

**July 13, 2000**

MEMORANDUM TO: Stuart Reiter, Acting, Chief Information Officer  
Hubert T. Bell, Inspector General  
Paul H. Lohaus, Director, Office of State & Tribal Programs  
Richard Borchardt, Director, Office of Enforcement  
William M. Beecher, Director, Office of Public Affairs  
Karen D. Cyr, General Counsel  
G. Paul Bollwerk, III, Chief Administrative Judge, ASLBP  
John F. Cordes, Jr., Acting Director, Office of Commission Appellate  
Adjudication  
Ashok C. Thadani, Director, Office of Nuclear Regulatory Research

FROM: Irene P. Little, Director **/RA/ by Barbara Williams Acting For/**  
Office of Small Business and Civil Rights

SUBJECT: HIGHLIGHTS OF THE MANAGING DIVERSITY FOR EMPLOYEES  
SESSIONS

As you know, some of your employees participated in the Managing Diversity for Employees' session held in headquarters on June 15, 2000. One of the goals of the session was to help employees understand their role and the managers role in creating a positive work environment that supports maximum productivity. The session presenters, Mr. Cleve Clark and Ms. Arlene Noreiga were able to create an active workshop environment engaging participants to work together and express their views regarding the concept of **managing diversity** (MD) and its potential impact on NRC. During the session, participants were divided into groups and asked to select one or two of their "**areas of concerns**" from among their views and discuss how they could positively "influence" or impact these concerns (see "\*" attachment). These concerns were identified early in the session with a goal to encourage employees to think about how they would or could help facilitate growth of a positive work environment.

A list of participant perspectives and concerns regarding managing diversity is attached. You may wish to respond to these with your employees as a follow-up to the session.

I appreciate your support for this important initiative as we work together to maximize the potential of all employees in support of mission objectives.

Attachment:  
As stated

HIGHLIGHTS OF EMPLOYEE COMMENTS  
MANAGING DIVERSITY FOR EMPLOYEES SESSION IN HEADQUARTERS  
June 15, 2000

- ◆ Approximately 89% of the participants evaluated the session as good (35 or 45%) or excellent (34 or 44%).
  
- ◆ Comments on the evaluations include:
  1. Excellent class interaction; very focused and organized course
  2. Excellent and knowledgeable instructors
  3. Excellent film and case studies
  4. Raised the conscience regarding diversity issues
  5. Raised the awareness of the importance of consensus building
  6. Enhanced awareness of cultures and understanding others.
  7. Facilitated discussion of issues not presented before regarding differences
  8. Excellent visual aids: the film and slides
  9. Suggest attendance and additional training for management
  10. Expand discussion on racial views
  
- ◆ Areas of Concerns Identified by Employees:
  1. Equal opportunity, upward mobility, and limited advancement opportunities \*
  2. Age diversity, age discrimination, and reverse discrimination \*
  3. Biases: age, gender, educational, national origin, religious, value systems, technical vs non-technical, military (Navy) vs non-military, management vs staff, bargaining vs non-bargaining, and the “old-boy network” \*
  4. Inaccurate perception about race and ethnicity, racial discrimination, stereotyping
  5. Different work styles and work ethics of managers and employees
  6. Poor communication/listening skills and different communication styles \*
  7. Emphasis on diversity vs merit
  8. Downsizing and the impact of competing priorities
  9. Impact of automation
  10. Limited training and development opportunities
  11. Limited assessment of training needs, and enhancement of staff development
  12. Limited employee participation in decision-making \*
  13. Job diversity and the need to develop accurate position descriptions
  14. Lack adoption of new ideas and divergent views \*
  15. Need to enhance conflict resolution skills
  16. Lack of trust and respect, and poor morale \*
  17. Lack of acceptance of gays

18. Language barriers \*
19. Breaking the "Glass Ceiling"