

April 22, 2002

The Honorable Cari M. Dominguez  
Chairwoman  
Equal Employment Opportunity Commission  
1801 L Street, N.W.  
Washington, D.C. 20507

Dear Ms. Dominguez:

Enclosed is the U.S. Nuclear Regulatory Commission's (NRC's) "Annual Affirmative Employment Program Accomplishment Report" for Fiscal Year 2001, which was developed in accordance with the Equal Employment Opportunity Commission's Management Directive No. 714 (MD-714). This report reflects NRC's affirmative employment accomplishments with respect to recruitment, hiring, career development, and retention of women and minorities.

As reflected in the report, we are continuing to use an enhanced recruitment strategy to recruit women and minorities, including Hispanics who are under-represented in several occupations at the NRC. As a result of this effort, the number of Hispanics has increased from 71 to 90.

We continue to promote a strong diversity management approach, emphasizing equal opportunity and full productivity of all NRC employees and applicants for employment. During FY 2001, a managing diversity contract was awarded to provide continuing assistance to offices in their efforts to identify and address office-specific diversity management issues. The overall objective of this effort is to enhance individual and agency performance and effectiveness. Additionally, the agency continued to provide managing diversity awareness sessions for new managers and employees to assist them in understanding management and employee accountability in effective management of a diverse workforce.

We continue to meet the challenges established by the EEO guiding principles, goals, and objectives of the agency's Affirmative Employment Plan (AEP). The AEP was updated to reflect goals and objectives for the period FY 2001-2005 to provide ongoing guidance in meeting our challenge to manage a more diverse, efficient, effective, and high-performing organization.

If you have questions regarding this report, please contact Ms. Irene P. Little, Director, Office of Small Business and Civil Rights, at 301-415-7380.

Sincerely,

*/RA/*

Richard A. Meserve

Enclosure: As stated

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**  
**ANNUAL AFFIRMATIVE EMPLOYMENT PROGRAM ACCOMPLISHMENT REPORT**  
**FOR FISCAL YEAR 2001**

- \* **SUMMARY ANALYSIS OF WORKFORCE**
- ACCOMPLISHMENT REPORT ON OBJECTIVES AND ACTION ITEMS**
- \* **NOTEWORTHY ACTIVITIES AND INITIATIVES**

United States Nuclear Regulatory Commission  
**NAME OF ORGANIZATION**

Washington, D.C. 20555  
**ADDRESS OF ORGANIZATION**

**ORGANIZATIONAL LEVEL: AGENCY X MOC    REGION**  
**COMMAND    INSTALLATION    HEADQUARTERS**

**NUMBER OF EMPLOYEES COVERED BY PLAN: TOTAL 2826**  
**PROFESSIONAL 1750 ADMINISTRATIVE 603 TECHNICAL 197**  
**CLERICAL 264 OTHER 5 BLUE COLLAR 7**

Barbara Williams 301-415-7388  
**NAME OF CONTACT PERSON/PERSON PREPARING FORM TELEPHONE NO.**

Director, Office of Small Business and Civil Rights  
**NAME OF TITLE OF PRINCIPAL EEO OFFICIAL**

Irene P. Little /RA/ 04/ 03 /2002  
**SIGNATURE OF PRINCIPAL EEO OFFICIAL DATE**

**CERTIFIES THAT THIS REPORT IS IN COMPLIANCE WITH EEO-MD-714.**

Chairman, U.S. Nuclear Regulatory Commission  
**NAME AND TITLE OF HEAD OF ORGANIZATION OR DESIGNATED OFFICIAL**

Richard A. Meserve /RA/ 04/22/2002  
**SIGNATURE OF HEAD OF ORGANIZATION OR DESIGNATED OFFICIAL**

**CERTIFIES THAT THIS REPORT IS IN COMPLIANCE WITH EEO-MD-714.**

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN**  
**ANNUAL AFFIRMATIVE EMPLOYMENT PROGRAM ACCOMPLISHMENT REPORT**

**SUMMARY ANALYSIS OF WORKFORCE**

**PROVIDE A NARRATIVE WORKFORCE ANALYSIS USING THE RELEVANT CIVILIAN LABOR FORCE. ANALYZE OCCUPATIONAL CATEGORIES, GRADE GROUPINGS, AND MAJOR OCCUPATIONS.**

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The following narrative summarizes the analysis of NRC's workforce in five major occupations by grades and Professional, Administrative, Technical, Clerical, Other, and Blue Collar (PATCOB) categories.

**MAJOR OCCUPATIONS**

The NRC workforce decreased from 2828 in FY 2000 to 2826 in FY 2001. This reduction of 2 employees has not had an adverse impact on the representation of women and minorities. During FY 2001, the number of Hispanics, Asian American Pacific Islander (Asian) women, and American Indian/Alaskan Native American (Native American) men increased; the number of African American men, Asian men, and White women decreased; and the number of Native American women and African American women remained the same. The percentage of representation of women and minorities in PATCOB categories remained relatively the same in the professional and administrative categories, except for Hispanic women and men, who increased by .34% and .85%, respectively; White women, who increased by .33%, and Asian men, who decreased by .35% in the professional category.

The relative percentage of minority men in the technical category decreased (African American men decreased by .11%, Asian men by .02%, and Hispanic men by .02%) while the relative percentage of representation of minority women in the technical category increased (African American women increased by .62%, Asian women by .37%) except for White women and Hispanic women, who decreased by .58% and .60%, respectively.

The relative percentage of all minority men and women in the clerical category increased except for African American women, who decreased by 1%, and, White women who increased by .43%.

The chart on page 19 reflects the change in NRC's workforce from FY 2000 to FY 2001 by EEO groups in the five major PATCOB categories. The chart on page 20 reflects the distribution of NRC's workforce in FY 2001 by EEO group in the five major PATCOB categories in comparison to the 1990 Census Availability Data (CAD). The chart on page 21 reflects the distribution of NRC's workforce by EEO group in the five major occupational series (343, 801, 840, 1301, and 1306) in comparison to the 1990 CAD.

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The chart on page 21 reflects an under-representation of EEO groups (based on the 1990 CAD) in the following job series:

**Management/Program Analyst (343):**

- White men (17.10%)
- African American men (1.39%)
- Hispanic men (0.39%); Hispanic women (1.86%)
- Asian Pacific American men (1.40%)

**General Engineer (801):**

- White men (6.5%); White women (0.17%)
- Native American men (0.06%)

**Nuclear Engineer (840):**

- White men (0.37%); White women (0.29%)
- African American men (0.05%)
- Asian Pacific American women (1.59%); Asian Pacific American men (0.14%)

**General Physical Scientist (1301):**

- White women (1.25%)
- African American men (1.53%); African American women (0.62%)
- Hispanic men (0.02%)
- Asian Pacific American men (0.87%)
- Native American men (0.23%); Native American women (0.21%)

**Health Physicist (1306):**

- White men (1.22%); White women (6.16%)
- Asian Pacific American women (0.84%)
- Native American men (0.23%); Native American women (0.21%)

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The chart on pages 22-26 reflect a comparison of the distribution of NRC employees by grade (5 and above) for the five major occupational categories from FY 1999 to FY 2001. The following summary provides an analysis of NRC employees at the full performance levels (grades GG-13 and above), in the five occupational categories for FY 2001:

**Management Analyst (343):**

- 136 employees: 34 (25%) White men, 73 (54%) White women, and 29 (21%) minorities
- 21 employees at the GG-15 level: 10 (48%) White men, 8 (38%) White women, and 3 (14%) minorities
- 51 employees at the GG-14 level: 17 (33%) White men, 24 (47%) White women, and 10 (20%) minorities
- 29 employees at the GG-13 level: 5 (17%) White men, 21 (72%) White women, and 3 (10%) minorities

**General Engineer (801):**

- 604 employees: 431 (71%) White men, 47 (8%) White women, and 126 (21%) minorities
- 68 employees above GG-15 level: 54 (79%) White men, 4 (6%) White women, and 10 (15%) minorities
- 235 employees at GG-15 level: 183 (78%) White men, 15 (6%) White women, and 37 (16%) minorities
- 167 employees at GG-14 level: 117 (70%) White men, 16 (10%) White women, and 34 (20%) minorities
- 92 employees at GG-13 level: 63 (68%) White men, 6 (7%) White women, and 23 (25%) minorities

**Nuclear Engineer (840):**

- 418 employees: 347 (83%) White men, 23 (6%) White women, and 48 (11%) minorities
- 50 employee above GG-15 level: 47 (94%) White men and 3 (6%) minorities
- 96 employees at GG-15 level: 96 (82%) White men, 7(6%) White women, and 9 (12%) minorities
- 162 employees at GG-14 level: 139 (86%) White men, 7 (4%) White women, and 16 (10%) minorities
- 106 employees at GG-13 level: 81 (76%) White men, 9 (9%) White women, and 16 (15%) minorities

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**General Physical Scientist (1301):**

- 129 employees: 85 (66%) White men, 31 (24%) White women, and 13 (10%) minorities
- 14 employees above GG-15 level: 7 (50%) White men and 7 (50%) White women
- 52 employees at GG-15 level: 35 (67%) White men, 13 (25%) White women, and 4 (8%) minorities
- 36 employees at GG-14 level: 29 (80%) White men, 5 (14%) White women, and 2 (6%) minorities
- 22 employees at GG-13 level: 13 (59%) White men, 5 (23%) White women, and 4 (18%) minorities

**Health Physicist (1306):**

- 204 employees: 129 (63%) White men, 39 (19%) White women, and 36 (18%) minorities
- 6 employees above GG-15 level: 4 (67%) White men and 2 (33%) White women
- 31 employees at GG-15 level: 23 (74%) White men, 3 (10%) White women, and 5 (16%) minorities
- 70 employees at GG-14 level: 49 (70%) White men, 12 (17%) White women, and 9 (13%) minorities
- 87 employees at GG-13 level: 48 (55%) White men, 20 (23%) White women, and 19 (22%) minorities

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The chart included at page 27 reflects a comparison of the distribution of NRC employees for FY 2000 and FY 2001 by grades in the EEO groups. The following summary provides a comparison of the total number of employees and their representation in the workforce for FY 2000 and FY 2001 by EEO group (See Chart on page 19):

	FY 2000	FY 2001	Change
<b>Total Employees:</b>	<b>2828</b>	<b>2826</b>	<b>-2</b>
White Men	1455 (51%)	1439 (51%)	-16 (-1.1%)
White Women	732 (25.8%)	726 (26%)	-6 (0.8%)
African American Men	110 (3.9%)	109 (4%)	-1 (-0.9%)
African American Women	258 (9.1%)	258 (9%)	0 (0.0%)
Hispanic Men	44 (1.6%)	58 (2%)	14 (31.8%)
Hispanic Women	27 (1.0%)	32 (1%)	5 (18.5%)
Asian Pacific Men	150 (5.3%)	146 (5%)	-4 (-2.7%)
Asian Pacific Women	46 (1.6%)	49 (2%)	3 (6.5%)
Native American Men	5 (0.2%)	7 (0.25%)	2 (40.0%)
Native American Women	2 (0.01%)	2 (0.07%)	0 (0.0%)

The Chart on page 19 reflects a decrease in the total number of employees from 2828 in FY 2000 to 2826 in FY 2001. While the number of Hispanics, Native American men, and Asian women increased, the number of African American men, Asian men, and White women decreased.

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN  
ANNUAL AFFIRMATIVE EMPLOYMENT PROGRAM ACCOMPLISHMENT REPORT**

**REPORT OF OBJECTIVES AND ACTION ITEMS**

**PROGRAM ELEMENT: RECRUITMENT AND HIRING**

**PROBLEM/BARRIER STATEMENT:** There is an under-representation of Hispanic employees in two of NRC's major occupational categories (343, 1301) (See Chart on page 21).

**OBJECTIVE:** Increase the number of Hispanic employees in all occupational groups at the NRC.

**RESPONSIBLE OFFICIAL:** Office of Small Business and Civil Rights, Office of Human Resources, Office Directors, Regional Administrators, Managers, and Supervisors,

**TARGET DATE:** FY 2002

<b>ACTION ITEMS:</b>	<b>RESPONSIBLE OFFICIAL</b>	<b>TARGET DATE</b>
Continue to use revised recruiting strategies	Office of Human Resources(HR) Office of Small Business & Civil Rights(SBCR), and Managers	FY 2002
Continue advertising positions in Hispanic publications.	HR	FY 2002
Continue to encourage Hispanic employees to participate in the Agency's mentoring program.	Office Directors, Regional Administrators Managers and Supervisors SBCR	FY 2002
Continue to review and evaluate exit interview data to determine reasons for Hispanic attrition and ways to reduce it.	HR, SBCR	FY 2002
Continue to use developmental assignments such as rotations & details to retain Hispanics	HR, Office Directors, Regional Administrators, Managers and Supervisors	FY 2002

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**REPORT OF OBJECTIVES AND ACTION ITEMS**

**PROGRAM ELEMENT: RECRUITMENT AND HIRING CONTINUED**

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**REPORT ON ACCOMPLISHMENT OF OBJECTIVE: Increase the number of Hispanic employees in all occupational groups at the NRC.**

A team composed of staff from the Office of Human Resources (HR), Office of Small Business and Civil Rights (SBCR), managers, and members of NRC's Hispanic Employment Program Advisory Committee developed creative recruiting strategies which include identifying a target school with significant Hispanic representation, building relationships with academic institutions and professional organizations, increasing the numbers of managers who participate in recruitment, authorizing managers to do on-the-spot hiring, and expediting follow-up with potential applicants. As a result of this effort, 42 offers have been extended and 18 have been accepted.

Advertisements were placed in several Hispanic newspapers, journals, and web sites. NRC also participated in several diversity career fairs which focused on Hispanic applicants. NRC continued to make contact with the Hispanic Association of Colleges and Universities (HACU) to discuss ways to enhance cooperative efforts with Hispanic colleges.

Numerous recruitment trips were made to minority schools and career fairs sponsored by women/minority technical organizations. From these events, the resumes of highly qualified applicants were forwarded to managers in Headquarters and the regions to fill current and future vacancies. Every effort was made to assure that recruitment team participants reflected the diversity NRC is seeking. As a result, 26 (16 %) of the NRC's hires in FY 2001 were Hispanic. This has increased NRC's Hispanic representation from 71 to 90, or approximately by 0.5%.

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**NOTEWORTHY ACTIVITIES/INITIATIVES WHICH HAVE BEEN SUCCESSFUL IN INCREASING THE NUMBER OF HISPANIC EMPLOYEES IN ALL OCCUPATIONS**

Advertising in Hispanic newspapers, journals, and web sites.

Recruiting at institutions that have at least 10% Hispanic enrollment.

Using team effort to coordinate recruitment activities.

Having senior managers serve as technical recruiters.

Making "on-the-spot" job offers.

Conducting follow-up multi-function interviews with managers from Headquarters and regional offices.

Providing expedient and continuous follow-up with potential candidates of a school with a significant Hispanic enrollment.

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**REPORT OF OBJECTIVES AND ACTION ITEMS**

**PROGRAM ELEMENT: RECRUITMENT AND HIRING CONTINUED**

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**PROBLEM/BARRIER STATEMENT:** There is an under representation of White and minority women in professional occupations at the NRC (See Chart on page 20).

**OBJECTIVE:** Enhance opportunities for hiring and advancement of minorities and women in professional positions.

**RESPONSIBLE OFFICIAL:** Office Directors and Regional Administrators, Office of Human Resources, Office of Small Business and Civil Rights, and Managers.

**TARGET DATE:** FY 2002

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<b>ACTION ITEMS:</b>	<b>RESPONSIBLE OFFICIAL</b>	<b>TARGET DATE</b>
Utilize more entry level hiring to broaden available pool of candidates.	HR, Office Directors, Regional Administrators	FY 2002
Continue targeted recruitment at HBCU and HACU institutions	HR, Office Directors, Regional Administrators, SBCR	FY 2002
Continue use of women and minorities on recruiting teams.	HR, Office Directors, Regional Administrators, SBCR	FY 2002
Increase the utilization of managers, especially women, as technical representatives on recruiting teams.	HR, SBCR, Office Directors, Regional Administrators, Managers	FY 2002
Continue to make on-the-spot offers	HR, Managers	FY 2002
Continue advertising in publications targeting minorities and women.	HR	FY 2002

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**REPORT OF OBJECTIVES AND ACTION ITEMS**

**PROGRAM ELEMENT: RECRUITMENT AND HIRING CONTINUED**

**REPORT ON ACCOMPLISHMENT OF OBJECTIVE: Enhance opportunities for advancement of minorities and women in professional positions.**

The FY 2001 recruitment plan continued to focus on attracting women and minority applicants for entry-level and higher-level positions in the fields of science and engineering by increasing diversity in the applicant pools for professional positions. The plan included 41 recruitment trips and advertisements in several newspapers, journals, and web sites.

The Agency established a goal to hire at least 25% of new employees at the entry-level. Although, the Agency exceeded this goal by 3% during FY 2001, the Executive Director for Operations re-emphasized the Agency's commitment to the goal for future successes. Office Directors and Regional Administrators are continuing their efforts to achieve or exceed the 25% hiring goal for entry-level/interns in FY 2002.

Recruitment brochures for the Nuclear Safety Intern Program were sent to several universities with significant enrollment of women and minorities. NRC participated in career fairs sponsored by the National Action Council of Minorities in Engineering, Society of Hispanic Professional Engineers (SHPE), Hispanic Engineer National Achievement Award Conference (HENAAC), National Society of Black Engineers (NSBE), Society for Women in Engineering (SWE), Native Americans in Science (SACNAS) and the American Indian Science and Engineering Society (AISES). Advertisements were placed in numerous publications targeting women and minorities including Native American publications such as the Native American Yearbook, Winds of Change, American College Guide for Native Americans, Indian Report, and Indian Country Today. Advertisements were also placed in several newspapers in areas having a high Native American population.

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**NOTEWORTHY ACTIVITIES/INITIATIVES WHICH HAVE BEEN SUCCESSFUL IN INCREASING THE REPRESENTATION OF WOMEN AND MINORITIES IN PROFESSIONAL OCCUPATIONS**

- Recruiting at Hispanic Association of Colleges and Universities (HACU), and Historically Black Colleges and Universities (HBCU), and at campuses with significant diversity among their graduating engineers and scientists.
- Including managers, supervisors, women, and minority employees as members of recruitment teams.
- Continuing to use revised recruitment strategies to include on-the-spot hiring, building relationships with academic institutions and professional organizations, pre-trip review of resumes when possible, and expediting follow-up and continuous contact with potential applicants.
- Advertising to recruit for entry-level engineers and scientists on the World Wide Web through coordination with the National Association of Colleges and Employers.
- Announcing vacancies externally through the Federal Research Service, the Office of Personnel Management, the World Wide Web, the Agency's external web site, and in journals and newspapers targeting women and minorities.
- Utilizing the Nuclear Safety Intern Program and entry-level hiring to recruit college graduates at the GG-5 and 7 trainee levels for positions with promotion potential to the GG-13 full performance level.

**REPORT OF OBJECTIVES AND ACTION ITEMS**

**PROGRAM ELEMENT: INTERNAL RECRUITMENT AND CAREER DEVELOPMENT**

**PROBLEM/BARRIER STATEMENT:** There is under-representation of women and minorities in positions at the GG-15 level and above. (See Chart on page 27).

**OBJECTIVE:** Expand the pool of women and minority candidates for positions at the GG-15 level and above, including developmental programs that prepare individuals for positions at grade 15 and above.

**RESPONSIBLE OFFICIAL:** Office of Executive Director for Operations, Office Directors and Regional Administrators, HR, SBCR, Managers and Supervisors

**TARGET DATE:** FY 2002

<b>ACTION ITEM</b>	<b>RESPONSIBLE OFFICIAL</b>	<b>TARGET DATE</b>
Support members of the Leadership Potential Program class designed to prepare individuals at grades 13 - 15 for supervisory management positions.	HR, Office Directors, Regional Administrators, Managers, Supervisors, SBCR	FY 2002
Implement and finalize selection for the SES Candidate Development Program	EDO, HR, Office Directors, Regional Administrators, SBCR	FY 2002
Continue to place special emphasis on development of rating factors and rating criteria to ensure job relatedness and consistency in the merit selection evaluation process.	HR, Office Directors, Regional Administrators, Managers, and Supervisors	FY 2002
Continue to increase utilization of women and minorities in "Acting" supervisory capacities.	Office Directors and Regional Administrators, Managers and Supervisors	FY 2002
Continue to utilize and publicize rotational opportunities to NRC staff on Agency Web Site.	HR, Managers and Supervisors, Office Directors and Regional Administrators	FY 2002
<b>ACTION ITEM</b>	<b>RESPONSIBLE OFFICIAL</b>	<b>TARGET DATE</b>
Continue to broker rotational assignments to broaden skills	SBCR, Office Directors, Regional Administrators,	FY 2002

and opportunities for staff at grades 15 and below.	Managers and Supervisors	
Continue to use Executive Succession Planning to identify, assess, and build management skills and competencies needed for successful executive performance.	EDO, HR	FY 2002
Continue to use a panel of management officials to review best qualified lists of non-bargaining unit positions GG-15 and above to ensure the widest possible consideration of women and minorities	EDO, HR, Office Directors, Regional Administrators	FY 2002
Continue to include women and minorities on rating panels, whenever possible, to provide a broad and balanced perspective in the evaluation of candidates.	Office Directors, Managers Regional Administrators, and HR	FY 2002
Continue to emphasize the value of Individual Development Plans (IDP) and work with employees and managers to make the IDP process more valuable.	SBCR, Office Directors, Regional Administrators, Managers and Supervisors	FY 2002
Continue to encourage and support the facilitated mentoring program; train mentors and mentees to enhance their effectiveness.	Managers and Supervisors and SBCR	FY 2002

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**REPORT OF OBJECTIVES AND ACTION ITEMS**

**PROGRAM ELEMENT: INTERNAL RECRUITMENT AND CAREER DEVELOPMENT**

**REPORT ON ACCOMPLISHMENT OF OBJECTIVE: Expand the pool of women and minorities for positions at grades 15 and above, and for development programs that prepare individuals for positions at grades 15 and above.**

At the end of FY 2001, there were 62 employees in Senior Level Service (SLS): 45 White men, 11 White women, 3 Asian Pacific American men, 1 African American man, 1 Hispanic man, and 1 Hispanic woman. Three selections were made during FY 2001: 1 Hispanic woman, 1 White woman, and 1 African American man.

The total number of women in the Senior Executive Service (SES) increased from 19 in FY 2000 to 21 in FY 2001. The number of White women increased by one, minority women increased by 1. The number of minority men remained the same, 13.

Several supervisors, managers and executives participated as mentors in the Mentoring Program and the Nuclear Safety Intern Program.

In FY 2001, 199 employees (72 or 36% were women and 127 or 64% were men) participated in rotational assignments to enhance their technical, supervisory and managerial skills. The percentage of employees participating in rotational assignments were closely aligned with the percentage of employee representation in the NRC workforce. The participation of employees was distributed as follows:

99 (50%) White men  
44 (22%) White women  
20 (10%) African American women  
9 (5%) African American men  
2 (1%) Hispanic women  
5 (3%) Hispanic men  
5 (3%) Asian Pacific American women  
14(7%) Asian Pacific American men  
1 (1%) Native American woman

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**REPORT OF OBJECTIVES AND ACTION ITEMS**

**PROGRAM ELEMENT: INTERNAL RECRUITMENT AND CAREER DEVELOPMENT CONTINUED**

**PROBLEM/BARRIER STATEMENT:** Perception by agency employees of unfairness and preselection in the merit staffing process.

**OBJECTIVE:** To enhance credibility in the merit staffing system.

**RESPONSIBLE OFFICIAL:** Office Directors and Regional Administrators, Managers, Supervisors, Office of Human Resources, Office of Small Business and Civil Rights

**TARGET DATE:** FY 2002

<b>ACTION ITEM</b>	<b>RESPONSIBLE OFFICIAL</b>	<b>TARGET DATE</b>
Update the "Effective Management Participation in Merit Staffing" course for all supervisors and managers.	HR	FY 2002
Update & conduct the "EEO for Managers and Supervisors" course for all new supervisors and encourage current managers and supervisors to attend.	HR, SBCR, Office Directors, Regional Administrators	FY 2002
Continue the Managing Diversity process. Assist offices in addressing office-specific diversity issues.	SBCR, Office Directors, Regional Administrators, and employees	FY 2002
Continue to work with the five EEO Advisory Committees, the Joint Labor Management EEO Advisory Committee (JLMEEOC), and EEO Counselors to address issues that may adversely impact the perception of equal opportunity in the workplace.	SBCR, HR, Office Directors	FY 2002
Continue to review vacancy announcements to ensure that rating factors are as broad as the requirements of the position will permit.	HR, Managers and Supervisors	FY 2002

ACTION ITEM	RESPONSIBLE OFFICIAL	TARGET DATE
Continue Agency-wide initiative to revise position descriptions to ensure that they accurately reflect the current duties and responsibilities of the positions.	HR, Managers and Supervisors	FY 2002
Continue use of the merit staffing checklist to assist managers in thinking through the merit selection process in the early stages.	HR, Managers and Supervisors	FY 2002

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**NOTEWORTHY ACTIVITIES/INITIATIVES WHICH HAVE BEEN SUCCESSFUL IN IMPROVING COMMUNICATION ABOUT EEO AND AFFIRMATIVE ACTION OBJECTIVES, IMPROVING MANAGEMENT RESPONSIVENESS, AND EVALUATING PROGRESS.**

**REPORT ON ACCOMPLISHMENT OF OBJECTIVE:**

The Deputy Executive Director for Management Services met with several representatives of minority employee groups to discuss and identify strategies to enhance minority recruitment, retention, and career advancement. An action plan was developed to include but not limited to the use of recruitment teams, on-the-spot hiring authority, mentoring and sponsorship, and implementation of hiring incentives such as student loan repayment. Employees were encouraged to participate in senior development programs and other career development initiatives.

A new separate EEO sub-element was established for managers and supervisors to clarify and enhance accountability for management support of the Agency's EEO and diversity goals.

The course *EEO and Diversity for Managers & Supervisors* was revised to incorporate to the Alternative Dispute Resolution process, managing diversity, and new EEO related regulations and Executive Orders. The course will be offered in FY 2002 throughout Headquarters and the regional offices.

The HR Specialist continues to use the merit staffing checklist to assist management officials in developing accurate and objective qualifications and rating factors for vacancies.

Several position descriptions were reviewed and evaluated to certify the accuracy of appropriate title, series, and grade, and to ensure that employees are credited with the duties they performed.

The Office of Human Resources continued to conduct the course, "Effective Management Participation in Merit Staffing," stressing the role of supervisors in providing feedback to employees regarding applications for positions in merit staffing competitions and in performance evaluations.

A new managing diversity contract was awarded to assist offices in identifying and addressing office-specific managing diversity issues. The goal of the managing diversity process is to enhance management and staff ability to create a positive work environment and maximize productivity. The consultant began work with four offices in developing initial strategies to assist managers and employees in identifying areas of improvement and change. Management and staff participation is critical to the Agency's effort to move toward this long-term organizational change.