

February 14, 2003

The Honorable Cari M. Dominguez  
Chairwoman  
Equal Employment Opportunity Commission  
Washington, D. C. 20507

Dear Ms. Dominguez:

I am pleased to provide the U.S. Nuclear Regulatory Commission's (NRC's) "Annual Affirmative Employment Program Accomplishment Report" for Fiscal Year 2002 (copy enclosed). The report was developed in accordance with Equal Employment Opportunity Commission's Management Directive No. 714 (EEO-MD-714).

The 2002 report reflects NRC's affirmative employment efforts and accomplishments with respect to recruitment, hiring, career development, and retention of women and minorities. The agency's activities in these areas are conducted within the context of the following four EEO guiding principles included in the NRC's FY 2001-2005 Affirmative Employment Plan: (1) create a discrimination-free work environment; (2) ensure agency policies, practices, and procedures provide employees the opportunity to participate in the agency's mission, and enable fair and equitable competition for employee career enhancement and advancement; (3) employ a competent, highly skilled and diverse workforce in a positive work environment; and (4) recognize and value diversity, thereby demonstrating trust, respect, and concern for the welfare of all employees within the agency.

The NRC continues to focus its attention on increasing diversity throughout the workforce, particularly through entry-level hiring and in the representation of women and minorities in supervisory and management positions. During FY 2002, minorities and women represented 36 percent of selections for the Senior Executive Service Candidate Development Program and 43 percent of the selections for the Leadership Potential Program. Women and minorities represented 63 percent of entry-level hiring. The agency's overall workforce reflects an increase in employees in all minority groups, except for Native Americans.

Another agency objective is the promotion of strong diversity management efforts, emphasizing equal opportunity for, and full productivity of, all NRC employees and applicants for employment. During FY 2002, the NRC utilized contractor assistance to complement its efforts to identify and address office-specific diversity management issues and implemented revised EEO and Managing Diversity training for managers. Managing diversity sessions for employees have been added to assist them in understanding employee accountability in effective management of a diverse workforce.

C. M. Dominguez

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Although I am pleased with the progress the NRC has achieved to date, I recognize that more remains to be accomplished in this area. If you have any questions about the enclosed report, please contact Ms. Corentis Kelley, Acting 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 2002**

- \* **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 2926**  
**PROFESSIONAL 1821 ADMINISTRATIVE 623 TECHNICAL 193**  
**CLERICAL 275 OTHER 10 BLUE COLLAR 4**

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

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

Corenthis B. Kelley /RA/ 2/ 12 /2003  
**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/  
**SIGNATURE OF HEAD OF ORGANIZATION OR DESIGNATED OFFICIAL**  
**CERTIFIES THAT THIS REPORT IS IN COMPLIANCE WITH EEO-MD-714.**

## 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 increased from 2826 FTE in FY 2001 to 2926 FTE in FY 2002. During FY 2002, the workforce reflects an increase in employees in all minority groups, except for Native Americans. The percentage 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 .63% and .60%, respectively. African American men and women increased by .37% and .43%, respectively, in the professional category.

The relative percentage of minorities and women in the technical category remained the same except for Hispanic women, who increased by .57%.

The relative percentage of all minority men and women in the clerical category remained the same, except for African American men and Asian women, who increased by 1% and 1.35%, respectively. The percentage of White women decreased in this category by 2.29%.

The chart on page 19 reflects the change in NRC's workforce from FY 2001 to FY 2002 by EEO groups in the five major PATCOB categories. The chart on page 20 reflects the distribution of NRC's workforce in FY 2002 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 under-representation of EEO groups (based on the 1990 CAD) in the following job series:

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

- White men (19.08%)
- African American men (1.44%)
- Hispanic men (1.88%); Hispanic women (0.44%)
- Asian Pacific American men (0.68%)

**General Engineer (801):**

- White men (11.47%)
- Native American women (0.03%)

**Nuclear Engineer (840):**

- White men (1.36%); White women (0.62%)
- Asian Pacific American men (1.70%)

**General Physical Scientist (1301):**

- White men (1.08%); White women (3.45%)
- Asian Pacific American men (1.02%)
- Native American men (0.23%); Native American women (0.21%)

**Health Physicist (1306):**

- White men (3.04%); White women (4.98%)
- Asian Pacific American women (0.33%)
- 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 2000 to FY 2002. The following summary reflects the total number of NRC employees and provides an analysis of NRC employees at the full performance levels (grades GG-13 and above) in the five occupational categories for FY 2002:

### **Management Analyst (343):**

- 139 employees: 32 (23%) White men, 73 (53%) White women, and 34 (24%) minorities
- 22 employees at the GG-15 level: 9 (41%) White men, 9 (41%) White women, and 4 (18%) minorities
- 50 employees at the GG-14 level: 16 (32%) White men, 24 (48%) White women, and 10 (20%) minorities
- 38 employees at the GG-13 level: 4 (11%) White men, 26 (68%) White women, and 8 (21%) minorities

### **General Engineer (801):**

- 687 employees: 456 (67%) White men, 58 (8%) White women, and 173 (25%) minorities
- 67 employees above GG-15 level: 55 (82%) White men, 3 (4%) White women, and 9 (13%) minorities
- 269 employees at GG-15 level: 202 (75%) White men, 25 (9%) White women, and 42 (16%) minorities
- 170 employees at GG-14 level: 116 (68%) White men, 16 (9%) White women, and 38 (22%) minorities
- 93 employees at GG-13 level: 63 (68%) White men, 2 (2%) White women, and 28 (30%) minorities

### **Nuclear Engineer (840):**

- 406 employees: 333 (82%) White men, 21 (5%) White women, and 52 (13%) minorities
- 47 employee above GG-15 level: 43 (91%) White men and 4 (9%) minorities
- 94 employees at GG-15 level: 75 (80%) White men, 7(7%) White women, and 12 (13%) minorities
- 158 employees at GG-14 level: 136 (86%) White men, 7 (4%) White women, and 15 (10%) minorities
- 97 employees at GG-13 level: 74 (76%) White men, 6 (6%) White women, and 17 (18%) minorities

**General Physical Scientist (1301):**

- 142 employees: 90 (63%) White men, 31 (22%) White women, and 21 (15%) minorities
- 17 employees above GG-15 level: 9 (53%) White men and 8 (47%) White women
- 50 employees at GG-15 level: 36 (72%) White men, 10 (20%) White women, and 4 (8%) minorities
- 43 employees at GG-14 level: 32 (74%) White men, 5 (12%) White women, and 6 (14%) minorities
- 19 employees at GG-13 level: 10 (53%) White men, 5 (26%) White women, and 4 (21%) minorities

**Health Physicist (1306):**

- 197 employees: 121 (61%) White men, 40 (20%) White women, and 36 (18%) minorities
- 6 employees above GG-15 level: 4 (67%) White men and 2 (33%) White women
- 30 employees at GG-15 level: 21 (70%) White men, 4 (13%) White women, and 5 (17%) minorities
- 77 employees at GG-14 level: 53 (69%) White men, 12 (16%) White women, and 12 (16%) minorities
- 73 employees at GG-13 level: 38 (52%) White men, 19 (26%) White women, and 16 (22%) minorities

## 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 chart included at page 27 reflects a comparison of the distribution of NRC employees for FY 2001 and FY 2002 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 2001 and FY 2002 by EEO group (See Chart on page 19):

	FY 2001	FY 2002	Change
<b>Total Employees:</b>	<b>2826</b>	<b>2926</b>	<b>100 (3.4%)</b>
White Men	1439 (51%)	1460 (49.9%)	-21 (-1.02%)
White Women	726 (26%)	742 (25.4%)	16 (.33%)
African American Men	109 (4%)	119 (4.1%)	10 (.21%)
African American Women	258 (9%)	270 (9.2%)	12 (.10%)
Hispanic Men	58 (2%)	72 (2.5%)	12 (.41%)
Hispanic Women	32 (1%)	46 (1.6%)	14 (.44%)
Asian Pacific Men	146 (5%)	155 (5.3%)	9 (.13%)
Asian Pacific Women	49 (2%)	54 (1.8%)	5 (.11%)
Native American Men	7 (0.25%)	6 (0.2%)	-1 (-0.04%)
Native American Women	2 (0.07%)	2 (0.07%)	0 (0.0%)

The Chart on page 19 reflects an increase in the total number of employees from 2826 in FY 2001 to 2926 in 2002. The number of employees in all minority group categories increased except for Native Americans, who decreased by one.

## REPORT OF OBJECTIVES AND ACTION ITEMS

### PROGRAM ELEMENT: RECRUITMENT AND HIRING

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**PROBLEM/BARRIER STATEMENT:** Hispanics employees are under represented in one of NRC's major occupational categories (343) (See Chart on page 21).

**OBJECTIVE:** Increase the number of Hispanic employees in all occupational groups at the NRC consistent with Executive Order 13171.

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

**TARGET DATE:** FY 2003

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<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 2003
Continue advertising positions in Hispanic publications.	HR	FY 2003
Continue to encourage Hispanic employees to participate in the agency's mentoring program. SBCR	Office Directors, Regional Administrators Managers and Supervisors	FY 2003
Continue to use developmental assignments such as rotations & details to retain Hispanics	HR, Office Directors, Regional Administrators, Managers and Supervisors	FY 2003

## **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 continued to use creative recruiting strategies which include identifying a target school with significant minority representation, building relationships with academic institutions and professional organizations, increasing the number of managers who participate in recruitment, authorizing managers to do on-the-spot hiring, and expediting follow-up with potential applicants.

Advertisements were placed in several Hispanic and other minority 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 Hispanic serving institutions and career fairs. 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. From 10/1/01 to 12/31/02, 30 (12%) of the NRC's hires were Hispanic. This has increased NRC's Hispanic representation from 90 to 118.

**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 targeting women and minorities.

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.

Allowing applicants to apply for vacancies electronically via the NRC website.

## REPORT OF OBJECTIVES AND ACTION ITEMS

### PROGRAM ELEMENT: RECRUITMENT AND HIRING CONTINUED

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**PROBLEM/BARRIER STATEMENT:** White and all minority women, except African-American women, are under represented in the 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 2003

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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 2003
Continue targeted recruitment at HBCU and HACU institutions.	HR, Office Directors, Regional Administrators, SBCR	FY 2003
Continue use of women and minorities on recruiting teams.	HR, Office Directors, Regional Administrators, SBCR	FY 2003
Increase the utilization of managers, especially women, as technical representatives on recruiting teams.	HR, SBCR, Office Directors, Regional Administrators, Managers	FY 2003
Continue to make on-the-spot offers.	HR, Managers	FY 2003
Continue advertising in publications targeting minorities and women.	HR	FY 2003

## **REPORT OF OBJECTIVES AND ACTION ITEMS**

### **PROGRAM ELEMENT: RECRUITMENT AND HIRING CONTINUED**

#### **REPORT ON ACCOMPLISHMENT OF OBJECTIVE: Enhance representation of minorities and women in professional positions.**

The FY 2002 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 72 recruitment trips and advertisements in several newspapers, journals, and web sites from page 8. From 10/1/01 to 12/31/02, 47 (19%) of the NRC hires in FY 2002 were African Americans, 19 (8%) were Asian Pacific Americans, 55 (23%) were white women, and 30 (12%) were Hispanic.

The agency established a goal to hire at least 25% of new employees at the entry-level. Although, the agency exceeded this goal by 16% during FY 2002, the Executive Director for Operations re-emphasized the agency's commitment to the goal beyond FY 2002. Office Directors and Regional Administrators are continuing their efforts to achieve or exceed the 25% hiring goal for entry-level/interns in FY 2003.

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.

**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 limited representation of women and minorities in positions at the GG-15 level and above.

**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 2003

<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 2003
Implement the next SES Candidate Development Program.	EDO, HR, Office Directors, Regional Administrators, SBCR	FY 2003
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 2003
Continue to increase utilization of women and minorities in "Acting" supervisory capacities.	Office Directors and Regional Administrators, Managers and Supervisors	FY 2003
Continue to utilize and publicize rotational opportunities to NRC staff on agency Web Site.	HR, Managers and Supervisors, Office Directors and Regional Administrators	FY 2003

ACTION ITEM	RESPONSIBLE OFFICIAL	TARGET DATE
Continue to broker rotational assignments to broaden skills and opportunities for staff at grades 15 and below.	SBCR, Office Directors, Regional Administrators, Managers and Supervisors	FY 2003
Continue to use Executive Succession Planning to identify, assess, and build management skills and competencies needed for successful executive performance.	EDO, HR	FY 2003
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 2003
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 2003
Continue to emphasize the value of Individual Development Plans (IDPs) and work with employees and managers to make the IDP process more valuable.	SBCR, Office Directors, Regional Administrators, Managers and Supervisors	FY 2003
Continue to encourage and support the facilitated mentoring program; train mentors and mentees to enhance their effectiveness.	Managers and Supervisors and SBCR	FY 2003

## 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 2002, there were 68 employees in Senior Level Service (SLS): 48 White men, 13 White women, 34 Asian Pacific American men, 1 African American man, 1 Hispanic man, and 1 Hispanic woman. Six selections were made during FY 2002: 3 white men, 2 white women, 1 Asian Pacific American man.

The total number of women in the Senior Executive Service (SES) increased from 21 in FY 2001 to 23 in FY 2002. The number of White women increased by two, minority women remained the same at 4, and minority men increased by one.

During FY 2002, 36% of the selections for the SES Candidate Development Program and 43% of the selections for the Leadership Potential Program were women and minorities. The graduates of these programs should enhance representation of women and minorities in future supervisory and managerial positions.

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

In FY 2002, 208 employees (80 or 40% were women and 124 or 60% were men) participated in rotational assignments to enhance their technical, supervisory and managerial skills. The percentage of employees participating in rotational assignments remain closely aligned with the percentage of employee representation in the NRC workforce. The participation of employees was distributed as follows:

98 (48%) White men  
54 (26%) White women  
15 (7%) African American women  
6 (3%) African American men  
2 (1%) Hispanic women  
6 (3%) Hispanic men  
9 (4%) Asian Pacific American women  
14 (7%) Asian Pacific American men  
0 (0%) Native American woman

**REPORT OF OBJECTIVES AND ACTION ITEMS**

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

**PROBLEM/BARRIER STATEMENT:** Perception by women and minorities of unfairness and preselection in the merit staffing process and developmental activities.

**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 2003

<b>ACTION ITEM</b>	<b>RESPONSIBLE OFFICIAL</b>	<b>TARGET DATE</b>
Continue to offer the "Effective Management Participation in Merit Staffing" course to all supervisors and managers.	HR	FY 2003
Continue to 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 2003
Continue the Managing Diversity process. Assist offices in addressing office-specific diversity issues.	SBCR, Office Directors, Regional Administrators, and employees	FY 2003
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 2003
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 2003

<b>ACTION ITEM</b>	<b>RESPONSIBLE OFFICIAL</b>	<b>TARGET DATE</b>
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 2003
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 2003

**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 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. Graduates of the SES Candidate Development Program and the Leadership Potential Program should enhance representation of future supervisory and managerial positions.

The Executive Director for Operations discussed the issue of management accountability, feedback, employee development and EEO expectations with all office directors during a Senior Management Meeting. To clarify and enhance accountability for management support of the Agency's EEO and diversity goals, managers and supervisors were evaluated against a separate EEO subelement.

The course *EEO and Diversity for Managers & Supervisors* was revised to incorporate the Alternative Dispute Resolution process, managing diversity, and new EEO related regulations and Executive Orders. The course was offered in FY 2002 throughout Headquarters and the regional offices, and will continue throughout FY 2003.

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 perform.

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.

The managing diversity initiative was continued and offices were provided assistance 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. Comprehensive strategies have been implemented in one office as a pilot to improve communication with the office, develop the office's vision statement, develop shared values, build trust and teamwork, and overall improve productivity and efficiency among the staff. Management and staff participation is critical to the agency's effort to move toward this long-term organizational change.

Rotational assignment opportunities are routinely posted on the agency's internal web site to ensure immediate concern by all employees, even at remote locations.