

Following the last briefing on July 22, 1999, the Commission requested, through a Staff Requirements Memorandum (SRM) dated August 25, 1999, that the staff respond to five issues: 1) the impact of the FY 1999 reorganization and downsizing on disabled veterans and other employees with disabilities; 2) provide diversity information about professional and entry-level offers, declinations, and hires for FY 1999 and FY 2000; 3) identify strategies to train managers to do better, more effective performance appraisals; 4) provide data on the likelihood that employees covered by the Federal Employees Retirement System (FERS) will leave the Agency earlier than employees covered by the Civil Service Retirement System (CSRS), and assess if the finding could significantly impact Agency retention of employees in the near future; and 5) discuss actions taken to encourage qualified employees, including women and minorities, to apply for Senior Level Service (SLS), Senior Executive Service (SES), supervisory and other competitive positions and for the SES Candidate Development Program. The Commission also requested that consideration be given to promoting more aggressive outreach efforts with fellow agencies to attract qualified and diverse applicants, and to promote intra-governmental rotational assignments to showcase the NRC to qualified and diverse applicants. These issues were addressed in the staff response dated December 27, 1999. A copy of the SRM and the response are provided in Attachment 1.

This report discusses accomplishments and challenges in the four major EEO goal areas, and includes a statement by Mr. Michael Springer, Director, Office of Administration, on implementation of the EEO program within his office (Attachment 2). Also included are discrimination complaint data and workforce profile data by grade, ethnicity, gender, occupation, and age for FY 1999 (Attachment 3); and a joint statement from the five EEO Advisory Committees and a statement from the Joint Labor Management Equal Employment Opportunity Committee (Attachment 4).

DISCUSSION:

1. Create a discrimination-free work environment.

The foundation for a discrimination-free workplace is an informed workforce, where managers and employees are aware of their roles and responsibilities, and where managers and supervisors are motivated to consistently apply sound principles of fairness and equity. Two primary goals have been established to facilitate a discrimination-free workplace: 1) educating managers and employees about EEO and preventing harassment in the workplace, and 2) ensuring reasonable accommodations are provided to employees with disabilities. The Office of Small Business and Civil Rights (SBCR) and the Office of Human Resources (HR) continue to work together to provide relevant EEO advice and training for managers. The basic EEO course, *EEO for Managers and Supervisors*, is generally provided annually in headquarters and the regions. This course was revised during FY 1999 to include sexual harassment prevention (which was previously taught separately) as well as the recent changes in the Federal sector EEO complaint process. As of January 2000, agencies are required to offer an alternative dispute resolution process to resolve EEO complaints. Discussion of the Agency's plans to implement this requirement are included in the revised course. A pilot session of the revised course was presented in November 1999, and sessions will be presented at Regional offices and Headquarters throughout FY 2000. This course is a requirement for all new supervisors.

Other course offerings include *Effective Management Participation in Merit Staffing*, a course designed to help prepare supervisors, managers, and rating panel members to rate, rank, select, and provide feedback to job applicants, and to improve their knowledge of the Agency's merit staffing policy and procedures. Sessions were conducted at headquarters and Region II in October 1999. In FY 1999, the Agency conducted 6 sessions of *Sexual Harassment Prevention at NRC* for employees who came on board since 1995 and had not attended this required training which was offered agency-wide in the 1992 - 1994 time frame.

To create and maintain a working environment that is free of discrimination, additional focus is being placed on identifying office-specific EEO goals and improving management's responsiveness in addressing EEO related concerns. To facilitate implementation of this initiative, the Director, SBCR, has met with office directors, regional administrators, and several division directors to discuss EEO goals for their specific organizations and to provide advice and recommendations regarding strategies to achieve these goals. Targeted recruiting strategies, especially for Hispanics, were of common concern during these discussions and still remain the Agency's most significant recruitment challenge. Other areas of focus discussed during these meetings included management's responsibility to provide honest and timely feedback to employees about performance expectations and career development, affirmative employment, upward mobility, and diversity management. Discussions also focused on the value of creating and maintaining a positive work environment that supports diverse perspectives, open communication, and staff recognition for good performance.

The Agency's EEO counselors play a critical role in working with employees and management to address issues early, and seek mutually agreed upon resolutions at the lowest level in the organization. A review of informal complaint data indicates that counselors continue to be highly effective in facilitating informal resolution of EEO related issues.

Four informal counseling cases were pending at the end of FY 1998. During FY 1999, 35 informal counseling cases were filed, for a total of 39 cases. Five were withdrawn based on satisfactory resolution during counseling. Four were closed with settlement agreements, and 21 Notices of Right to File a formal complaint were issued. Nine active counseling cases were pending at the end of FY 1999, 7 cases were initiated during the first quarter of FY 2000, for a total of 16 informal cases: 4 were withdrawn based on satisfactory resolution during counseling, 1 was closed for employee's failure to pursue, and 4 Notices of Right to File a formal complaint were issued. Seven informal cases were pending at the end of the first quarter of FY 2000.

The number of formal complaints increased significantly during FY 1999, as reflected in the following data:

Fiscal Year	Number of Complaints
1996	11
1997	7
1998	12
1999	16
FY 2000 as of 12/31/99	<u>1</u>
Total filed	47

Thirteen formal complaints were pending at the end of FY 1998, and 16 formal complaints were filed in FY 1999 for a total of 29 complaints. Three cases were withdrawn, 9 cases were closed with settlement agreements, and 4 final Agency decisions of no discrimination were issued. Thirteen formal complaints were pending at the end of FY 1999. There were 37 issues cited in formal complaints processed during FY 1999. The most frequently cited issues were non-selection for promotion (17) and performance appraisal (6). The most frequently cited bases were race/color (11), gender (8), age (7), and disability (6). A complaint can include more than one basis and issue.

To ensure that EEO matters are resolved in an expeditious manner, it is critical that management and staff continue to work cooperatively to eliminate valid bases for complaints, and to resolve issues that are raised. Alternative dispute resolution, a confidential, non-adjudicative, and non-adversarial process, should assist the Agency as an additional mechanism for resolving issues at the lowest level possible. Details on EEO complaints are included in Attachment 3, Chart 1.

A discrimination-free work environment must provide reasonable accommodations to enable physically and mentally disabled employees to carry out their assigned tasks. A reasonable accommodation is an adjustment or alteration that enables a qualified person with a disability to apply for a job, perform job duties, or enjoy equal benefits and privileges of employment. Accommodation requests must include appropriate supportive medical documentation for action by management. In FY 1999, 22 requests for accommodations were approved. Also sign language interpreters were provided for hearing-impaired employees during meetings and during the Agency's Special Emphasis Programs.

2. Implement Policies, Practices, and Procedures to Enhance EEO, and Enable Fair and Equitable Competition for Employee Career Enhancement and Advancement.

It is the policy of the NRC to implement a human resources management program consistent with the goals and objectives of EEO. To effectively implement this policy, two overarching goals have been established: 1) implement management policies, procedures, and practices that support EEO, and 2) improve management responsiveness to identifying and overcoming barriers to EEO. SBCR and HR are responsible for ensuring that appropriate human resource management policies and procedures related to recruitment, merit selection, promotion, performance evaluation, awards, and training and development are in place and implemented. During FY 1999, the following significant human resource management actions were implemented to support the goal of fair and equitable competition and career enhancement for employees:

- a. A *Merit Staffing Checklist*, developed and implemented based on the joint recommendation of the EEO Advisory Committees, was used by the HR Specialists in discussions with managers and supervisors regarding developing rating factors and vacancy announcements. Use of this standardized checklist is intended to improve the quality and uniformity of the merit process.
- b. Office directors and regional administrators were routinely encouraged to use broad rating factors for posted vacancies. Expanding rating factors helps to attract the widest possible

pool of diverse candidates. Additionally, the majority of NRC's rating panels are composed of members from diverse groups to provide for multiple perspectives in the evaluation process.

- c. To enhance uniform and fair application of the merit staffing process, office directors and regional administrators frequently meet with their subordinate managers to discuss justifications for applicant evaluations prior to selection. Selection officials are expected to interview all internal "A" or "best qualified" candidates.
- d. As now required by law, external postings that were previously open only to current federal employees have been expanded to include veterans not currently in the federal workforce.
- e. A process has been established on the internal web to advertise available rotations and allow NRC employees to indicate that they wish to be considered for a rotational opportunity within the Agency.

Individual office operating plans indicate that 18 offices held regular office-wide meetings to improve communication between management and staff. These meetings are used to provide employees information regarding current office developments, exchange ideas, recognize award recipients, and conduct information workshops regarding the merit staffing process, application procedures, and the facilitated mentoring process.

The performance appraisal guidance for FY 1999 encouraged managers to provide honest feedback to employees regarding their performance and to conduct performance evaluations consistent with appropriate application of the Agency's performance criteria. As noted in the last EEO briefing, during FY 1998, application of established performance evaluation criteria resulted in an overall decrease in the number of outstanding ratings for all groups, but more significantly for African Americans and women. The staff has conducted a review of performance ratings for FY 1999 performance appraisals. Findings indicate that in FY 1999, the number of employees receiving "outstanding" ratings agency-wide increased by 4 percentage points over FY 1998 and the number receiving "fully successful" ratings decreased by 3 percentage points. "Outstanding" ratings for white males and Asian Pacific Americans tracked with the Agency's overall 4% increase. White females rated "outstanding" increased by 5 percentage points. African Americans rated "outstanding" increased by 2%, Hispanics decreased by 2% and "outstanding" ratings for Native Americans decreased from a raw number of 3 to 2.

The number of white males rated "fully successful" decreased by .4 percentage points (from 12% to 8%). The number of white females decreased from 9% to 7%, African Americans and Asian Pacific Americans decreased from 15% to 11%, and Hispanics increased from 13% to 20%. The number of Native Americans rated "fully successful" increased from 1 to 2.

The percentage of outstanding ratings for all minority groups is below (by a minimum of 10%) the overall Agency rate of 38%. White males are slightly above the Agency percentage at 39%, and white females significantly higher at 46%. All age groups are higher than the 38% except employees at age 56 and above. Twenty-seven percent of these employees were rated

"outstanding", reflecting no change from FY 1998. See Attachment 3, Chart 26 for more detailed information regarding performance appraisals.

Managers and supervisors are encouraged to base employee performance ratings on objective performance standards. Prior to the end of each performance rating period, a memorandum regarding completion of performance appraisals is issued to all managers and supervisors encouraging them to be particularly sensitive not to allow age, ethnicity, handicapping condition, or gender intrude into performance evaluations. Such a memorandum will be issued again in September 2000 by the EDO.

NRC's internal web page and the automated vacancy announcement system were used to facilitate a more timely and efficient process of notifying employees of vacancies in headquarters and regional offices. Additionally, vacancies are announced on the Office of Personnel Management's USA Job web page. Upon request, employees may also obtain information regarding vacancies from the HR Service Centers.

When making selection and promotion decisions, managers, supervisors, and selection panel members were reminded to ensure that fair and equitable consideration is given to all employees. For all supervisory and non-bargaining unit positions at the GG-15 level and above, selection packages are reviewed by the Executive Resources Board EEO Review Group prior to selection as another check-and-balance in the system to ensure that senior management is aware of the availability of highly qualified women, minorities, and candidates with disabilities.

SBCR is responsible for evaluating EEO accomplishments and assessing efforts that support the Agency's EEO goals. Office directors and regional administrators provide quarterly status reports to enable SBCR to identify areas which require additional focus. At the request of regional management, the Director, SBCR, conducted individual and employee focus group sessions at Regions I, III, and IV to identify and address issues of concern to employees. An annual report of office accomplishments was provided to the Executive Director for Operations for his use in evaluating the performance of senior executives.

EEO Advisory Committees, including representatives from regional offices, also play a role in identifying and assisting in the resolution of EEO related concerns. Committees provide advice and recommendations to SBCR regarding recruitment, hiring, promotion, placement, and training and career development for employees. In the Joint Statement included as an attachment to this paper, the Advisory Committees raised the issue of enhancing opportunities for women, minorities, and persons with disabilities in two areas: SES, SLS, and managerial positions; and upward mobility positions. To address the first area, the Joint Statement recommends that management identify ways to increase minority representation, especially Hispanics, in the next SES Candidate Development Program. In regard to the second, the Joint Statement urges management to give greater attention to utilizing upward mobility positions wherever feasible. The EEO Advisory Committee Joint Statement contains other ongoing committee concerns and recommendations.

3. Employ a competent and highly skilled workforce, representative of America's diversity, which enables the Agency to accomplish its mission.

Four major initiatives have been established to enhance and support affirmative employment: 1) hire at the entry-level, 2) expand the pool for supervisory, management and executive positions; 3) attract and retain persons with disabilities; and 4) maintain effective student outreach activities.

NRC's targeted recruitment is based on groups deemed under represented in NRC's workforce. The recruitment schedule is a dynamic tool, based on an evaluation of the outcome of specific recruiting events (e.g., number of applications received, number of applicants placed in the pool, number of selections made). Events that are judged as not successful in a given year may be eliminated from the following year's recruitment schedule, and others may be added. The FY 2000 recruitment schedule includes 35 events (professional conferences and college career fairs) of which 26 are targeted for minorities, women, and persons with disabilities. A breakdown of the events by diversity category follows: 8 Hispanic events, 1 Native American event, 8 African American events, 1 Asian Pacific American event, 4 multi-ethnic events, 1 women event, and 3 events for persons with disabilities. The multi-ethnic events include a Rensselaer Polytechnic Institute Fair sponsored by the school's chapter of the National Society of Black Engineers (NSBE) and the Society of Hispanic Professional Engineers (SHPE); a Massachusetts Institute of Technology Fair sponsored by the school chapters of NSBE, SHPE, and the American Indian Science & Engineering Society (AISES); the University of Maryland Multi-Ethnic Career Fair; and the Society of American Chicanos and Native Americans in Science (SACNAS) Conference. It is expected that these sources will provide a highly diverse applicant pool for technical and scientific positions.

Managers and staff from diverse backgrounds served as recruiters in recruitment events that targeted women and minority applicants. During FY 1999, a total of 37 HR representatives and 45 technical employees including 10 managers served as recruiters: 13 white women, 18 white men, 31 African Americans, 11 Hispanics, 8 Asian Pacific Americans, and 1 Native American. During the first quarter of FY 2000, a total of 8 HR representatives and 8 technical employees including 1 manager served as recruiters: 7 white women, 5 white men, 1 African American, 2 Hispanics, and 1 Native American. The staff has been able to maintain a cadre of diverse employees who are available to participate in recruitment events. Research has shown that diverse representation among recruiters, especially managers, is a key marketing strategy for maintaining a diverse applicant pool.

Recently a new recruitment strategy was used to attract applicants for secretarial positions. These positions will fill the NRC's secretarial pool which is centrally established in HR to provide training and development prior to permanent placement in secretarial positions. A network announcement was used to advertise these positions. This network announcement provided the opportunity for all employees to participate in the recruitment process.

NRC's recruitment program has been revitalized so that the Agency can compete successfully for minorities, women, and persons with disabilities. Initiatives include:

- Developing relationships with targeted minority institutions and colleges and universities with significant disabled populations including contacting student organizations and relevant professors and department chairpersons, conducting classroom presentations, and meeting with college and university Directors of Office of Disability Services.
- Targeting pertinent military components (military separation centers as well as minority-specific military organizations).
- Working with the new full-time recruiter recently hired by HR, placing additional focus on entry-level hiring and on developing additional strategies to attract highly qualified women, minorities, and disabled.

NRC has experienced a steady decline in FTE resources over the past five fiscal years. However, this trend has not significantly reduced decreased the number of hires since FY 1996. As shown in Table A, the number of hires has remained relatively constant, averaging approximately 100 annually. During FY 1999, a total of 102 employees were hired: 44 (43%) white men, 36 (35%) white women, 11 (11%) African Americans, 5 (5%) Hispanics, 5 (5%) Asian Pacific Americans, and 1 (1%) Native American. This includes 14 entry-level and intern hires. During the first quarter of FY 2000, 20 employees were hired including one entry-level employee. This number includes 7 white males, 9 white females, 2 Asian Pacific Americans, 1 African American and 1 Hispanic. The overall percentage of hires for women and minorities held constant or increased.

Table A - Hires

	FY 00		FY 99		FY 98		FY 97		FY 96	
Totals	20	100%	102	100%	116	100%	109	100%	100	100%
Female	12	60%	47	46%	40	34%	31	28%	43	43%
Male	8	40%	55	54%	76	66%	78	72%	57	57%
African American	1	5%	11	11%	9	8%	9	8%	12	12%
Asian Pacific American	2	10%	5	5%	15	13%	5	5%	5	5%
Hispanic	1	5%	5	5%	4	3%	1	1%	8	8%
Native American	0	0%	1	1%	1	1%	0	0%	0	0%
White Female	9	45%	36	35%	30	26%	23	21%	31	31%
White Male	7	35%	44	43%	57	49%	71	65%	44	44%

Attracting, hiring, and developing talented, diverse entry-level employees who have the skills and potential to become future Agency leaders and experts is one of the Agency's most important and most challenging priorities. As the average length of service of Agency employees increases, we need to attract new staff earlier in - and especially at the beginning of - their professional careers. Entry-level/intern hiring has been the most successful method of improving the diversity of professional employees at NRC. Our emphasis must continue to be placed on entry-level hiring, whenever possible. The Agency is establishing a goal of hiring at least 25% of new employees at the entry-level. Offices and regions are being encouraged to

fully utilize the Agency's full-time equivalent (FTE) resources to support this goal. This includes efforts to attract and utilize cooperative education students, who may later, as some have in the past, become entry-level employees.

As shown in Table B, the reduction of the Agency's full-time equivalent (FTE) resources has led to a significant decrease in the number of entry-level/intern hires after FY 1996. However, entry-level/intern hires has remained steady since FY 1997. Details on all hires are included in Attachment 3, Chart 13.¹

Table B - Entry-Level/Intern Hires

	FY 00		FY 99		FY 98		FY 97		FY 96	
Totals	0	100%	8	100%	8	100%	9	100%	22	100%
Female	0	0%	7	88%	4	50%	3	33%	11	50%
Male	0	0%	1	13%	4	50%	6	67%	11	50%
African American	0	0%	3	38%	0	0%	0	0%	2	9%
Asian Pacific American	0	0%	0	0%	2	25%	1	11%	3	14%
Hispanic	0	0%	0	0%	1	13%	0	0%	0	0%
Native American	0	0%	1	13%	0	0%	0	0%	0	0%
White Female	0	0%	3	38%	3	38%	2	22%	8	36%
White Male	0	0%	1	13%	2	25%	6	67%	9	41%

Utilization of NRC's unique pay setting authority and benefits package has provided attractive incentives for applicants. Generally, the Agency's hiring authority enables us to set pay levels above the step-1 of the general grade for entry-level and experienced employees. Utilizing the Agency's unique hiring authority is critical in enhancing our ability to compete with other Federal Agencies for highly qualified applicants. During FY 1999, pay levels above the step 1 of the general grade, were established for 11 prospective entry-level/intern employees and 34 prospective experienced employees. Equally attractive to applicants is our benefits package which includes opportunities for salary increases based on fully successful performance, special salaries for entry-level engineers and physical scientists, paid annual and sick leave, paid holidays, group health and life insurance, retirement program, personal banking at the credit union, use of the health center and child care facility, use of the Fitness Center, and special employee discounts on recreational activities sponsored through the Employee Recreation and Welfare Association. Existing family-friendly policies and practices such as work-at-home, part-time employment, and alternative work schedules also help to attract new employees.

Other hiring incentives for applicants include access to training and development, mentoring, and career counseling. HR assesses the need for developmental programs to attract applicants

¹In order to maintain consistent data and reporting, the Agency will count as professional entry-level hires recent college graduates with bachelors, masters, or PhD degrees and little or no work experience in their field. This definition yields lower numbers of entry-level hires than shown in Table B of the SRM response issued on December 27, 1999. (Attachment 1)

and retain and develop on-board staff. Developmental programs include: Women's Executive Leadership, Facilitated Mentoring, Computer Science, Technical Intern, Administrative Skills Enhancement, and Certified Professional Secretary. These programs serve as an effective tool for enhancing developmental opportunities for women and minorities, older workers, and persons with disabilities.

Rotational assignments provide another developmental tool for enhancing employee knowledge and skills and for attracting applicants. HR advertised rotational opportunities on its internal web page which allowed employees to obtain information regarding rotational opportunities. In addition, employees can now indicate their availability for rotational assignments on HR's internal web page. HR specialists and the SBCR staff advise employees to seek rotational assignments, and work with employees and offices to facilitate such assignments. During FY 1999, employees participated in a total of 141 rotational assignments. As shown in Table C, women and minorities received 57% of these rotational assignments. This is an increase of 13% from FY 1998 with the largest increase for white women. Additional information regarding rotational assignments is provided in Attachment 3, Chart 14.

Table C - Rotational Assignments by Gender and Ethnicity

	FY 00		FY 99		FY 98		FY 97		FY 96	
Totals	44	100%	141	100%	215	100%	238	100%	260	100%
Female	22	50%	66	47%	77	36%	90	38%	92	35%
Male	22	50%	75	53%	138	64%	148	62%	168	65%
African American	8	18%	15	11%	24	11%	16	7%	22	8%
Asian Pacific American	0	0%	12	9%	12	6%	16	7%	15	6%
Hispanic	1	2%	2	1%	3	1%	6	3%	10	4%
Native American	0	0%	2	1%	3	1%	0	0%	0	0%
White Female	16	36%	50	35%	53	25%	68	29%	63	24%
White Male	19	43%	60	43%	120	56%	132	55%	150	58%

Career counselors also encourage employees to take advantage of developmental programs. During FY 1999 and through the first quarter of FY 2000, 27 employees received career counseling: 5 professional, 5 administrative, 7 clerical, and 10 paraprofessional employees. The counselor assists employees in identifying their short- and long-term goals and in developing an Individual Development Plan (IDP) which outlines developmental assignments and training needs.

The Facilitated Mentoring Program serves as a training and development tool that provides employees an opportunity to discuss their career goals with experienced NRC employees who volunteer to serve as mentors. The program's principal objectives are to enable the transfer of skills from one employee to another, to improve staff productivity and potential for advancement, improve staff morale, and support upward mobility by providing employees with sound career guidance. During FY 1999 and through the first quarter of FY 2000, SBCR conducted 2

mentoring orientation sessions for new participants. A total of 98 employees are currently participating in the program. A breakdown of the data is shown in Table D below.

Table D - Facilitated Mentoring Program

	Mentors	Mentees
Totals	42	56
African American	6	19
Asian Pacific American	2	5
Hispanic	1	3
Native American	0	0
White Female	10	10
White Male	23	19

The SES Candidate Development Program was opened in FY 1999 with its principal objective of selecting and developing potential leaders to fill future SES vacancies. Another objective of the Program is to enhance diversity of the SES corps within the Agency. Twenty-four selections were made: 14 white men, 6 white women, and 4 minorities (1 Asian Pacific American woman, 1 Asian Pacific American man, 1 African American woman, 1 African American man). Table E below provides demographics of the CDP.

Table E - SES Candidate Development Program

	Total Applicants	Applicants Referred	Selections
Totals	187	40	24
African American	14	3	2
Asian Pacific American	13	2	2
Hispanic	2	0	0
Native American	0	0	0
White Female	30	13	6
White Male	110	22	14
Unknown	18	0	0

Successful management strategies to enhance diversity at all levels is critical to the success of an organization. NRC's career planning at the executive level must incorporate strategies to train and develop more minorities.

The Agency strives to reach as wide and diverse a mix of applicants as possible when seeking applicants for SES and Senior Level positions. For example, we post SES and Senior Level positions on OPM's USAJOBS web site and advertise in a variety of media. A sampling of the media we use are *Minority Engineer*, *Workforce Diversity*, *Society of Hispanic Professional Engineer*, *Winds of Change*, *Diversity/Careers in Engineering*, *National Society of Black Engineers*, *Society of Women Engineers*, *Legal Times*, *Nuclear News*, *Power Engineering*,

Hispanic Professional Society Newsletter, the *Washington Post*, the *Chicago Tribune*, and the *Saludos Website*.

The Agency is committed to the hiring, development, and retention of employees with disabilities. To attract persons with disabilities to the NRC, we advertise positions in publications such as *Careers and the Disabled* and *Diversity/Careers in Engineering*. Additionally, in FY 2000, the staff will attend career fairs that target persons with disabilities such as those sponsored by the President's Committee on Employment of Persons with Disabilities, the National Training Conference on Employment of Federal Employees Who Are Deaf or Hard of Hearing, and the Association of Higher Education and Disability, which is attended by Directors of Offices of Disability Services at colleges and universities nationwide.

We will also recruit for summer college students with disabilities by using a database of disabled students interested in summer employment through the Workforce Recruitment Program for Persons with Disabilities. This program, coordinated by the President's Committee on Employment of Persons with Disabilities and the Department of Defense, offers Federal agencies and private sector employers a database of students representing all major disciplines with many levels of experience from more than 150 colleges and universities. HR has asked each office to indicate its summer hiring needs by the second quarter of this fiscal year.

To enhance our recruitment of persons with disabilities, we recently began to include on all vacancy announcements a statement that reasonable accommodations will be made for qualified applicants or employees with disabilities except when doing so would pose an undue hardship on agency programs or resources. We expect that this language will encourage more persons with disabilities to apply for NRC positions. In an effort to ensure qualified persons with disabilities are afforded proper consideration, HR specialists review and track applications, and contact selecting officials to advise them when qualified applicants identified as having disabilities are available for consideration.

The NRC Information Guide for People with Disabilities provides useful information for employees and potential applicants about services and accommodations available at the NRC for employees with special needs. This publication describes work site accommodations, special equipment available, transportation accommodations to attend local meetings, and programs such as the agency's Occupational Health and Safety Program, health services, and the Employee Assistance Program.

Executive agencies are required to engage in a variety of economic empowerment activities for women, minorities, and other protected groups. Two major EEO programs implemented by SBCR are the Small Business Procurement Preference Program and the Historically Black Colleges and Universities Program (HBCU).

Executive Order 12876, signed by President Clinton in 1993, requires each executive department and agency to establish an annual goal for funds to be awarded to HBCUs. Our Agency's program is funded and managed by SBCR through a cooperative agreement with Oak Ridge Institute for Science and Education. The program provides an opportunity for HBCU students and faculty members to participate in research and development activities related to the NRC mission (e.g., nuclear engineering, health physics). This program can lead to

partnerships and collaborations that promote research at HBCU campuses; enhance teaching skills of faculty participants; and encourage students to seek advanced degrees in science, engineering, and technology. Those selected for the program engage in ongoing research at Department of Energy laboratories, other state-of-the-art facilities, and on campuses.

In Fiscal Year 1999, \$189,000 was awarded under this agreement compared to \$5 million awarded to non-minority Institutions of Higher Education. The allocation for FY 2000 is \$200,000. In Fiscal Year 2001, annual funding for the program is expected to increase to \$250,000. The percentage of funds for the HBCU Program remains at less than 5 percent of total funds awarded by NRC to non-minority institutions.

The Small Business Program for Federal Agencies was established pursuant to the Small Business Act of 1958, as amended by Public Law 95-507. This law requires Federal agencies to assist and support the interest of small businesses. NRC's Small Business Program plays a vital role in locating and evaluating small businesses to provide goods and services to the Agency in a variety of areas. SBCR, in conjunction with the Office of Administration, provides assistance and support to NRC program offices in meeting their procurement needs, and at the same time ensuring that small businesses receive a fair share of NRC contracts. In FY 1999, SBCR initiated the practice of conducting quarterly small business forums to assist small businesses in understanding the Federal procurement process. These forums have proven to be effective in marketing small businesses to NRC's program offices. In fiscal year 1999, NRC made procurement awards in the total amount of \$72 million (commercial contracts). Thirty-one million (44%) was awarded to small businesses. The FY 2000 estimated procurement awards for the Agency is \$55 million (commercial contracts). NRC's small business goal is \$14 million (26%) of this amount.

4. Recognize, appreciate, and value diversity, thereby establishing trust, respect, and concern for the welfare for all employees within the Agency.

Employees are our greatest resource. We must do all we can to reflect our high regard for their contributions and their value to the organization. To assist managers in creating a positive work environment, the Agency implemented the managing diversity process in FY 1998. Managing Diversity awareness sessions for managers and supervisors were completed during FY 1998 and FY 1999. The objectives of these sessions were to define diversity management, discuss the value of managing a diverse workforce, highlight the nature and impacts of subtle biases, and discuss factors that impact organizational climate and the success of organizational performance. Creating a positive work environment is a cooperative venture and requires the support of managers and employees. During FY 2000, awareness sessions for employees were initiated to enhance employee understanding of their role and responsibility in creating an efficient and successful organization. Sessions were completed in Regions III and IV, and are scheduled for headquarters and the remaining regions during FY 2000.

Members of the Senior Executive Service (SES) are expected to provide proactive leadership in working towards EEO objectives. Performance plans for SES members include a mandatory subelement, *Human Resources Management*, in Critical Element II, *Management Effectiveness*. This subelement includes a requirement that each executive be rated on how he or she "selects, develops, appraises, and recognizes staff consistent with Agency merit and cultural diversity

principles, affirmative action objectives, and equal employment opportunity requirements." Each Senior Executive is rated on this subelement during each performance cycle. To further enhance management effectiveness in EEO, we will propose a new separate EEO subelement to be included in SES performance plans, and a new performance element for non-SES managers and supervisors. The new element and subelement, address a discrimination-free work environment, diversity, and fair opportunity for all applicants and employees.

Concern for employee welfare and morale is reflected in Agency support of existing family-friendly policies and practices. In FY 1999 the agency continued to encourage and support the use of established Work-at-Home, career part-time employment, alternative work schedules, and flexiplace work policies. Other family-friendly practices included the approval of sick leave to care for ill family members and approving employee requests to use up to 12 weeks of leave without pay per year to care for a family member with a serious medical condition.

The NRC is working to improve open communications, mutual trust, and respect. One-on-one dialogues between supervisors and employees, as well as staff meetings between supervisors and groups of employees, is strongly encouraged to promote open communication, cohesion, and mutual trust. Office and Regional partnership committees provide a formal, ongoing mechanism for management-staff discussions on broad-based, generic issues affecting all employees within a specific organization.

The Office of the Executive Director for Operations has launched a concerted effort to improve communications and has assigned an SES member to his staff to work full time on this initiative. As part of the SES Candidate Development Program, the SES candidates have elected to work on improving internal communications and will provide recommendations to the EDO to effect change in this area.

Another avenue for improving communication, and for recognizing the accomplishments of employees, is through the performance appraisal process. NRC maintains a reputation of employing highly qualified employees capable of producing high quality work. Managers and supervisors are reminded, at least annually, to create and maintain a positive employee-supervisor dialogue when establishing performance plans and evaluating work performance. Managers are asked to provide honest feedback in the form of realistic and fair assessments of individual strengths and weaknesses. The Agency-sponsored course *Effective Management Participation in Merit Staffing*, was designed with this objective in mind. To recognize the accomplishments of employees, high quality increases and performance and cash awards were given. As shown in Table F, during FY 1999, a total of 2007 non-SES incentive awards were given to employees.

Table F - All Non-SES Awards

	FY 00		FY 99		FY 98		FY 97		FY 96	
Totals	1096	100%	2007	100%	1725	100%	1665	100%	1451	100%
Female	489	45%	861	43%	679	39%	694	42%	633	44%
Male	607	55%	1146	57%	1045	61%	971	58%	818	56%
African American	150	14%	296	15%	222	13%	210	14%	217	15%
Asian Pacific American	66	6%	105	5%	98	6%	79	5%	66	5%
Hispanic	22	2%	37	2%	38	2%	34	2%	20	1%
Native American	5	4%	8	0%	4	2%	4	2%	4	3%
White Female	338	31%	599	30%	490	28%	502	30%	453	31%
White Male	515	47%	962	48%	879	51%	824	49%	698	48%

Table G shows a comparison of awards to each group and the group's representation in the NRC permanent workforce. The percentage of awards given to all minority groups and White females equals or exceeds their representation in the NRC workforce, except for Asian Pacific Americans who received slightly less than their representation. Fifty-two percent of NRC's workforce is White male and they received 47% of the awards given to date in FY 2000.

Table G - Comparison of Awards To Workforce Representation

	Representation in NRC Permanent Workforce		FY 00	
Totals	2832	100%	1096	100%
Female	1055	37%	489	45%
Male	1777	63%	607	55%
African American	366	13%	150	14%
Asian Pacific American	196	7%	66	6%
Hispanic	63	2%	22	2%
Native American	9	.32%	5	.4%
White Female	731	26%	338	31%
White Male	1467	52%	515	47%

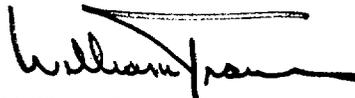
Since FY 1996, the percentage of awards has remained consistent for all employee groups. Forty-three percent of the award recipients were women and 22% were minorities. Details of awards are included in Attachment 3, Chart 17.

Summary and Conclusion

Strategies to improve EEO at the NRC are continually evolving. The current resource and cultural climate in the agency supports initiatives such as EEO and diversity training for managers and employees, reasonable accommodations for persons with disabilities, targeted recruitment, improved merit staffing procedures, and an Alternative Dispute Resolution process. The Agency continues to do well in institutionalizing these strategies.

Other initiatives that have intrinsic value to the success of EEO and the overall success of the organization require organizational cultural and individual behavioral changes. The concept of diversity management, which seeks to maximize the potential of all employees, requires accountability and responsibility of both managers and employees in creating a positive work environment. The concept of diversity management also fosters improved communication among all parties in the organization. It enables open dialogue in the safety of an environment that promotes acceptable levels of risk-taking and encourages diverse perspectives. Expectations and common objectives must be clearly communicated, well understood, and supported. However, institutionalizing these initiatives is more challenging. Organizational and behavioral change does not occur with training alone. Training and revised policies and procedures must be coupled with a strong commitment to positive action and change.

Implementation of these initiatives will improve performance in EEO and institutionalize the objectives of the Guiding Principles of the Agency's Affirmative Employment Plan discussed in this Commission paper. SBCR will continue to monitor and evaluate EEO performance, and will assist offices in developing strategies to accomplish the Agency's EEO goals.



William D. Travers
Executive Director
for Operations

Attachments:

1. December 1999 Response to August 25, 1999 Staff Requirements Memorandum
2. Statement by Michael Springer, Director, Office of Administration
3. EEO Complaint and EEO Workforce Profile Data
4. Joint Statement by the Equal Employment Opportunity Advisory Committees and Statement by the Joint Labor Management Equal Employment Opportunity Committee

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December 1999 Response to August 25, 1999, Staff Requirements Memorandum



**UNITED STATES
NUCLEAR REGULATORY COMMISSION**

WASHINGTON, D.C. 20555-0001

December 27, 1999

MEMORANDUM TO: Chairman Meserve
Commissioner Dicus
Commissioner Diaz
Commissioner McGaffigan
Commissioner Merrifield

FROM:

William D. Travers *William D. Travers*
Executive Director for Operations

SUBJECT:

STAFF REQUIREMENTS MEMORANDUM (SRM) FOLLOWING EEO
COMMISSION BRIEFING

In response to the August 25, 1999, Staff Requirements Memorandum (M990805, Attachment 1), the staff is providing the following information:

a. What impact has the reorganization and downsizing had on employees with disabilities? What impact has the reorganization and downsizing had on disabled veterans?

Tables 1 and 2 below show a breakout of the Agency's workforce with respect to total disabled employees and disabled veterans. The FY 1999 data is as of May 31, 1999, as it was in SECY-99-190, in order to provide data close in time to the completion of the reorganizations. The percentage of disabled veterans has held steady since FY 1995. There has been a slight reduction in the percentage of disabled employees from a three-year 7% trend starting in FY 1996 to 6% in FY 1999. Three disabled employees were hired in FY 1999.

**Table 1: Agency Workforce Profile
Disabled Employees**

	FY 99*		FY 98		FY 97		FY 96		FY 95	
Total	2866		2961		3047		3104		3161	
Disabled Employees	185	6%	193	7%	200	7%	207	7%	172	5%
Not Disabled	2681	94%	2768	93%	2847	93%	2897	93%	2989	95%

**Table 2: Agency Workforce Profile
Disabled Veterans**

	FY 99*		FY 98		FY 97		FY 96		FY 95	
Total	2866		2961		3047		3104		3161	
Disabled Veterans	35	1%	34	1%	38	1%	40	1%	40	1%
Other	2831	99%	2927	99%	3009	99%	3064	99%	3121	99%

*FY 1999 data as of 05/31/99

During FY1998 to FY 1999, the number of disabled employees in SES/managerial and supervisory positions decreased from 19 to 18, while the overall number of employees in SES and managerial and supervisory positions decreased from 399 to 332. The number of disabled veterans in SES/managerial and supervisory positions remained constant at 3. The total number of disabled employees in the Senior Level System (SLS) remained at 3, while the overall number of employees in SLS increased from 37 to 50. There are no disabled veterans in SLS positions.

b. Table E in SECY-99-190 provides diversity information for all new hires. Provide similar data for entry-level professional hires (a subset of the Table E data). Collect and provide diversity information about offers and declinations for all new hires including entry-level professional hires and interns in FY 2000.

Table 3 below updates the information provided in SECY-99-190 on new hires through the end of FY 1999. Table 3A provides similar data for entry-level professional hires. The percentage of new hires who are entry-level professionals has dropped from 29% in FY 1995 and FY 1996 to 14% in FY 1999. The number of entry-level hires in FY 1999, 14, is down from the FY 1995 through FY 1998 average of 18 per year. The number of minority entry-level hires has shown a similar decrease, although the relative percentage of minority entry-level hires has increased, with the exception of Hispanics. White female and male entry-level professional hires have also trended down from their averages for the preceding four fiscal years (5.5 for white females and 7.25 for white males). The ratio of female to male entry-level professional hires has increased steadily over the five-year period.

Table 3 - Hires

	FY 99		FY 98		FY 97		FY 96		FY 95	
Totals	99		116		109		100		66	
Females	47	47%	40	34%	31	28%	43	43%	25	38%
Males	52	53%	76	66%	78	72%	57	57%	41	62%
African American	11	11%	9	8%	9	8%	12	12%	6	9%
Asian Pacific American	5	5%	15	13%	5	5%	5	5%	2	3%
Hispanic	4	4%	4	3%	1	1%	8	8%	6	9%
Native American	1	1%	1	1%	0	0%	0	0%	0	0%
White Females	36	36%	30	26%	23	21%	31	31%	18	27%
White Males	42	42%	57	49%	71	65%	44	44%	34	52%

Table 3A - Entry Level Hires

	FY 99		FY 98		FY 97		FY 96		FY 95	
Totals	14		10		17		29		19	
Females	9	64%	5	50%	8	47%	15	52%	7	37%
Males	5	36%	5	50%	9	53%	14	48%	12	63%
African American	4	29%	0	0%	3	18%	4	14%	4	21%
Asian Pacific American	1	7%	1	10%	1	6%	4	14%	1	5%
Hispanic	0	0%	2	20%	0	0%	1	3%	3	16%
Native American	1	7%	0	0%	0	0%	0	0%	0	0%
White Females	4	29%	4	40%	6	35%	9	31%	3	16%
White Males	4	29%	3	30%	7	41%	11	38%	8	42%

In October 1999, HR began systematically recording information about offers and declinations for all new hires. However, there has not been sufficient time to collect meaningful diversity data. We will be reporting on this information at an EEO Commission briefing in FY 2001. Additionally, to enhance the Agency's ability to attract and hire new applicants, the Agency's recruitment strategy will include follow-up calls to applicants encouraging them to accept the Agency's offers.

c. How are we training managers on how to do better, more objective performance appraisals since appraisals can have an impact on upward mobility and promotion?

The Office of Human Resources (HR) offers three courses that teach key concepts of performance appraisal. All of these courses are offered throughout the year and frequently in September when supervisors are completing appraisals and preparing performance plans. These courses are:

- ◆ *Performance Appraisal Workshop*, a two-day course required for all new supervisors. This course is designed to provide participants an opportunity to expand and refine their knowledge and skills related to effectively administering the NRC performance appraisal process. The course covers topics such as the need for validity, reliability and relative uniformity in elements, standards, and appraisals, as well as the importance of comparing employee performance against standards or criteria.
- ◆ *Performance Appraisal: Enhancing Its Effectiveness and Efficiency*, a half-day workshop for supervisors. This course reinforces and supplements the information provided in the two-day course. Strategies, techniques, and exercises are provided to emphasize the importance of validity, reliability, integrity, accountability, and consistency in conducting every aspect of the performance appraisal process.
- ◆ *Human Resources Management Practices*, also required for new supervisors. It provides information about important performance appraisal features including critical elements, performance standards, performance discussions, and performance appraisal counseling.

d. Provide the following data, if it is available. Are FERS employees more likely to leave the Agency early than CSRS employees? Could this significantly impact Agency retention of employees in the near future?

As of 9/30/99 of this year, 53% (1,492) of NRC employees were covered under the Federal Employees Retirement System (FERS) and 47% (1,319) were covered under the Civil Service Retirement System (CSRS). Table 4 shows voluntary resignations from the NRC by retirement plan. The data show that roughly 90% of employees leaving the Agency by resignation are covered by the FERS retirement plan. As the average age of FERS employees increases, they will have less reason than CSRS employees at similar ages have had to remain until retirement age because of the portability of FERS versus CSRS.

Over time, CSRS employees will become less and less likely to leave early because they will have attained the age and service requirements for retirement. The minimum age of CSRS staff is 34; the average age is 52. For FERS staff, those ages are 19 and 44. The overall impact on

retention is likely to be slight in the near term, but could become significant in the FY 2005-2010 period. We plan to continue to monitor loss rates and projected attrition so that our succession planning, recruitment, retention and training strategies will continue to be responsive to employment trends.

**Table 4: Resignations
by Retirement Plan**

	FY 99		FY 98		FY 97		FY 96		FY 95	
Total	56		75		70		56		68	
CSRS	6	11%	12	16%	9	13%	7	13%	14	21%
FERS	50	89%	63	84%	61	87%	49	88%	54	79%

e. The note under Table B in SECY-99-190 indicates that there were no minority applicants for some positions filled competitively. What actions are being taken to encourage qualified employees, including women and minorities, to apply for SLS, SES, supervisory and other competitive positions and for the SES Candidate Development Program?

NRC employees are continually encouraged to apply for positions that are posted throughout the agency. These positions are listed on the HR homepage, on the OP applications webpage, and in the Smartline phone referral system. HR is considering other means of encouraging qualified employees to apply for positions, including regular network announcements to remind employees of new vacancies posted under the merit staffing process.

In FY 1999, the SES Candidate Development Program was announced. HR held two information sessions for employees explaining the application process and criteria for selection, and provided general information regarding the Senior Executive Service. At these sessions, a representative from the Office of Personnel Management (OPM) provided the prospective applicants guidance on preparing applications, specifically how to describe their experience in meeting OPM's Executive Core Qualifications. These sessions were provided via televideo to the regional offices and the Technical Training Center, and were well publicized and widely attended.

The Staff Requirements Memorandum also requests that consideration be given to a more aggressive outreach effort with fellow agencies, such as the Department of Energy (DOE), to attract qualified, diverse applicants; and to consider appropriate use of interagency rotational assignments so we can showcase the NRC to qualified, diverse applicants.

The NRC and DOE Human Resources staffs have discussed participating in joint recruitment activities during FY 2000. The two agencies are currently working to identify specific events for joint recruitment efforts. Additionally, the Defense Intelligence Agency is sponsoring a free military recruiting event and has invited the NRC to participate. Joint participation in recruitment

activities will enable NRC to enhance efforts to reach out to diverse potential applicants with minimum cost to the Agency. Interagency assignments are also being considered as a means of developing employees from other agencies and showcasing NRC as a prospective employer.

Attachment: As stated

cc: SECY
OGC
OCA
OPA
CFO
CIO

REVISED

IN RESPONSE, PLEASE
REFER TO: M990805

August 25, 1999

MEMORANDUM TO: William D. Travers
Executive Director for Operations

FROM: Annette L. Vietti-Cook, Secretary /s/

SUBJECT: STAFF REQUIREMENTS - BRIEFING ON EEO PROGRAM
(SECY-99-190), 10:00 A.M., THURSDAY, AUGUST 5, 1999,
COMMISSIONERS' CONFERENCE ROOM, ONE WHITE FLINT
NORTH, ROCKVILLE, MARYLAND (OPEN TO PUBLIC
ATTENDANCE)

The Commission was briefed by the NRC staff on the Equal Employment Opportunity Program.

The Commission requested that the staff provide the following additional information:

- a. What impact has the reorganization and downsizing had on employees with disabilities? What impact has the reorganization and downsizing had on disabled veterans?
- b. Table E in SECY-99-190 provides diversity information for all new hires. Provide similar data for entry level professional hires (a subset of the Table E data). Collect and provide diversity information about offers and declinations for all new hires including entry-level professional hires and interns in FY 2000.
- c. How are we training managers on how to do better, more objective performance appraisals since appraisals can have an impact on upward mobility and promotion?
- d. Provide the following data, if it is available. Are FERS employees more likely to leave the agency early than CSRS employees? Could this significantly impact agency retention of employees in the near future?
- e. The note under Table B in SECY-99-190 indicates that there were no minority applicants for some positions filled competitively. What actions are being taken to encourage qualified employees, including women and minorities, to apply for SLS, SES, supervisory and other competitive positions and for the SES Candidate Development Program?

Consideration should be given to a more aggressive outreach effort with fellow agencies, such as DOE, to attract qualified, diverse applicants. Consideration should also be given to using, when appropriate, rotational assignments to other agencies and from other agencies so we can showcase the NRC to qualified, diverse potential applicants.

cc: Chairman Dicus
Commissioner Diaz
Commissioner McGaffigan
Commissioner Merrifield
OGC
CFO
CIO
OCA
OIG
OPA
Office Directors, Regions, ACRS, ACNW, ASLBP (via E-Mail)
PDR - Advance
DCS - P1-17

Statement by Michael Springer, Director, Office of Administration

Attachment 2

**EEO PROGRAM POLICIES AND PERFORMANCE IN THE
OFFICE OF ADMINISTRATION**

Michael L. Springer, Director

I am pleased to have the opportunity to provide the Commission today with an overview of the Office of Administration's (ADM) Equal Employment Opportunity (EEO) Program. ADM fully supports the Agency's Equal Employment Opportunity and Diversity Policy and we are very proud of our accomplishments in this important area. After a brief summary of ADM's demographic profile, I will discuss the initiatives, accomplishments, and challenges associated with our EEO program.

Current Demographics

ADM currently has 118 full and part-time employees. The table below depicts ADM's workforce by ethnic background and gender. As a result of ADM's EEO efforts in hiring, development and promotion activities, 44% of the staff are minorities, and 62% are women. Minority women represent 29% of the staff, minority men 15%, White women 33% and White men 23%. Of our supervisors and managers, 36% are African American and 50% are women.

Staff Diversity			
Ethnic Background	Female	Male	Totals
African American	31	17	48
Asian Pacific Amer.	1	0	1
Hispanic	2	1	3
Caucasian	39	27	66
Total	73	45	118

From the beginning of FY 1999 to the present, ADM has filled 16 positions. Four of these positions were filled with minority women, four were filled with minority men and five were filled with White women. Most significantly, two of these selections were key managerial positions at the branch chief level. An African-American man was hired for one of these positions, a White woman for the other.

Initiatives and Accomplishments

Along with the recruitment and selection of staff discussed above, we recognize that an effective EEO program is the product of a well thought out plan for developing staff and providing meaningful opportunities for career growth. To this end, ADM has structured a continuing program which provides opportunities for clerical and para-professional staff to embark on a career path leading to a professional contract specialist position. For example,

one-half of the professional contracting staff is currently comprised of former secretarial or para-professional personnel.

The Office of Administration has historically maintained a strong philosophy for training and developing its employees. Support is provided for employees to complete in-house and college-level courses. Several employees are participating in developmental programs such as Computer Science, and Administrative Skills Enhancement. The office has also maintained an on-going upward mobility initiative to attract employees for entry-level procurement assistant vacancies.

In FY 1998, ADM developed an office-wide upward mobility program that has recently come to fruition. ADM posted three Administrative Management Trainee positions that were specifically designed to provide on-the-job training to the selected applicants to provide a transition from clerical/para-professional positions to professional administrative positions. Two African American women and one White woman were selected for this program. After successfully completing 18 months of training in various administrative fields, all three women were recently selected for professional career ladder administrative positions, two of them in ADM and one in the Office of the Inspector General. At a time when ADM was faced with a large number of employees who were eligible for retirement, this program satisfied the office's need to fill positions with staff that were prepared to move into various positions as vacancies occurred.

To ensure that our EEO program continues at least at its current level of productivity, I have discussed with senior managers and supervisors new initiatives in this area. Given the success of ADM's most recent upward-mobility program discussed above, we are exploring a more ambitious effort involving outside recruitment, especially for recent college graduates, with a focus on diversity.

I review all selections in the office with the respective Division Directors. We routinely seek diversity among our rating panel members and I strongly encourage key managers of the Office of Administration to seek minority and women candidates for vacant positions. This process helps to ensure that ADM rating and selecting officials focus on fairness and reflect the office commitment to the merit selection process and the EEO objectives of the Agency.

I participate personally with my three division directors in monthly meetings of the ADM labor-management partnership. This provides a non-adversarial forum for discussion of personnel issues and employee concerns which sometimes focus on issues of equity for women and minorities regarding awards and promotion opportunities. I would characterize our relationship with our labor partners as excellent. We have been able to resolve issues quickly and amicably within this group.

To improve communication among the staff, I conduct bi-weekly meetings with Division Directors to discuss achievement of program goals. Information discussed during these meetings is shared with the staff and employees are asked to provide their perspectives and opinions regarding issues.

Awards

A top priority within ADM is to recognize individuals whose performance set an example for others in achieving excellence in the workplace. To accomplish this, we have implemented an ongoing awards program which recognizes employees for exceptional performance throughout the year, culminating in an annual award ceremony at the end of the appraisal period. During the FY 1999 and 2000 Awards Ceremonies, ADM presented 106 Performance Awards, 37% of which were given to minorities, 31% to white women and 33% to white men. ADM also recognized exemplary employee performance throughout the year with instant cash awards for employees who complete assignments by demonstrating unusual initiative, ingenuity, or customer satisfaction. During FY 1999 and the first quarter of FY 2000, ADM presented 40 instant cash awards, 45% of which were given to minorities, 40% to white women and 15% to white men.

Developmental Assignments

ADM continues to provide a wide variety of opportunities for Agency employees to participate in developmental assignments. Minorities and women are selected for many of these assignments. For example, one White woman is participating in the Administrative Skills Program, one White woman and one African American woman are participating in the Computer Science Development Program. Also, one White woman was rotated to a management assignment in NMSS, one African American woman was detailed to a Branch Chief position within ADM and a White woman was detailed to a Branch Chief position in ADM. Additionally, in conjunction with the SES Development Program, ADM is providing rotational management assignments for an African American woman and a White woman.

Challenges Ahead

While staff downsizing has resulted in diminished recruitment and advancement opportunities for all employees, we remain fully committed to our EEO Program. ADM will continue to explore innovative ways to promote equity for women and minorities in career advancement. To continue the success achieved from our upward mobility program, I plan to pursue new recruitment sources at colleges, universities and career fairs for hiring interns, as FTE for this program becomes available. I envision this as an area where we will be able to recruit and retain highly qualified diverse staff.

ADM has 29 Contracting Officers and Specialists whose positions are in the 1102 classification series. Fifteen of these employees are minorities and 23 are White women. Recent Office of Personnel Management changes in the qualification standards for the 1102 series require employees who occupy these positions to obtain a college degree in order to advance to the GG-13 level or higher. ADM has appointed a Career Development Program Manager to implement and oversee programs that provide any participating professional the opportunity to obtain his or her Bachelors Degree. We have also added funds to our training budget to achieve this objective.

I will continue to meet regularly with ADM's managers and supervisors to ensure our continued success in the EEO arena. I look forward to the year ahead and appreciate the opportunity to present this information to the Commission.

EEO Complaint and EEO Workforce Profile Data

Attachment 3

**BASES OF FORMAL EEO COMPLAINTS FILED
FISCAL YEARS 1996 - 1999**

BASES	TOTAL	FISCAL YEAR			
		1996	1997	1998	1999
TOTAL	82	20	18	24	37
NATIONAL ORIGIN	7	2	0	5	1
RACE AND COLOR	16	1	5	5	11
GENDER	9	3	1	2	8
AGE	14	4	3	3	7
DISABILITY	12	3	0	5	6
RELIGION	1	1	0	0	0
REPRISAL	23	6	9	4	4

**ISSUES ALLEGED IN FORMAL EEO COMPLAINTS FILED
FISCAL YEARS 1996 - 1999**

ISSUES	TOTAL	FISCAL YEAR			
		1996	1997	1998	1999
TOTAL	76	20	18	21	37
APPOINTMENT/HIRE	7	0	4	2	2
ASSIGNMENT OF DUTIES	9	6	0	2	0
AWARDS	4	0	2	1	2
REPRIMAND	1	0	1	0	1
TERMINATION	1	0	0	0	1
OTHER DISCIPLINARY ACTION	3	2	0	1	0
EVALUATION/APPRaisal	12	4	4	1	6
SEXUAL HARASSMENT	3	1	0	1	1
NON-SEXUAL HARASSMENT	3	1	0	0	1
PROMOTION/NON-SELECTION	16	4	3	7	17
TERMS/CONDITIONS OF EMPLOYMENT	1	0	0	0	2
TRAINING	2	0	1	1	0
TIME & ATTENDANCE	3	0	0	2	0
OTHER	11	2	3	3	4

Total Permanent Staff (inclusive of all pay grades)

	FY 99		FY 98		FY 97		FY 96	
		%		%		%		%
TOTAL	2832	100%	2961	100%	3047	100%	3104	100%
FEMALE	1055	37%	1093	37%	1130	37%	1157	37%
MALE	1777	63%	1868	63%	1917	63%	1947	63%
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AFRICAN AMERICAN	366	13%	374	13%	379	12%	377	12%
FEMALE	252	9%	256	9%	261	9%	262	8%
MALE	114	4%	118	4%	118	4%	115	4%
<hr/>								
ASIAN PACIFIC AMERICAN	196	7%	200	7%	197	6%	196	6%
FEMALE	45	2%	46	2%	47	2%	48	2%
MALE	151	5%	154	5%	150	5%	148	5%
<hr/>								
HISPANIC	63	2%	62	2%	63	2%	66	2%
FEMALE	23	1%	23	1%	22	1%	25	1%
MALE	40	1%	39	1%	41	1%	41	1%
<hr/>								
NATIVE AMERICAN	9	0.32%	8	0.27%	7	0.23%	7	0.23%
FEMALE	4	0.14%	3	0.10%	3	0.10%	3	0.10%
MALE	5	0.18%	5	0.17%	4	0.13%	4	0.13%
<hr/>								
WHITE	2198	78%	2317	78%	2401	79%	2458	79%
FEMALE	731	26%	765	26%	797	26%	819	26%
MALE	1467	52%	1552	52%	1604	53%	1639	53%

PATCOB Categories

DATA AS OF SEPTEMBER 30, 1999

	ON BOARD		PROFESSIONAL		TECHNICAL		ADMINISTRATIVE		CLERICAL		OTHER		BLUE COLLAR	
	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL
TOTAL	2832	100.00%	1756	100.00%	200	100.00%	573	100.00%	291	100.00%	3	100.00%	9	100.00%
FEMALE	1055	37.25%	302	17.20%	178	89.00%	301	52.53%	273	93.81%	0	0.00%	1	11.11%
MALE	1777	62.75%	1454	82.80%	22	11.00%	272	47.47%	18	6.19%	3	100.00%	8	88.89%
AFRICAN AMERICAN	366	12.92%	114	6.49%	72	36.00%	111	19.37%	66	22.68%	0	0.00%	3	33.33%
FEMALE	252	8.90%	50	2.85%	64	32.00%	78	13.61%	60	20.62%	0	0.00%	0	0.00%
MALE	114	4.03%	64	3.64%	8	4.00%	33	5.76%	6	2.06%	0	0.00%	3	33.33%
ASIAN PACIFIC AMERICAN	196	6.92%	172	9.79%	7	3.50%	10	1.75%	7	2.41%	0	0.00%	0	0.00%
FEMALE	45	1.59%	23	1.31%	6	3.00%	9	1.57%	7	2.41%	0	0.00%	0	0.00%
MALE	151	5.33%	149	8.49%	1	0.50%	1	0.17%	0	0.00%	0	0.00%	0	0.00%
HISPANIC	63	2.22%	38	2.16%	5	2.50%	10	1.75%	9	3.09%	1	33.33%	0	0.00%
FEMALE	23	0.81%	6	0.34%	4	2.00%	4	0.70%	9	3.09%	0	0.00%	0	0.00%
MALE	40	1.41%	32	1.82%	1	0.50%	6	1.05%	0	0.00%	1	33.33%	0	0.00%
NATIVE AMERICAN	9	0.32%	3	0.17%	2	1.00%	2	0.35%	2	0.69%	0	0.00%	0	0.00%
FEMALE	4	0.14%	1	0.06%	2	1.00%	0	0.00%	1	0.34%	0	0.00%	0	0.00%
MALE	5	0.18%	2	0.11%	0	0.00%	2	0.35%	1	0.34%	0	0.00%	0	0.00%
WHITE	2198	77.61%	1429	81.38%	114	57.00%	440	76.79%	207	71.13%	2	66.67%	6	66.67%
FEMALE	731	25.81%	222	12.64%	102	51.00%	210	36.65%	196	67.35%	0	0.00%	1	11.11%
MALE	1467	51.80%	1207	68.74%	12	6.00%	230	40.14%	11	3.78%	2	66.67%	5	55.56%

Chart 3

PATCOB Categories

DATA AS OF SEPTEMBER 30, 1998

	ON BOARD		PROFESSIONAL		TECHNICAL		ADMINISTRATIVE		CLERICAL		BLUE COLLAR	
	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL
TOTAL	2961	100.00%	1824	100.00%	230	100.00%	594	100.00%	312	100.00%	11	100.00%
FEMALE	1093	36.91%	295	16.17%	204	88.70%	298	51.03%	294	94.23%	2	18.18%
MALE	1868	63.09%	1529	83.83%	26	11.30%	286	48.97%	18	5.77%	9	81.82%
AFRICAN AMERICAN	374	12.63%	112	6.14%	76	33.04%	112	19.18%	71	22.76%	3	27.27%
FEMALE	256	8.65%	44	2.41%	68	29.57%	79	13.53%	65	20.83%	0	0.00%
MALE	118	3.99%	68	3.73%	8	3.48%	33	5.65%	6	1.92%	3	27.27%
ASIAN PACIFIC AMERICAN	200	6.75%	177	9.70%	8	3.48%	9	1.54%	6	1.92%	0	0.00%
FEMALE	46	1.55%	24	1.32%	7	3.04%	9	1.54%	6	1.92%	0	0.00%
MALE	154	5.20%	153	8.39%	1	0.43%	0	0.00%	0	0.00%	0	0.00%
HISPANIC	62	2.09%	36	1.97%	5	2.17%	11	1.88%	10	3.21%	0	0.00%
FEMALE	23	0.78%	6	0.33%	4	1.74%	3	0.51%	10	3.21%	0	0.00%
MALE	39	1.32%	30	1.64%	1	0.43%	8	1.37%	0	0.00%	0	0.00%
NATIVE AMERICAN	8	0.27%	2	0.11%	3	1.30%	2	0.34%	1	0.32%	0	0.00%
FEMALE	3	0.10%	0	0.00%	2	0.87%	0	0.00%	1	0.32%	0	0.00%
MALE	5	0.17%	2	0.11%	1	0.43%	2	0.34%	0	0.00%	0	0.00%
WHITE	2317	78.25%	1497	82.07%	138	60.00%	450	77.05%	224	71.79%	8	72.73%
FEMALE	765	25.84%	221	12.12%	123	53.48%	207	35.45%	212	67.95%	2	18.18%
MALE	1552	52.41%	1276	69.96%	15	6.52%	243	41.61%	12	3.85%	6	54.55%

Chart 4

PATCOB Categories

DATA AS OF SEPTEMBER 30, 1997

	ON BOARD		PROFESSIONAL		TECHNICAL		ADMINISTRATIVE		CLERICAL		BLUE COLLAR	
	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL
	TOTAL	3047	100.00%	1875	100.00%	249	100.00%	587	100.00%	325	100.00%	11
FEMALE	1130	37.09%	305	16.27%	222	89.16%	296	50.43%	305	93.85%	2	18.18%
MALE	1917	62.91%	1570	83.73%	27	10.84%	291	49.57%	20	6.15%	9	81.82%
AFRICAN AMERICAN	379	12.44%	112	5.97%	80	32.13%	110	18.74%	74	22.77%	3	27.27%
FEMALE	261	8.57%	46	2.45%	72	28.92%	76	12.95%	67	20.62%	0	0.00%
MALE	118	3.87%	66	3.52%	8	3.21%	34	5.79%	7	2.15%	3	27.27%
ASIAN PACIFIC AMERICAN	197	6.47%	174	9.28%	11	4.42%	9	1.53%	3	0.92%	0	0.00%
FEMALE	47	1.54%	25	1.33%	10	4.02%	9	1.53%	3	0.92%	0	0.00%
MALE	150	4.92%	149	7.95%	1	0.40%	0	0.00%	0	0.00%	0	0.00%
HISPANIC	63	2.07%	36	1.92%	8	3.21%	11	1.87%	8	2.46%	0	0.00%
FEMALE	22	0.72%	5	0.27%	6	2.41%	3	0.51%	8	2.46%	0	0.00%
MALE	41	1.35%	31	1.65%	2	0.80%	8	1.36%	0	0.00%	0	0.00%
NATIVE AMERICAN	7	0.23%	2	0.11%	2	0.80%	2	0.34%	1	0.31%	0	0.00%
FEMALE	3	0.10%	0	0.00%	2	0.80%	0	0.00%	1	0.31%	0	0.00%
MALE	4	0.13%	2	0.11%	0	0.00%	2	0.34%	0	0.00%	0	0.00%
WHITE	2401	78.80%	1551	82.72%	148	59.44%	455	77.51%	239	73.54%	8	72.73%
FEMALE	797	26.16%	229	12.21%	132	53.01%	208	35.43%	226	69.54%	2	18.18%
MALE	1604	52.64%	1322	70.51%	16	6.43%	247	42.08%	13	4.00%	6	54.55%

Chart 5

PATCOB Categories

DATA AS OF SEPTEMBER 30, 1996

	ON BOARD		PROFESSIONAL		TECHNICAL		ADMINISTRATIVE		CLERICAL		BLUE COLLAR	
	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL
TOTAL	3104	100.00%	1904	100.00%	258	100.00%	592	100.00%	339	100.00%	11	100.00%
FEMALE	1157	37.27%	311	16.33%	227	87.98%	296	50.00%	321	94.69%	2	18.18%
MALE	1947	62.73%	1593	83.67%	31	12.02%	296	50.00%	18	5.31%	9	81.82%
AFRICAN AMERICAN	377	12.15%	106	5.57%	86	33.33%	105	17.74%	77	22.71%	3	27.27%
FEMALE	262	8.44%	44	2.31%	79	30.62%	71	11.99%	68	20.06%	0	0.00%
MALE	115	3.70%	62	3.26%	7	2.71%	34	5.74%	9	2.65%	3	27.27%
ASIAN PACIFIC AMERICAN	196	6.31%	171	8.98%	12	4.65%	9	1.52%	4	1.18%	0	0.00%
FEMALE	48	1.55%	24	1.26%	11	4.26%	9	1.52%	4	1.18%	0	0.00%
MALE	148	4.77%	147	7.72%	1	0.39%	0	0.00%	0	0.00%	0	0.00%
HISPANIC	66	2.13%	39	2.05%	7	2.71%	12	2.03%	8	2.36%	0	0.00%
FEMALE	25	0.81%	7	0.37%	6	2.33%	4	0.68%	8	2.36%	0	0.00%
MALE	41	1.32%	32	1.68%	1	0.39%	8	1.35%	0	0.00%	0	0.00%
NATIVE AMERICAN	7	0.23%	2	0.11%	2	0.78%	2	0.34%	1	0.29%	0	0.00%
FEMALE	3	0.10%	0	0.00%	2	0.78%	0	0.00%	1	0.29%	0	0.00%
MALE	4	0.13%	2	0.11%	0	0.00%	2	0.34%	0	0.00%	0	0.00%
WHITE	2458	79.19%	1586	83.30%	151	58.53%	464	78.38%	249	73.45%	8	72.73%
FEMALE	819	26.39%	236	12.39%	129	50.00%	212	35.81%	240	70.80%	2	18.18%
MALE	1639	52.80%	1350	70.90%	22	8.53%	252	42.57%	9	2.65%	6	54.55%

Permanent Agency Staff by Age Groupings (inclusive of all pay grades)

	FY 99		FY 98		FY 97		FY 96	
		%		%		%		%
TOTAL ALL AGES	2832	100%	2961	100%	3047	100%	3104	100%
56+	610	22%	592	20%	583	19%	561	18%
50-55	635	22%	664	22%	644	21%	600	19%
40-49	999	35%	1036	35%	1079	35%	1126	36%
39 & Under	588	21%	669	23%	741	24%	817	26%

Managers/Supervisors (includes SES & non-SES supervisors/managers)

	FY 99		FY 98		FY 97		FY 96	
		%		%		%		%
TOTAL	322	100%	399	100%	430	100%	449	100%
FEMALE	57	18%	69	17%	77	18%	73	16%
MALE	265	82%	330	83%	353	82%	376	84%
<hr/>								
AFRICAN AMERICAN	27	8.39%	29	7.27%	30	6.98%	28	6.24%
FEMALE	10	3.11%	14	3.51%	13	3.02%	11	2.45%
MALE	17	5.28%	15	3.76%	17	3.95%	17	3.79%
<hr/>								
ASIAN PACIFIC AMERICAN	13	4.04%	19	4.76%	21	4.88%	19	4.23%
FEMALE	4	1.24%	5	1.25%	6	1.40%	4	0.89%
MALE	9	2.80%	14	3.51%	15	3.49%	15	3.34%
<hr/>								
HISPANIC	7	2.17%	7	1.75%	6	1.40%	6	1.34%
FEMALE	1	0.31%	1	0.25%	1	0.23%	1	0.22%
MALE	6	1.86%	6	1.50%	5	1.16%	5	1.11%
<hr/>								
NATIVE AMERICAN	1	0.31%	0	0.00%	1	0.23%	1	0.22%
FEMALE	0	0.00%	0	0.00%	0	0.00%	0	0.00%
MALE	1	0.31%	0	0.00%	1	0.23%	1	0.22%
<hr/>								
WHITE	274	85.09%	344	86.22%	372	86.51%	395	87.97%
FEMALE	42	13.04%	49	12.28%	57	13.26%	57	12.69%
MALE	232	72.05%	295	73.93%	315	73.26%	338	75.28%

Managers/Supervisors by Age Groupings (includes SES & non-SES; excludes SLS/team leaders)

	FY 99		FY 98		FY 97		FY 96	
		%		%		%		%
TOTAL ALL AGES	322	100%	399	100%	430	100%	449	100%
56+	62	19%	82	21%	86	20%	87	19%
50-55	116	36%	132	33%	138	32%	133	30%
40-49	122	38%	164	41%	184	43%	205	46%
39 & Under	22	7%	21	5%	22	5%	24	5%

Senior Executive Service

	FY 99		FY 98		FY 97		FY 96	
		%		%		%		%
TOTAL	140	100%	181	100%	185	100%	179	100%
FEMALE	18	13%	21	12%	20	11%	15	8%
MALE	122	87%	160	88%	165	89%	164	92%
<hr/>								
AFRICAN AMERICAN	9	6%	9	5%	8	4%	5	3%
FEMALE	2	1%	2	1%	1	1%	0	0%
MALE	7	5%	7	4%	7	4%	5	3%
<hr/>								
ASIAN PACIFIC AMERICAN	4	3%	7	4%	6	3%	5	3%
FEMALE	1	1%	1	1%	0	0%	0	0%
MALE	3	2%	6	3%	6	3%	5	3%
<hr/>								
HISPANIC	2	1%	2	1%	2	1%	2	1%
FEMALE	0	0%	0	0%	0	0%	0	0%
MALE	2	1%	2	1%	2	1%	2	1%
<hr/>								
NATIVE AMERICAN	0	0%	0	0%	0	0%	0	0%
FEMALE	0	0%	0	0%	0	0%	0	0%
MALE	0	0%	0	0%	0	0%	0	0%
<hr/>								
WHITE	125	89%	163	90%	169	91%	167	93%
FEMALE	15	11%	18	10%	19	10%	15	8%
MALE	110	79%	145	80%	150	81%	152	85%

Senior Level System

	FY 99		FY 98		FY 97		FY 96	
		%		%		%		%
TOTAL	49	100%	38	100%	37	100%	38	100%
FEMALE	10	20%	8	21%	7	19%	6	16%
MALE	39	80%	30	79%	30	81%	32	84%
<hr/>								
AFRICAN AMERICAN	0	0%	2	5%	2	5%	1	3%
FEMALE	0	0%	1	3%	1	3%	0	0%
MALE	0	0%	1	3%	1	3%	1	3%
<hr/>								
ASIAN PACIFIC AMERICAN	4	8%	3	8%	4	11%	3	8%
FEMALE	0	0%	0	0%	1	3%	1	3%
MALE	4	8%	3	8%	3	8%	2	5%
<hr/>								
HISPANIC	1	2%	1	3%	1	3%	1	3%
FEMALE	1	2%	1	3%	1	3%	1	3%
MALE	0	0%	0	0%	0	0%	0	0%
<hr/>								
NATIVE AMERICAN	0	0%	0	0%	0	0%	0	0%
FEMALE	0	0%	0	0%	0	0%	0	0%
MALE	0	0%	0	0%	0	0%	0	0%
<hr/>								
WHITE	44	90%	32	84%	30	81%	33	87%
FEMALE	9	18%	6	16%	4	11%	4	11%
MALE	35	71%	26	68%	26	70%	29	76%

Team Leaders

	FY 99		FY 98		FY 97		FY 96	
		%		%		%		%
TOTAL	135	100%	106	100%	107	100%	90	100%
FEMALE	30	22%	18	17%	14	13%	11	12%
MALE	105	78%	88	83%	93	87%	79	88%
<hr/>								
AFRICAN AMERICAN	13	10%	11	10%	5	5%	3	3%
FEMALE	8	6%	5	5%	2	2%	2	2%
MALE	5	4%	6	6%	3	3%	1	1%
<hr/>								
ASIAN PACIFIC AMERICAN	7	5%	2	2%	4	4%	2	2%
FEMALE	1	1%	1	1%	0	0%	0	0%
MALE	6	4%	1	1%	4	4%	2	2%
<hr/>								
HISPANIC	1	1%	3	3%	2	2%	1	1%
FEMALE	0	0%	0	0%	0	0%	0	0%
MALE	1	1%	3	3%	2	2%	1	1%
<hr/>								
NATIVE AMERICAN	0	0%	0	0%	0	0%	0	0%
FEMALE	0	0%	0	0%	0	0%	0	0%
MALE	0	0%	0	0%	0	0%	0	0%
<hr/>								
WHITE	114	84%	90	85%	96	90%	84	93%
FEMALE	21	16%	12	11%	12	11%	9	10%
MALE	93	69%	78	74%	84	79%	75	83%

Hires

	FY 99		FY 98		FY 97		FY 96	
		%		%		%		%
TOTAL	102	100%	116	100%	109	100%	100	100%
FEMALE	47	46%	40	34%	31	28%	43	43%
MALE	55	54%	76	66%	78	72%	57	57%
<hr/>								
AFRICAN AMERICAN	11	11%	9	8%	9	8%	12	12%
FEMALE	7	7%	6	5%	6	6%	7	7%
MALE	4	4%	3	3%	3	3%	5	5%
<hr/>								
ASIAN PACIFIC AMERICAN	5	5%	15	13%	5	5%	5	5%
FEMALE	1	1%	3	3%	1	1%	4	4%
MALE	4	4%	12	10%	4	4%	1	1%
<hr/>								
HISPANIC	5	5%	4	3%	1	1%	8	8%
FEMALE	2	2%	1	1%	1	1%	1	1%
MALE	3	3%	3	3%	0	0%	7	7%
<hr/>								
NATIVE AMERICAN	1	1%	1	1%	0	0%	0	0%
FEMALE	1	1%	0	0%	0	0%	0	0%
MALE	0	0%	1	1%	0	0%	0	0%
<hr/>								
WHITE	80	78%	87	75%	94	86%	75	75%
FEMALE	36	35%	30	26%	23	21%	31	31%
MALE	44	43%	57	49%	71	65%	44	44%

Rotational Assignments

	FY 99		FY 98		FY 97		FY 96	
		%		%		%		%
TOTAL	141	100%	215	100%	238	100%	260	100%
FEMALE	66	47%	77	36%	90	38%	92	35%
MALE	75	53%	138	64%	148	62%	168	65%
<hr/>								
AFRICAN AMERICAN	15	11%	24	11%	16	7%	22	8%
<i>FEMALE</i>	<i>12</i>	<i>9%</i>	<i>17</i>	<i>8%</i>	<i>11</i>	<i>5%</i>	<i>16</i>	<i>6%</i>
<i>MALE</i>	<i>3</i>	<i>2%</i>	<i>7</i>	<i>3%</i>	<i>5</i>	<i>2%</i>	<i>6</i>	<i>2%</i>
<hr/>								
ASIAN PACIFIC AMERICAN	12	9%	12	6%	16	7%	15	6%
<i>FEMALE</i>	<i>3</i>	<i>2%</i>	<i>5</i>	<i>2%</i>	<i>9</i>	<i>4%</i>	<i>9</i>	<i>3%</i>
<i>MALE</i>	<i>9</i>	<i>6%</i>	<i>7</i>	<i>3%</i>	<i>7</i>	<i>3%</i>	<i>6</i>	<i>2%</i>
<hr/>								
HISPANIC	2	1%	3	1%	6	3%	10	4%
<i>FEMALE</i>	<i>0</i>	<i>0%</i>	<i>2</i>	<i>1%</i>	<i>2</i>	<i>1%</i>	<i>4</i>	<i>2%</i>
<i>MALE</i>	<i>2</i>	<i>1%</i>	<i>1</i>	<i>0.5%</i>	<i>4</i>	<i>2%</i>	<i>6</i>	<i>2%</i>
<hr/>								
NATIVE AMERICAN	2	1%	3	1%	0	0%	0	0%
<i>FEMALE</i>	<i>1</i>	<i>1%</i>	<i>0</i>	<i>0%</i>	<i>0</i>	<i>0%</i>	<i>0</i>	<i>0%</i>
<i>MALE</i>	<i>1</i>	<i>1%</i>	<i>3</i>	<i>1%</i>	<i>0</i>	<i>0%</i>	<i>0</i>	<i>0%</i>
<hr/>								
WHITE	110	78%	173	80%	200	84%	213	82%
<i>FEMALE</i>	<i>50</i>	<i>35%</i>	<i>53</i>	<i>25%</i>	<i>68</i>	<i>29%</i>	<i>63</i>	<i>24%</i>
<i>MALE</i>	<i>60</i>	<i>43%</i>	<i>120</i>	<i>56%</i>	<i>132</i>	<i>55%</i>	<i>150</i>	<i>58%</i>

Rotational Assignments by Age Categories

	FY 99		FY 98		FY 97		FY 96	
		%		%		%		%
TOTAL ALL AGES	141	100%	215	100%	238	100%	260	100%
56+	13	9%	24	11%	23	10%	25	10%
50-55	41	29%	43	20%	43	18%	40	15%
40-49	50	35%	90	42%	100	42%	95	37%
39 & Under	37	26%	58	27%	72	30%	100	38%

Departures

	FY 99		FY 99		FY 98		FY 97		FY 96	
		%		%		%		%		%
TOTAL	233	100%	233	100%	207	100%	194	100%	187	100%
FEMALE	85	36%	85	36%	78	38%	70	36%	80	43%
MALE	148	64%	148	64%	129	62%	124	64%	107	57%
<hr/>										
AFRICAN AMERICAN	22	9%	22	9%	15	7%	12	6%	27	14%
FEMALE	13	6%	13	6%	12	6%	10	5%	15	8%
MALE	9	4%	9	4%	3	1%	2	1%	12	6%
<hr/>										
ASIAN PACIFIC AMERICAN	9	4%	9	4%	12	6%	5	3%	7	4%
FEMALE	2	1%	2	1%	4	2%	2	1%	6	3%
MALE	7	3%	7	3%	8	4%	3	2%	1	1%
<hr/>										
HISPANIC	5	2%	5	2%	5	2%	6	3%	8	4%
FEMALE	2	1%	2	1%	0	0%	5	3%	4	2%
MALE	3	1%	3	1%	5	2%	1	1%	4	2%
<hr/>										
NATIVE AMERICAN	0	0%								
FEMALE	0	0%								
MALE	0	0%								
<hr/>										
WHITE	197	85%	197	85%	175	85%	171	88%	145	78%
FEMALE	68	29%	68	29%	62	30%	53	27%	55	29%
MALE	129	55%	129	55%	113	55%	118	61%	90	48%

All Awards (HQI, Performance, and Instant Cash)								
	FY 1999		FY 1998		FY 1997		FY 1996	
		%		%		%		%
TOTAL	2007	100%	1725	100%	1665	100%	1451	100%
FEMALE	861	43%	679	39%	694	42%	633	44%
MALE	1146	57%	1046	61%	971	58%	818	56%
AFRICAN AMERICAN	296	15%	216	13%	222	13%	210	14%
<i>FEMALE</i>	211	11%	142	8%	153	9%	145	10%
<i>MALE</i>	85	4%	74	4%	69	4%	65	4%
ASIAN PACIFIC AMERICAN	105	5%	98	6%	79	5%	66	5%
<i>FEMALE</i>	34	2%	32	2%	24	1%	24	2%
<i>MALE</i>	71	4%	66	4%	55	3%	42	3%
HISPANIC	37	2%	38	2%	34	2%	20	1%
<i>FEMALE</i>	13	1%	13	1%	15	1%	9	1%
<i>MALE</i>	24	1%	25	1%	19	1%	11	1%
NATIVE AMERICAN	8	0%	4	0.2%	4	0.2%	4	0.3%
<i>FEMALE</i>	4	0.2%	2	0.1%	0	0.0%	2	0.1%
<i>MALE</i>	4	0.2%	2	0.1%	4	0.2%	2	0.1%
WHITE	1561	78%	1369	79%	1326	80%	1151	79%
<i>FEMALE</i>	599	30%	490	28%	502	30%	453	31%
<i>MALE</i>	962	48%	879	51%	824	49%	698	48%

ADVANCEMENTS TO SES & SLS																
	FY 1999				FY 1998				FY 1997				FY 1996			
	SES	%	SLS	%												
TOTAL	2	100%	5	100%	11	100%	8	100%	15	100%	5	100%	4	100%	10	90%
FEMALE	0	0%	1	20%	3	27%	1	13%	5	33%	2	40%	1	25%	3	20%
MALE	2	100%	4	80%	8	73%	7	88%	10	67%	3	60%	3	75%	7	70%
AFRICAN AMERICAN	1	50%	0	0%	1	9%	0	0%	2	13%	1	20%	0	0%	0	0%
FEMALE	0	0%	0	0%	1	9%	0	0%	1	7%	1	20%	0	0%	0	0%
MALE	1	50%	0	0%	0	0%	0	0%	1	7%	0	0%	0	0%	0	0%
ASIAN PACIFIC AMERICAN	0	0%	0	0%	1	9%	0	0%	0	0%	0	0%	0	0%	1	10%
FEMALE	0	0%	0	0%	1	9%	0	0%	0	0%	0	0%	0	0%	0	0%
MALE	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	10%
HISPANIC	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	10%
FEMALE	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	10%
MALE	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
NATIVE AMERICAN	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
FEMALE	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
MALE	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
WHITE	1	50%	5	100%	9	82%	8	100%	13	87%	4	80%	4	100%	8	80%
FEMALE	0	0%	1	20%	1	9%	1	13%	4	27%	1	20%	1	25%	2	20%
MALE	1	50%	4	80%	8	73%	7	88%	9	60%	3	60%	3	75%	6	60%

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1																	
2	NON-SES COMPETITIVE SELECTIONS - FY 1999																
3																	
4		TOTAL	%	GG 6/7	%	GG 8/9	%	GG 10/11	%	GG 12	%	GG 13	%	GG 14	%	GG 15	%
5	TOTAL	153	100%	10	100%	23	100%	10	100%	7	100%	17	100%	50	100%	36	100%
6	FEMALE	79	52%	9	90%	20	87%	10	100%	7	100%	9	53%	14	28%	10	28%
7	MALE	74	48%	1	10%	3	13%	0	0%	0	0%	8	47%	36	72%	26	72%
8	AFRICAN AMERICAN	25	16%	3	30%	8	35%	2	20%	2	29%	4	24%	5	10%	1	3%
9	FEMALE	16	10%	3	30%	6	26%	2	20%	2	29%	3	18%	0	0%	0	0%
10	MALE	9	6%	0	0%	2	9%	0	0%	0	0%	1	6%	5	10%	1	3%
11	ASIAN PACIFIC AMERICAN	6	4%	1	10%	0	0%	0	0%	0	0%	0	0%	3	6%	2	6%
12	FEMALE	3	2%	1	10%	0	0%	0	0%	0	0%	0	0%	1	2%	1	3%
13	MALE	3	2%	0	0%	0	0%	0	0%	0	0%	0	0%	2	4%	1	3%
14	HISPANIC	4	3%	1	10%	0	0%	1	10%	0	0%	0	0%	2	4%	0	0%
15	FEMALE	2	1%	1	10%	0	0%	1	10%	0	0%	0	0%	0	0%	0	0%
16	MALE	2	1%	0	0%	0	0%	0	0%	0	0%	0	0%	2	4%	0	0%
17	NATIVE AMERICAN	2	1%	1	10%	0	0%	0	0%	0	0%	0	0%	0	0%	1	3%
18	FEMALE	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
19	MALE	2	1%	1	10%	0	0%	0	0%	0	0%	0	0%	0	0%	1	3%
20	WHITE	116	76%	4	40%	15	65%	7	70%	5	71%	13	11%	40	80%	32	89%
21	FEMALE	58	38%	4	40%	14	61%	7	70%	5	71%	6	35%	13	26%	9	25%
22	MALE	58	38%	0	0%	1	4%	0	0%	0	0%	7	41%	27	54%	23	64%

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1																	
2	NON-SES COMPETITIVE SELECTIONS - FY 1998																
3																	
4		TOTAL	%	GG 6/7	%	GG 8/9	%	GG 10/11	%	GG 12	%	GG 13	%	GG 14	%	GG 15	%
5	TOTAL	119	100%	12	100%	23	100%	4	100%	5	100%	14	100%	45	100%	16	100%
6	FEMALE	70	59%	11	92%	21	91%	4	100%	5	100%	5	36%	17	38%	7	44%
7	MALE	49	41%	1	8%	2	9%	0	0%	0	0%	9	64%	28	62%	9	56%
8																	
9	AFRICAN AMERICAN	23	19%	3	25%	7	30%	1	25%	2	40%	3	21%	6	13%	1	6%
10	FEMALE	18	15%	2	17%	6	26%	1	25%	2	40%	1	7%	5	11%	1	6%
11	MALE	5	4%	1	8%	1	4%	0	0%	0	0%	2	14%	1	2%	0	0%
12	ASIAN PACIFIC AMERICAN	3	3%	1	8%	1	4%	0	0%	0	0%	0	0%	1	2%	0	0%
13	FEMALE	3	3%	1	8%	1	4%	0	0%	0	0%	0	0%	1	2%	0	0%
14	MALE	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
15	HISPANIC	2	2%	0	0%	0	0%	0	0%	0	0%	1	7%	1	2%	0	0%
16	FEMALE	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
17	MALE	2	2%	0	0%	0	0%	0	0%	0	0%	1	7%	1	2%	0	0%
18	NATIVE AMERICAN	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
19	FEMALE	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
20	MALE	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
21	WHITE	91	76%	8	67%	15	65%	3	75%	3	60%	10	11%	37	82%	15	94%
22	FEMALE	49	41%	8	67%	14	61%	3	75%	3	60%	4	29%	11	24%	6	38%
23	MALE	42	35%	0	0%	1	4%	0	0%	0	0%	6	43%	26	58%	9	56%

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1																	
2	NON-SES COMPETITIVE SELECTIONS - FY 1997																
3																	
4		TOTAL	%	GG 6/7	%	GG 8/9	%	GG 10/11	%	GG 12	%	GG 13	%	GG 14	%	GG 15	%
5	TOTAL	165	100%	13	100%	32	100%	12	100%	4	100%	14	100%	54	100%	36	100%
6	FEMALE	81	49%	10	77%	30	94%	9	75%	4	100%	7	50%	12	22%	9	25%
7	MALE	84	51%	3	23%	2	6%	3	25%	0	0%	7	50%	42	78%	27	75%
8																	
9	AFRICAN AMERICAN	30	18%	5	38%	11	34%	4	33%	1	25%	1	7%	5	9%	3	8%
10	FEMALE	23	14%	5	38%	10	31%	3	25%	1	25%	1	7%	2	4%	1	3%
11	MALE	7	4%	0	0%	1	3%	1	8%	0	0%	0	0%	3	6%	2	6%
12	ASIAN PACIFIC AMERICAN	8	5%	1	8%	2	6%	0	0%	0	0%	2	14%	1	2%	2	6%
13	FEMALE	6	4%	1	8%	2	6%	0	0%	0	0%	2	14%	0	0%	1	3%
14	MALE	2	1%	0	0%	0	0%	0	0%	0	0%	0	0%	1	2%	1	3%
15	HISPANIC	5	3%	0	0%	0	0%	1	8%	0	0%	1	7%	3	6%	0	0%
16	FEMALE	3	2%	0	0%	0	0%	1	8%	0	0%	1	7%	1	2%	0	0%
17	MALE	2	1%	0	0%	0	0%	0	0%	0	0%	0	0%	2	4%	0	0%
18	NATIVE AMERICAN	1	1%	0	0%	1	3%	0	0%	0	0%	0	0%	0	0%	0	0%
19	FEMALE	1	1%	0	0%	1	3%	0	0%	0	0%	0	0%	0	0%	0	0%
20	MALE	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
21	WHITE	121	73%	7	54%	18	56%	7	58%	3	75%	10	8%	45	83%	31	86%
22	FEMALE	48	29%	4	31%	17	53%	5	42%	3	75%	3	21%	9	17%	7	19%
23	MALE	73	44%	3	23%	1	3%	2	17%	0	0%	7	50%	36	67%	24	67%

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1																	
2	NON-SES COMPETITIVE SELECTIONS - FY 1996																
3																	
4		TOTAL	%	GG 6/7	%	GG 8/9	%	GG 10/11	%	GG 12	%	GG 13	%	GG 14	%	GG 15	%
5	TOTAL	182	100%	30	100%	27	100%	13	100%	12	100%	8	100%	66	100%	26	96%
6	FEMALE	95	52%	29	97%	23	85%	11	85%	7	58%	2	25%	16	24%	7	23%
7	MALE	87	48%	1	3%	4	15%	2	15%	5	42%	6	75%	50	76%	19	73%
9	AFRICAN AMERICAN	34	19%	9	30%	13	48%	1	8%	1	8%	1	13%	6	9%	3	12%
10	FEMALE	23	13%	8	27%	9	33%	0	0%	1	8%	0	0%	4	6%	1	4%
11	MALE	11	6%	1	3%	4	15%	1	8%	0	0%	1	13%	2	3%	2	8%
12	ASIAN PACIFIC AMERICAN	5	3%	0	0%	0	0%	0	0%	0	0%	0	0%	2	3%	3	12%
13	FEMALE	2	1%	0	0%	0	0%	0	0%	0	0%	0	0%	2	3%	0	0%
14	MALE	3	2%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	3	12%
15	HISPANIC	10	5%	1	3%	1	4%	2	15%	2	17%	0	0%	2	3%	2	8%
16	FEMALE	6	3%	1	3%	1	4%	2	15%	1	8%	0	0%	0	0%	1	4%
17	MALE	4	2%	0	0%	0	0%	0	0%	1	8%	0	0%	2	3%	1	4%
18	NATIVE AMERICAN	2	1%	2	7%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
19	FEMALE	2	1%	2	7%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
20	MALE	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
21	WHITE	131	72%	18	60%	13	48%	10	77%	9	75%	7	5%	56	85%	18	69%
22	FEMALE	62	34%	18	60%	13	48%	9	69%	5	42%	2	25%	10	15%	5	19%
23	MALE	69	38%	0	0%	0	0%	1	8%	4	33%	5	63%	46	70%	13	50%

	A	B	C	D	E	F	G	H	I	J	K
1											
2	PERFORMANCE APPRAISALS - FY 1998										
3		TOTAL	%	OUTSTANDING	%	EXCELLENT	%	FULLY SUCCESSFUL	%	MIN. SUCCESSFUL	%
4	TOTAL	2622	100%	891	34%	1421	54%	303	12%	7	0.3%
5	FEMALE	1011	100%	370	37%	542	54%	96	9%	3	0.3%
6	MALE	1611	100%	521	32%	879	55%	207	13%	4	1%
7	AFRICAN AMERICAN	356	100%	91	26%	210	59%	52	15%	3	0.8%
8	FEMALE	248	100%	69	28%	146	59%	31	13%	2	0.8%
9	MALE	108	100%	22	20%	64	59%	21	19%	1	0.9%
10	ASIAN PACIFIC AMERICAN	181	100%	43	24%	110	61%	28	15%	0	0%
11	FEMALE	40	100%	11	28%	27	68%	2	5%	0	0%
12	MALE	141	100%	32	23%	83	59%	26	18%	0	0%
13	HISPANIC	55	100%	11	20%	37	67%	7	13%	0	0%
14	FEMALE	21	100%	5	24%	14	67%	2	10%	0	0%
15	MALE	34	100%	6	18%	23	68%	5	15%	0	0%
16	NATIVE AMERICAN	7	100%	3	43%	3	43%	1	14%	0	0%
17	FEMALE	2	100%	1	50%	1	50%	0	0%	0	0%
18	MALE	5	100%	2	40%	2	40%	1	20%	0	0%
19	WHITE	2023	100%	743	37%	1061	52%	215	11%	4	0.2%
20	FEMALE	700	100%	284	41%	354	51%	61	9%	1	0.1%
21	MALE	1323	100%	459	35%	707	53%	154	12%	3	0.2%

	A	B	C	D	E	F	G	H	I	J	K
1											
2	PERFORMANCE APPRAISALS - FY 1997										
3		TOTAL	%	OUTSTANDING	%	EXCELLENT	%	FULLY SUCCESSFUL	%	MIN. SUCCESSFUL	%
4	TOTAL	2681	100%	1189	44%	1266	47%	221	8%	5	0.2%
5	FEMALE	1053	100%	528	50%	446	42%	77	7%	2	0.2%
6	MALE	1628	100%	661	41%	820	50%	144	9%	3	0.5%
7	AFRICAN AMERICAN	362	100%	146	40%	168	46%	47	13%	1	0.3%
8	FEMALE	258	100%	113	44%	111	43%	33	13%	1	0.4%
9	MALE	104	100%	33	32%	57	55%	14	13%	0	0.0%
10	ASIAN PACIFIC AMERICAN	176	100%	61	35%	98	56%	16	9%	1	1%
11	FEMALE	41	100%	16	39%	24	59%	0	0%	1	2%
12	MALE	135	100%	45	33%	74	55%	16	12%	0	0%
13	HISPANIC	53	100%	12	23%	36	68%	5	9%	0	0%
14	FEMALE	18	100%	3	17%	14	78%	1	6%	0	0%
15	MALE	35	100%	9	26%	22	63%	4	11%	0	0%
16	NATIVE AMERICAN	6	100%	2	33%	3	50%	1	17%	0	0%
17	FEMALE	2	100%	0	0%	2	100%	0	0%	0	0%
18	MALE	4	100%	2	50%	1	25%	1	25%	0	0%
19	WHITE	2084	100%	968	46%	961	46%	152	7%	3	0.1%
20	FEMALE	734	100%	396	54%	295	40%	43	6%	0	0%
21	MALE	1350	100%	572	42%	666	49%	109	8%	3	0.2%

	A	B	C	D	E	F	G	H	I	J	K
1											
2	PERFORMANCE APPRAISALS - FY 1996										
3		TOTAL	%	OUTSTANDING	%	EXCELLENT	%	FULLY SUCCESSFUL	%	MIN. SUCCESSFUL	%
4	TOTAL	2758	100%	1333	48%	1241	45%	178	6%	6	0.2%
5	FEMALE	1080	100%	595	55%	436	40%	47	4%	2	0.2%
6	MALE	1678	100%	738	44%	805	48%	131	8%	4	0.5%
7	AFRICAN AMERICAN	366	100%	158	43%	177	48%	29	8%	2	0.5%
8	FEMALE	259	100%	121	47%	120	46%	17	7%	1	0.4%
9	MALE	107	100%	37	35%	57	53%	12	11%	1	0.9%
10	ASIAN PACIFIC AMERICAN	177	100%	73	41%	83	47%	20	11%	1	1%
11	FEMALE	39	100%	13	33%	23	59%	3	8%	0	0%
12	MALE	138	100%	60	43%	60	43%	17	12%	1	1%
13	HISPANIC	54	100%	12	22%	41	76%	1	2%	0	0%
14	FEMALE	21	100%	6	29%	14	67%	1	5%	0	0%
15	MALE	33	100%	6	18%	27	82%	0	0%	0	0%
16	NATIVE AMERICAN	7	100%	4	57%	2	29%	1	14%	0	0%
17	FEMALE	3	100%	2	67%	1	33%	0	0%	0	0%
18	MALE	4	100%	2	50%	1	25%	1	25%	0	0%
19	WHITE	2154	100%	1086	50%	938	44%	127	6%	3	0.1%
20	FEMALE	758	100%	453	60%	278	37%	26	3%	1	0.1%
21	MALE	1396	100%	633	45%	660	47%	101	7%	2	0.1%

PERFORMANCE APPRAISALS - FY 1999

	TOTAL	%	OUTSTANDING	%	EXCELLENT	%	FULLY SUCCESSFUL	%	MIN. SUCCESSFUL	%
TOTAL	2413	100%	915	38%	1283	53%	206	9%	9	0.4%
FEMALE	930	100%	390	42%	463	50%	73	8%	4	0.4%
MALE	1483	100%	525	35%	820	55%	133	9%	5	1%
AFRICAN AMERICAN	326	100%	90	28%	198	61%	36	11%	2	0.6%
FEMALE	228	100%	71	31%	134	59%	21	9%	2	0.9%
MALE	98	100%	19	19%	64	65%	15	15%	0	0.0%
ASIAN PACIFIC AMERICAN	175	100%	49	28%	105	60%	20	11%	1	1%
FEMALE	38	100%	14	37%	21	55%	3	8%	0	0%
MALE	137	100%	35	26%	84	61%	17	12%	1	1%
HISPANIC	50	100%	9	18%	31	62%	10	20%	0	0%
FEMALE	17	100%	5	29%	8	47%	4	24%	0	0%
MALE	33	100%	4	12%	23	70%	6	18%	0	0%
NATIVE AMERICAN	8	100%	2	25%	4	50%	2	25%	0	0%
FEMALE	3	100%	1	33%	2	67%	0	0%	0	0%
MALE	5	100%	1	20%	2	40%	2	40%	0	0%
WHITE	1854	100%	765	41%	945	51%	138	7%	6	0.3%
FEMALE	644	100%	299	46%	298	46%	45	7%	2	0.3%
MALE	1210	100%	466	39%	647	53%	93	8%	4	0.3%

PERFORMANCE APPRAISALS BY AGE GROUPINGS

1999

	TOTAL	%*	O	%*	E	%*	FS	%*	MS	%*
TOTAL	2413	100%	915	38%	1283	53%	206	9%	9	0.4%
56+	515	100%	140	27%	313	61%	58	11%	4	0.8%
50-55	523	100%	203	39%	279	53%	40	8%	1	0%
40-49	864	100%	354	41%	429	50%	78	9%	3	0.3%
39 and less	511	100%	218	43%	262	51%	30	6%	1	0.2%

1998

	TOTAL	%*	O	%*	E	%*	FS	%*	MS	%*
TOTAL	2622	100%	891	34%	1421	54%	303	12%	7	0.3%
56+	513	100%	138	27%	302	59%	72	14%	1	0.2%
50-55	557	100%	190	34%	304	55%	63	11%	0	0%
40-49	935	100%	336	36%	476	51%	119	13%	4	0.4%
39 and less	617	100%	227	37%	339	55%	49	8%	2	0.3%

1997

	TOTAL	%*	O	%*	E	%*	FS	%*	MS	%*
TOTAL	2681	100%	1189	44%	1266	47%	221	8%	5	0.2%
56+	497	100%	197	40%	247	50%	51	10%	2	0.4%
50-55	541	100%	255	47%	247	46%	38	7%	1	0.2%
40-49	968	100%	440	45%	454	47%	72	7%	2	0.2%
39 and less	675	100%	297	44%	318	47%	60	9%	0	0%

1996

	TOTAL	%*	O	%*	E	%*	FS	%*	MS	%*
TOTAL	2758	100%	1333	48%	1241	45%	178	6%	6	0.2%
56+	480	100%	207	43%	228	48%	44	9%	1	0.2%
50-55	519	100%	259	50%	219	42%	38	7%	3	0.6%
40-49	1016	100%	513	50%	444	44%	58	6%	1	0.1%
39 and less	743	100%	354	48%	350	47%	38	5%	1	0.1%

**Joint Statement by:
The Equal Employment Opportunity Advisory Committees**

**Statement by:
The Joint Labor Management Equal Employment Opportunity Committee**



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

February 24, 2000

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

FROM: Mary S. Givvines, Chairperson *Mary S. Givvines*
Federal Women's Program Advisory Committee

SUBJECT: JOINT STATEMENT OF THE ADVISORY COMMITTEES

The joint statement (statement) of the advisory committees is attached. The statement was coordinated on February 17, 2000. Individual committee statements are being coordinated with your office and are not attached.

I will ask committee chairpersons to come to your office and sign this memorandum to reflect agreement with the statement's content.

Signatures of committee chairperson or co-chairperson follow:

Brian Thomas
Brian Thomas, ACAA

Mary S. Givvines
Mary Givvines, FWPAC

Raymond Holt, Jr.
Raymond Holt, Jr., ACAA

Yen-Ju Chen
Yen-Ju Chen, APAAC

Charles Cox
Charles Cox, CAD

Jose Ibarra
Jose Ibarra, HEPAC

Attachment: As stated

EEO Joint Statement April 2000 Briefing

The EEO Advisory Committees (Committees), in consultation and cooperation with the Office of Small Business and Civil Rights (SBCR) and the Office of Human Resources (HR), continue to address EEO issues confronting the Agency. This joint statement summarizes those issues most important to the Committees. Statements of the individual Committees are attached.

The Committees appreciate SBCR's ongoing efforts in working directly with Office Directors and managers on their EEO challenges and goals. In addition, SBCR has continued to support and work closely with the Committees. SBCR and HR have been effective in responding to data requested by the Committees.

The Committees believe that the Agency has not made significant progress in addressing some long-standing EEO issues including:

- Enhancing the representation of minorities in SES, SLS, and manager positions, including the SES candidate development program (CDP). There is a need to increase the number of minorities (especially minority women) and persons with disabilities in SES, SLS, management, supervisory, and senior level positions, and to increase the feeder groups for these positions.

Minority selections for the recent SES CDP were low. Selection results did not improve minority representation which may severely impact future opportunities for minorities in the SES over the next five years. In addition, not all highly qualified minorities that applied were provided feedback.
- Information about the Agency's upward mobility program has not been effectively communicated and too few positions have been filled through the upward mobility process. The Commission's February 23, 1999, SRM addressed promoting from within the Agency and placed particular emphasis on promoting employees who have acquired degrees and/or special training. While the Agency may not be able to establish a large number of these positions, greater consideration should be given to utilizing upward mobility positions wherever possible.
- The issue of longer than average time-in-grade for Asian Pacific Americans has long been recognized by the Agency and was brought to the attention of the Commission in late 1999. Despite recent management efforts to address the concern, this issue still persists to this date, especially in light of recent reorganization efforts.

The EEO Advisory Committees provide the following additional recommendations to the Commission for improving EEO performance:

- SRM's following EEO briefings should identify methods for addressing EEO issues and specify actions that lead to continuous monitoring and improvements in the EEO Program.

- Allow more employees, especially women, minorities, professional persons over 40 years old and persons with disabilities to perform rotational assignments in more visible positions, such as to the Offices of the EDO, Commissioners, and Chairman to improve their professional development.
- Establish substantive criteria for evaluating EEO performance of managers and supervisors. Although an EEO sub-element was added in the HR elements and standards in the SES performance appraisals, there is still no specific substantive criteria for evaluating EEO performance.
- CAD identified "significant" trends of reduced performance appraisal evaluations for technical staff age 50 and older which were derived from performance appraisal data for 1997 and 1998 provided by HR. This conclusion was based on the results of valid statistical studies. A memorandum from the Director, Office of Human Resources was issued in September 1999 to office directors and regional administrators regarding the completion of FY 1999 performance appraisals. CAD recommends that a memorandum be issued by the EDO, similar to the one issued by the previous EDO in May 1990, as a more effective means of enhancing sensitivity to realistic and fair evaluations for employees.
- Improve overall communication within the Agency relative to management decisions and actions, especially regarding reorganizations and the SES CDP.
- The SBCR should report directly to the Commission on issues of EEO concern. The Committees believe that EEO matters would be addressed more equitably when given Commission-level attention. This reporting level would also meet the intended organization structure perceived by law.

The EEO Advisory Committees and Subcommittees appreciate the attention that the Commission has given to Committee concerns in the past, and we implore your support of our current issue and concerns.

Federal Women's Program Advisory Committee
EEO Statement
March 2000

FWPAC appreciates the opportunity to address the Commission on EEO-related issues that affect women in the NRC. Our focus has remained on supporting efforts to enhance representation of women in professional, management and senior level positions, especially minority and professional women. We have continued to foster successful communication between FWPAC, members of other EEO Advisory Committees, the Office of Small Business and Civil Rights, the Office of Human Resources, and other Federal Women Programs throughout the government.

We encourage continued support and commitment in managing a diversified workforce at the NRC. It has become increasingly urgent to hire and retain a highly qualified, diverse, and motivated staff. We recognize that there is great potential in employees which must be appreciated and maximized to successfully carry out the Agency's objectives.

In the past two years, three minority women (two African American and one Asian Pacific American) were promoted into the SES program. Eight women were recently selected for the NRC SES Candidate Program: 6 White women, 1 African American woman, and 1 Asian Pacific American woman. We will continue to support initiatives that enhance representation of all women, especially minority women in professional, supervisory, management, and executive positions. We will also continue our efforts to increase employee awareness of the role of FWPAC, and to identify and address the concerns of our constituency.

In addition, FWPAC will continue to support an increased awareness of family-friendly programs already in place, such as work-at-home, flexiplace, flexitime, part-time, credit hours, and others for all employees, especially women. We also encourage support for additional educational programs to help parents deal with both family and health related issues and the continued support of management in enabling women to participate in training/development programs. We strongly support and advocate these and other measures to promote a positive NRC work environment that encourages each woman to perform at her maximum potential.

April 2000 Commission Briefing Statement by the Committee on Age Discrimination (CAD)

The Committee on Age Discrimination (CAD) continues to enjoy the active participation of its members, and successful communications with the other EEO committees and the Office of Small Business and Civil Rights (SBCR).

The Age Discrimination in Employment Act (ADEA) applies to employees over the age of 40. In recognition of the NRC's aging population, CAD studies aging issues for several age groupings over the age of forty, including a grouping of age 55+. As the NRC workforce continues to age, CAD may extend its studies to include even older groupings. The full and productive use of the NRC's older employees is in the best interest of all NRC employees, managers, and the goals of the agency. However, CAD firmly believes that American society consciously, or unconsciously, supports the concept that a youthful workforce is better than an older workforce. CAD believes that, even more insidiously, society subconsciously believes that an older workforce is undesirable. CAD further believes that, to some degree, society's beliefs are also ingrained in NRC's thinking and practices regarding aging employees. CAD hopes to work with SBCR, NRC management and the Commission, to make NRC an example of progressive thinking and innovative actions regarding aging workforce issues in government, industry, and society as a whole.

CAD has discussed some of the following issues in past Commission briefings. We have been working with SBCR to develop appropriate actions to achieve the desired outcomes for these issues. We would welcome any Commission guidance and input in achieving our goals.

Performance Evaluations of Employees Aged 50 and Older

Using a sound statistical approach, our Data Analysis Subcommittee finalized a study, which identified indications of possible age discrimination within the NRC. An earlier study, a review of fiscal year 1996 data, indicated a concern for promotion rates for staff aged 50 and older. Our new study, using fiscal year 1997 and 1998 data, shows statistically very significant trends of reduced performance appraisal evaluations for staff in the older age brackets. The new CAD analysis showed that older engineers in the top three grades received a much smaller percentage of outstanding ratings than younger staffers. A similar trend was found for scientists. In a letter to SBCR, CAD recommended that an EDO memorandum be issued providing to managers and supervisors information about these adverse EEO trends to assure that they were aware of the trends. SBCR initially indicated such a memorandum would be issued but later withdrew the plan to issue such a memorandum. It is not apparent to the CAD that SBCR intends to take further action on this issue.

Effects of Agency Downsizing

The CAD is concerned that NRC downsizing has resulted in the loss of older experienced staff members whose unique knowledge was not captured before they left. Further, we (and industry as well) observed that the loss of experienced resident inspectors had even greater potential significance. CAD noted that the loss of older experienced staff was unavoidable because downsizing was accomplished by attrition which involved generally retirement-eligible personnel. To counteract this loss, and to recognize the value of senior employees, CAD is seeking ways to preserve the knowledge vested in senior employees. CAD had discussed and

recommended a formal, visible program of site succession planning. This plan would assist in maintaining the level of competency at the sites.

Capturing Corporate Experience

CAD is also trying to find ways to establish an effective program to capture the "corporate knowledge" accumulated by the older experienced staff. Noting the loss of experience within the agency, CAD suggests that the NRC consider developing a program that uses volunteers from the working level staff.

Increased Longevity

CAD asserts that increased longevity will intensify trends toward a longer working lifetime, aging issues, and professional advancement concerns. These issues will be shared by an increasing percentage of the NRC workforce regardless of their ethnic origins, gender, or other differences. These trends can only enlarge the aging issue and present an increasing policy challenge to NRC leadership. CAD proposes that NRC set an example for government agencies in dealing with aging workforce issues.

Recognition of Age Issues

In the past CAD had stated aging issues should be in the formal agency operating plan. CAD notes that the agency is shifting to new planning methods using outcomes versus outputs as a goal. CAD recommends that the agency's new outcome-based planning incorporate outcomes for NRC's aging workplace.

Effectiveness

CAD does not feel that it has been fully effective in accomplishing its advisory function regarding communicating aging issues to SBCR, NRC senior management, and the Commission. Some progress has been made with aging issues being discussed at Commission briefings but as noted in the performance evaluation issue for employees aged 50 and older, meaningful progress on issues has not been noticed. CAD will strive to be more effective in the future. We feel that attention to aging issues will enhance the NRC's productivity, and effectiveness in managing outcomes. By taking a lead in dealing with aging issues, the NRC can only enhance its reputation with its stakeholders and with its workforce.

ADVISORY COMMITTEE FOR AFRICAN AMERICANS
February 2000 EEO Briefing Statement

The Advisory Committee for African Americans (ACAA) appreciates another opportunity to address the Commission on EEO-related issues that impact the NRC. Similar to previous issues, we have discussed our issues with the other EEO Advisory Committees, the Office of Small Business and Civil Rights (SBCR), members of the African American community and members of other ethnic groups at NRC.

Throughout the year 2000, we will continue to focus our EEO concerns in the following four areas, (three ongoing and one new) as identified below.

- 1. Increase the number of African Americans in supervisory, management, SES, and Senior Level positions. Also increase the number of African Americans in the feeder groups that support these positions.**

Since 1996, only 2 African American women have been selected for SES positions while the total number of white women in SES is 15, 7 African American men, 6 other minorities; and 110 white men. Through downsizing and reorganizing, African Americans lost a disproportionate number of representatives at the managerial and supervisory ranks (from 35 to 28). This level is a crucial feeder group into the SES ranks. Additionally, over the next five years, all African Americans in SES positions will be eligible for retirement which could result in a significant decrease for this population.

It was noted during the last EEO Commission briefing that no minorities applied for some vacancies filled competitively. We would like to challenge management to undertake new and/or bold merit staffing initiatives (i.e., hire at the SES and supervisory levels, and encourage applicants to apply for supervisory vacancies) to enhance representation of African Americans in SES, managerial, supervisory positions at the NRC.

- 2. Encourage the establishment of Upward Mobility positions to provide opportunities for advancement of African Americans and other minorities.**

The Commission's February 23, 1999 Staff Requirements Memorandum (SRM) addressed promoting from within the Agency. The SRM placed particular emphasis on promoting employees who have acquired degrees and/or special training and are not being fully utilized in their present positions. We believe that the upward mobility program can be used to accomplish this. We believe that the upward mobility program could be more effective if it is better defined and advertised.

In FY 1999, six Upward Mobility positions were filled: (1) three Administrative Management Trainees in the Office of Administration, (2) one Licensing Assistant in Region IV, (3) one Management and Program Analyst in Region IV, and (4) one Telecommunications Technician in Region IV. We recommend that each office and region give serious consideration to setting aside at least one position each fiscal year to be staffed under upward mobility guidelines.

- 3. Develop and implement more specific and substantive EEO criteria for evaluating managers and supervisors.**

ACAA's evaluation of options to address this concern identified the need to add a separate EEO sub-element in the elements and standards of SES, managers and supervisors. This would enable better measurement of the EEO (i.e., human resource) accomplishments under the operating plan. A memorandum from Patricia Norry to Office Directors and Regional Administrators dated May 23, 1999, on 1999 SES performance appraisals requested that EEO accomplishments be specifically addressed in their annual appraisal. We strongly recommend an assessment of this effort, i.e., the number of SES/managers that reported little to no EEO accomplishments, etc., and implementation of measures to enhance SES EEO performance. We recommend continued evaluation of EEO accomplishments submitted via the Operating Plan updates.

4 Encourage entry level hiring for African Americans that is a representative percentage of all new hires.

The response to the Staff Requirements Memorandum of August 5, 1999, reflects updated information provided in SECY-99-190. The information reflects a somewhat consistent number of African-American entry-level-hires over the past five years. ACAA believes entry level hiring of African Americans should be consistent with their representation of 13% in the labor force. Hiring in this manner will provide a pool of talented employees and enhance the pool of current and future candidates for SES and managerial positions. ACAA will continue to participate in the Agency's recruitment efforts with a focus on expanding the recruitment to new sources and institutions of higher learning.

**Hispanic Employment Program Advisory Committee (HEPAC)
EEO Briefing Statement**

The Agency has maintained a strong targeted recruitment program to increase the representation of women, minorities, persons with disabilities, especially Hispanics. HEPAC members have consistently assisted the Office of Human Resources in identifying several good prospects from every recruiting trip. However, the agency did not follow through after this initial identification resulting in none of these Hispanics being hired. Internally, Hispanics in the lower and higher grades are lacking promotional opportunities. HEPAC is very concerned that no Hispanics were selected this year for the Senior Executive Service (SES) Candidate Development Program (CDP). Only two Hispanics applied for the SES CDP and, while this number may seem small, it is actually a significant percentage of those eligible in that there are only five GG-15 Hispanics in the Agency. The small numbers of employees demonstrate that the pipeline of Hispanics in the upper GG levels is not adequate for the next step up in management and this problem is not being adequately addressed. It has been almost seven years since the last Hispanic was promoted to GG-15. Even longer and more crucial, it has been almost sixteen years since a Hispanic has been selected for the SES.

HEPAC members provided career guidance and advice to Hispanic employees seeking greater promotional opportunities. We need management help in providing visibility for Hispanics, through such vehicles as rotations to the EDO's Office and to Commissioners' Offices and assignments to high profile projects. Until this visibility issue is addressed there is little hope that we will see another GG-15 promotion anytime soon. Lack of visibility is even more of a concern in the selection of a Hispanic into the SES. HEPAC is concerned that it may be another decade before the next Hispanic is selected for the SES. This lack of promotional opportunities may be one reason why young Hispanics leave the Agency. While young Hispanics have generally enjoyed the challenges involved in carrying out the NRC's mission, in the long term they see a limit to their promotional opportunities.

HEPAC strongly believes that more can, and should, be done to assist all Hispanics in the NRC in realizing their full employment potential, so that they are better represented at the highest levels within the Agency.

THE ASIAN PACIFIC AMERICAN ADVISORY COMMITTEE (APAAC)
BRIEFING STATEMENT

The Asian Pacific American Advisory Committee (APAAC) appreciates the opportunity to brief you regarding selected EEO-related issues that continue to affect NRC Asian Pacific American (APA) employees.

In past EEO briefings, we identified and brought to your attention the limited representation of APAs in the management positions, despite the availability of well-qualified APA staff. We also focused attention on the adverse impacts to APAs during the last agency-wide reorganization. APAAC proposed actions to assist management in addressing these concerns. As a result, management made progress in implementing some of APAAC's recommendations such as: provide employees information to improve their application packages; and encourage employees to seek rotations, participate in mentoring, and enhance their communication skills.

We are encouraged that NRR recently promoted one APA employee into SES position. NRR management also encourages its employees to engage in rotational assignment opportunities wherever available within the Office. We believe these positive practices should continue to be utilized throughout the agency.

Since our last briefing, the Agency went through a selection process for the SES Candidate Development Program (SES CDP). This program is considered to be an excellent tool to enhance minority representation in the supervisory and management positions. However, selection results from the last SES CDP solicitation was not encouraging: 4 minorities, including 2 Asian Pacific Americans, were selected. We are disappointed that this tool has not been well utilized to enhance diversity. Additionally, some minority SES Candidate Program graduates have not been assigned to SES positions. We are concerned that minorities will remain underrepresented overall in management positions throughout the Agency for a long time to come.



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

March 2, 2000

MEMORANDUM TO: William D. Travers

Executive Director for Operations
U.S. Nuclear Regulatory Commission

FROM:

Rateb (Boby) Abu-Eid, Co-Chairperson *Rateb m. eid*
Joint Labor-Management Equal Employment
Opportunity Committee
U.S. Nuclear Regulatory Commission

Cheryl A. Trottier, Co-Chairperson *Cheryl Trottier*
Joint Labor-Management Equal Employment
Opportunity Committee
U.S. Nuclear Regulatory Commission

SUBJECT: THE JOINT LABOR-MANAGEMENT EQUAL EMPLOYMENT
OPPORTUNITY COMMITTEE ISSUES AND RECOMMENDATIONS

The currently effective U.S. Nuclear Regulatory Commission/National Treasury Employees Union (NRC/NTEU) Collective Bargaining Agreement established the Joint Labor-Management Equal Employment Opportunity Committee (JLMEEOC) to advise NRC's management concerning equal employment opportunity issues. The function of the JLMEEOC is described in Attachment 1. The current Committee members are listed in Attachment 2.

The purpose of this memorandum is to bring to the attention of NRC's management concerns regarding standing Equal Employment Opportunity (EEO) issues (Attachment 3) and to offer recommendations for helping the Agency track and resolve EEO issues (Attachment 4).

In the recent past, the JLMEEOC has reported through the Office of Small Business and Civil Rights (SBCR). However, as the Charter and the NTEU bargaining agreement specify, this Committee advises NRC management. Therefore, the Committee believes it can more effectively fulfill its mission by reporting directly to the Office of Executive Director for Operations (EDO), or to the Commission directly. In making this change, the JLMEEOC wants to affirm its appreciation of the efforts of SBCR Director, Irene Little, and her staff in supporting the Agency's EEO goals.

The major standing EEO issues and concerns include: (a) enhancing opportunities for advancement of minorities and women in professional positions; (b) expanding the pool of women and minorities for supervisory, management, executive, and senior level positions; (c) enhancing Agency efforts to attract, develop, mentor, and retain minorities, women, and disadvantaged groups; (d) improving staff written and oral communication skills; (e) improving management communication, perceptions, and responsiveness about EEO affirmative actions; and (f) re-examining EEO issues pertaining to NRC's reorganization. The JLMEEOC recommendations include developing plans and a structured program to monitor, track, and

William D. Travers

- 2 -

implement affirmative actions. The JLMEEOC believes that implementation of an effective EEO program requires serious attention, follow-up, and action by NRC's management at various levels, as well as staff perseverance and earnest initiative.

The JLMEEOC appreciates this opportunity to advise NRC's management on EEO issues and will continue to work with its constituents and management for achieving NRC's ultimate EEO goals and fostering a caring work environment that benefits all.

Attachments (4): As stated

ATTACHMENT #1

FUNCTION OF THE JOINT LABOR-MANAGEMENT EQUAL EMPLOYMENT OPPORTUNITY COMMITTEE & PROCEDURE FOR REPORTING AND ADVISING NRC

In accordance with Article 48.2.5 of the U.S. NRC and NTEU Chapter 208 Collective Bargaining Agreement, the Joint Labor-Management Equal Employment Opportunity Committee (JLMEEOC) function is to advise management on all matters concerning EEO. In addition, as part of its function, the JLMEEOC provides comments and advice regarding the content of the draft EEO Affirmative Action (AA) plans and Upward Mobility (UM) plans and their implementation as prepared by the Agency Civil Rights Program Manager.

Currently, the JLMEEOC provides advice regarding Equal Employment Opportunity (EEO) matters through the Office of Small Business and Civil Rights (SBCR). This advice is provided in the form of an EEO Advisory Committee statement attached to the Executive Director for Operations (EDO) report submitted to the Commission at semi-annual public meetings.

Members of the JLMEEOC believe that the Committee should continue to use the same procedure of reporting on a semi-annual basis to the Commission through the EDO Office. However, the JLMEEOC members believe that the Committee should provide more frequent advice on EEO matters directly to EDO to allow for discussion and focus to resolve issues and implementation of EEO action plans. To fulfill its function, the JLMEEOC should be provided with sufficient EEO data and information; specifically those pertaining to the draft AA plans, as well as UM plans, and their implementation. Data should also be provided to monitor progress made towards achieving AA goals and UM plans. Therefore, the JLMEEOC requests to directly report to and advise the EDO on EEO matters on a more frequent basis independent of the current semi-annual EEO statement submitted to the Commission. The JLMEEOC will continue to maintain its coordination with SBCR and the EEO Advisory Committees.

This proposed function and reporting procedure of the JLMEEOC would allow early identification of EEO issues, exchange of ideas, and effective monitoring of the progress made on issues resolution. It would also allow for follow-up and early modifications of plans if necessary. The newly proposed approach is also consistent with Article 48.2.5 of the U.S. NRC and NTEU Chapter 208 Collective Bargaining Agreement.

ATTACHMENT # 2

The Current Members of The Joint Labor-Management Equal Employment Opportunity Committee (JLMEEOC) are:

Rateb (Boby) Abu-Eid, Co-Chairperson
Cheryl A. Trottier, Co-Chairperson
Michael H. Stein
Sandra D. Frattali
Samuel L. Pettijohn
Cynthia Carpenter

ATTACHMENT #3

STANDING EEO ISSUES

The JLMEEOC believes that the Agency has not made significant progress to address the long-standing EEO issues. The JLMEEOC identified several EEO issues during previous EEO semi-annual Commission briefings; many of these issues are still ongoing and pending for resolution. It should be pointed out that most of these issues were also raised by the EEO Advisory Committees. The JLMEEOC request that the Agency continue to explore ways to make more progress on affirmative action and diversity enhancement. The JLMEEOC presents below a list of long-standing EEO issues that were raised previously, by the JLMEEOC in its semi-annual EEO statements:

1. Enhancing opportunities for advancement of minorities and women in professional positions: Statistical data showed that certain minority groups, at lower grades (e.g., 6/7/8) and at grade GG-14, spend 50 - 100% more time in grade than the overall average at the Agency. There is an urgent need to strengthen and broaden upward mobility efforts to improve opportunities for administrative, para-professionals, and technical staff of women and minority groups.
2. Expanding the pool of women and minorities for supervisory, management, executive, and senior level positions: The JLMEEOC noted earlier that minorities are still under-represented in management positions. There is also a shortage in the feeder groups for these positions. Persons should be considered for management position without regard to age, color, race, or national origin. The JLMEEOC is concerned that minority selection for the Senior Executive Service Candidate Development Program (SES CDP) was low. Thus, the SES CDP pool was not properly utilized to improve minority representation.
3. Enhancing Agency efforts to attract, develop, mentor, and retain minorities, women, and disadvantaged groups: The JLMEEOC believes that the Agency should strive to attract and retain women and minorities at the NRC. In addition, staff development and mentoring programs should be enhanced and structured to increase minority staff participation.
4. Improving communications skills among staff: The JLMEEOC believes that there is a need to enhance the overall communication throughout the Agency, specifically oral and written skills. The JLMEEOC believes that effective communication is a critical element in an employee's efforts in seeking new opportunities and self development.

ATTACHMENT #4

The JLMEEOC Recommendations To Address EEO Standing Issues

The JLMEEOC recommends that the Agency focus on the following specific actions to address standing EEO issues:

1. Define specific EEO goals and develop an effective action plan for implementation within a specific timeframe. The plan should include means for tracking and monitoring affirmative actions. The plan should be reviewed by NRC's key managers as well as EEO committees.
2. Develop a comprehensive training program to enhance staff skills in oral and written communication and train managers about EEO and affirmative action objectives, improving management responsiveness, and evaluating progress. In addition, establish incentives for staff and managers to participate in the EEO development program.
3. Establish a well defined procedure or vehicle for coordination between SBCR, HR, and NRC's management with the EDO and the Commission's overview to gain momentum, attention, and focus on EEO matters.
4. Develop an effective program to recruit and retain minority, women, and disadvantaged groups. This program should include plans for minority outreach as well as for providing incentives to train and retain minority staff.
5. Establish an independent monitoring vehicle with involvement of all EEO committees and Office managers to ensure progress is made on resolution of EEO issues. The JLMEEOC is recommending establishing monitoring means by independent individuals or organizations beyond the program responsible for EEO and affirmative actions implementations.

The JLMEEOC believes that substantive progress on resolving EEO issues and implementing affirmative actions can only be achieved through: (1) attention and cooperation of NRC's management at all levels; (2) staff initiative and perseverance for self development; and (3) EDO and Commission attention, support, and clear directions. The JLMEEOC is confident that with the Commission's perseverance and effective efforts the above EEO issues will be seriously addressed to ensure maintaining an effective EEO program and policies within the NRC.