUS

<u>FISCAL YEAR</u>	<u>TOTAL</u>	<u>WOMEN</u>	<u>MINORITIES</u>
FY-1982	195	3	3
FY-1983	197	4	6
FY-1984	208	5	9
FY-1985	202	6	9

FORMAL EEO COMPLAINTS FILED AT NRC  
1975 THROUGH NOVEMBER 30, 1985

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BASIS	INDIVIDUAL	CLASS	TOTAL
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AGE	11	1	12
SEX	8	2	10
RACE	16	2	18
RACE & SEX	3	2	5
AGE & SEX	2	0	2
RACE, COLOR & NATIONAL ORIGIN	1	0	1
AGE, SEX, RELIGION AND RETALIATION	1	0	1
HARASSMENT	4	0	4

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TOTALS	46	7	53
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## ACTIVE COMPLAINTS AS OF NOVEMBER 30, 1985

BASIS	INDIVIDUAL	CLASS	TOTAL
AGE	3	0	0
SEX	1	0	0
RACE	11	1	0
RACE & SEX	0	2	0
AGE & SEX	2	0	0
RACE, COLOR & NATIONAL ORIGIN	0	0	0
AGE, SEX, RELIGION AND RETALIATION	1	0	0
HARASSMENT	1	0	0
TOTALS	19	3	22

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