

UNITED STATES OF AMERICA
NUCLEAR REGULATORY COMMISSION

**Title: BRIEFING ON EEO PROGRAM - PUBLIC
MEETING**

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1 UNITED STATES OF AMERICA
2 NUCLEAR REGULATORY COMMISSION

3 ***

4 BRIEFING ON EEO PROGRAM

5 ***

6 PUBLIC MEETING

7
8 U.S. Nuclear Regulatory Commission
9 One White Flint North
10 Rockville, Maryland

11
12 Wednesday, April 19, 1995
13

14 The Commission met in open session, pursuant to
15 notice, at 2:00 p.m., Ivan Selin, Chairman, presiding.
16

17 COMMISSIONERS PRESENT:

18 IVAN SELIN, Chairman of the Commission
19 KENNETH C. ROGERS, Commissioner
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1 STAFF SEATED AT THE COMMISSION TABLE:

2 KAREN CYR, General Counsel

3 JAMES MILHOAN, Deputy Executive Director for NRR,
4 Regions & RES

5 PAUL BIRD, Director, Office of Personnel

6 VANDY MILLER, Director, Office of Small Business
7 and Civil Rights

8 PATRICIA NORRY, Director, Office of Administration

9 EDWARD JORDAN, Director, AEOD

10 WILLIAM KANE, Deputy Director, Region I

11 KATE RAFFERTY, Federal Women's Program Advisory
12 Committee

13 HOWARD LARSON, Committee on Age Discrimination

14 LARRY PITTIGLIO, Joint Labor Management EEO
15 Committee

16 REGINALD MITCHELL, Advisory Committee for African
17 Americans

18 JOHN CHEN, Asian Pacific American Advisory
19 Committee

20 PAULINE BROOKS, Affirmative Action Advisory
21 Committee

22 PATRICIA LAVINS, Hispanic Employees Program
23 Advisory Committee

24

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P R O C E E D I N G S

[2:00 p.m.]

CHAIRMAN SELIN: Good afternoon, ladies and gentlemen.

I want you to know no matter what you read in the paper about other parts of the federal government, we believe in equal opportunity and that's what we're here to discuss today. Our policies have not changed and we want to hear what progress we're making and where we're doing okay and where we need to do some more work.

I need to apologize for Commissioner de Planque. She was quite ill this morning. She's got some kind of a bug that she took on someplace and she did not make it through lunch successfully. So, she's gone home to rest. I'm sorry she's not here. She's very sorry she's not here, but we will carry on.

Mr. Milhoan?

MR. MILHOAN: Thank you, Mr. Chairman, Commissioner Rogers.

Today we have the EEO briefing. I'd like to introduce -- Paul Bird you know, the Director of Personnel, sitting on my right, and Vandy Miller, the Director of Small Business and Civil Rights Office sitting on my left. I'd like Vandy to introduce the EEO Advisory Committee representatives at this time.

1 MR. MILLER: Thank you, Jim.

2 To my left now, starting up at the far end, is Pat
3 Lavins. She is the Hispanic Employment Program Advisory
4 Committee Chairperson. To her right is Pauline Brooks who
5 is replacing Joe Birmingham today. She's representing the
6 Affirmative Action Advisory Committee. To her right is John
7 Chen, who is the Vice Chair for the Asian Pacific American
8 Advisory Committee. To my left here is Reginald Mitchell
9 who is the Acting Advisory Committee for African Americans.

10 To Paul Bird's right is Kate Rafferty, the Federal
11 Women's Program Advisory Committee, and to her right is
12 Howard Larson who is the Committee on Age Discrimination.
13 To his right is Larry Pittiglio who is the Chairperson for
14 the Joint Labor Management Equal Employment Opportunity
15 Committee.

16 CHAIRMAN SELIN: Thank you, Mr. Miller.

17 MR. MILHOAN: Thank you.

18 We are using the same format for this meeting that
19 we've used for previous EEO briefings. In advance of this
20 meeting we sent the Commission an information paper on the
21 status of our EEO program and copies of that paper have been
22 made available to the staff. In this paper we've outlined
23 progress made in fiscal year 1994 in six areas on which the
24 staff focused its efforts in order to achieve the Agency's
25 affirmative action objectives. We have also provided

1 demographic data depicting work force trends at the NRC and
2 have responded to the staff requirements memorandum of
3 September 8th of 1994.

4 Included also in the paper are the staff's
5 responses to the recommendations and issues raised by the
6 seven EEO advisory committees, along with full statements
7 submitted by the committees.

8 Finally, we have provided statements submitted by
9 the Office of General Counsel, the Office of Analysis and
10 Evaluation of Operational Data and Region I. Karen Cyr,
11 General Counsel, Ed Jordan, the Director of AEOD, and Bill
12 Kane, Deputy Regional Administrator of Region I will be
13 discussing the Equal Opportunity Employment activities in
14 their respective offices later in this briefing.

15 Following their presentations, Pat Norry, the
16 Director of the Office of Administration, will give a status
17 report on the Executive Resources Board Review Group which
18 she chairs.

19 The biggest challenge facing the Agency in
20 achieving its affirmative action objectives is the
21 streamlining and downsizing that the entire federal
22 government is experiencing. Clearly, the substantial
23 reduction in FTE, the reduction in the supervisory employee
24 ratio and the budget cuts we will be taking through at least
25 the year 2000 affects the Agency's ability to hire and to

1 offer numerous promotional opportunities. Nevertheless, we
2 continue to recruit for the limited number of positions
3 available and work directly with selecting officials to
4 identify talent from the pool of women and minority
5 applicants.

6 While the size of the work force will diminish and
7 hiring will be curtailed, we will continue to focus on
8 improving the employment opportunities for women and
9 minorities, especially women and minorities in professional
10 occupations and Hispanics in all occupations. These are the
11 areas of under representation at the NRC.

12 I will now ask Paul Bird to briefly discuss
13 progress in each of the six focus areas which the staff has
14 described in the Commission paper.

15 Paul?

16 MR. BIRD: Thank you very much, Jim.

17 In the first focus area, enhancing opportunities
18 for recruiting Hispanic employees, the staff has
19 participated in a number of events sponsored by Hispanic
20 organizations and has developed relationships with member
21 colleges of the Hispanic Association of Colleges and
22 Universities, as well as with other universities with a
23 large number of Hispanic engineering students and graduates.

24 An examination of trends in Hispanic employment in
25 the last five years shows that the number of professional

1 and technical employees has increased slightly and in fiscal
2 year 1994, despite less hiring, we did bring on board three
3 Hispanic employees. Additionally in fiscal year 1994, two
4 offers were made to Hispanic applicants for the NRR reactor
5 engineer intern program. However, these applicants had a
6 number of job offers and selected other job opportunities.

7 Thus far in fiscal '95, four Hispanic employees
8 have received offers for employment for the intern program
9 and two have accepted these offers.

10 To enhance opportunities for recruiting women and
11 minorities in professional positions, the Agency is
12 continuing to work with the colleges affiliated with the
13 Hispanic Association of Colleges and Universities and the
14 historically black colleges and universities, as well as
15 with the other campuses with significant diversity among
16 graduating engineers and scientists and those with strong
17 programs in science, engineering and math.

18 The intern program has been an excellent tool for
19 attracting and hiring professional women and minorities.
20 Thus far in fiscal '95, one Hispanic man, one Hispanic
21 woman, one African American woman, one white women and two
22 white men have accepted offers. Of the 37 professional
23 employees hired in fiscal 1994, six were white women, two
24 were minority women and five were minority men. Hiring
25 trends for professional occupations for the last five years

1 show an increase in the number of white, Hispanic, Asian,
2 Pacific American and African American women and the number
3 of Hispanic men.

4 CHAIRMAN SELIN: Mr. Bird?

5 MR. BIRD: Yes.

6 CHAIRMAN SELIN: At some point I'd like to take a
7 look -- you know, we've always concentrated on who we've
8 hired. We ought to take a look at what the pools are. In
9 other words, whether number of applicants are increasing or
10 are we just hiring a larger portion of people from the piece
11 because who we hire presumably is based on merit, but who
12 applies is based on our recruiting efforts. So, we're going
13 to have to start shifting our emphasis on just building
14 larger pools of recruits from whom we can draw.

15 MR. BIRD: And I think that -- if I can just
16 comment on that right now. Almost all of our recruitment
17 effort is aimed at doing just that. We still lack the
18 number of applicants we would like in our applicant resource
19 pool, but we have geared again the recruitment trips that
20 we're still taking and we have cut that back for budgetary
21 reasons to some extent. But the focus is clearly on
22 minority colleges and universities or those universities
23 that have high populations and we do have in the inventory
24 now at least a representative sample of applications from
25 all the minority groups, but that is the direct focus of

1 activity.

2 So, as long as we feel we can keep those
3 applicants on hand to the extent we have any jobs to fill,
4 there will be an applicant pool to draw from, particularly
5 at the entry level.

6 CHAIRMAN SELIN: And that's the other point, is
7 that, for instance, when we're hiring engineers, I would
8 like to see us put less weight on nuclear experience and
9 more weight just on broad technical skills. I wouldn't mind
10 a little more front end training to broaden the pool as
11 opposed to taking the same pool but dipping deeper into that
12 pool to get people to come.

13 MR. BIRD: And I think we'll touch on that later
14 in the briefing. Some of the programs that we do have, the
15 graduate fellowship program for example, is designed just
16 exactly to do what you're describing.

17 CHAIRMAN SELIN: Okay. Thank you.

18 MR. BIRD: The largest increase in the Agency has
19 been in the hiring of professional women over the last few
20 years and we'll show that later in the briefing. The Agency
21 has also focused efforts on expanding the pool of women and
22 minorities eligible for supervisory, management, executive
23 and senior level positions, despite the fact again that we
24 have fewer of those than we had in the past. The pool of
25 women and minority employees eligible for these positions

1 continued to expand in fiscal '94. Women in grades 13
2 through 15 increased from 397 in fiscal year '93 to 417 in
3 fiscal '94, an increase of about 5 percent. Minorities at
4 the same grade levels increased from 321 in fiscal '93 to
5 331 in fiscal '94, an increase of approximately 3 percent.

6 One of the strategies used to expand the pool of
7 women and minorities eligible for supervisory management
8 executive positions was to offer two developmental programs,
9 the supervisory development program and the SES candidate
10 development program. Of the 27 supervisory development
11 program participants who completed the program in February
12 of this year, five, including three white women, one Asian
13 Pacific woman and one white man have been selected for
14 supervisory positions thus far. Of the 23 graduates of the
15 SES candidate development program, six, including one white
16 woman, one Asian Pacific man and four white men have been
17 appointed to the Senior Executive Service.

18 We've also worked to enhance opportunities for
19 attracting, developing and retaining disabled employees. Of
20 the 26 applicants with disabilities who were referred to
21 appropriate program offices for consideration this year, one
22 selection was made. These applicants will be available for
23 consideration for other vacancies as well. The staff
24 continues to take advantage of training and development
25 opportunities, including rotational assignments, as a means

1 of supporting our affirmative action goals. NRC supports
2 several developmental programs that also help prepare
3 employees to succeed in current and future jobs while
4 assisting the Agency in accomplishing its mission.

5 CHAIRMAN SELIN: Are we extending these rotational
6 opportunities to lower and lower levels?

7 MR. BIRD: Yes. Yes.

8 CHAIRMAN SELIN: To administrative people,
9 secretarial --

10 MR. BIRD: They're occurring at all levels. I
11 don't have the exact numbers on the secretarial rotations.
12 Many of those are to administrative jobs, but I think we
13 could show you samples up and down the organization.

14 CHAIRMAN SELIN: There is gossip that says it's
15 really tough for a secretary to get into the rotational
16 program unless the person can replace yourself. For
17 instance, that we don't give people as much support at the
18 secretarial and administrative rotation level as at the
19 professional levels.

20 MR. BIRD: We've been working very, very hard on
21 trying to find solutions for that. Generally a secretary is
22 a key person in the unit.

23 CHAIRMAN SELIN: As opposed to an expendable --

24 MR. BIRD: Probably in some cases more key than
25 some other --

1 CHAIRMAN SELIN: If we're talking about
2 affirmative action, I think that's the essence, but that's
3 not what I had in mind.

4 MR. BIRD: The difficulty is to have another
5 secretary or somebody with that skill come in and relieve
6 while they're on a rotational assignment.

7 CHAIRMAN SELIN: That's the management's
8 responsibility, it's not the person --

9 MR. BIRD: Right. And we do try to broker those
10 opportunities. We have -- as you know, in the weekly
11 announcement that we put out, we ask for people who are
12 interested in rotations to come in through that program. We
13 also ask managers to tell us what positions they might have
14 available and my office tries to do the brokering between
15 the parties. We have been successful in being able to do
16 that.

17 CHAIRMAN SELIN: Is the vacancy itself a rotatable
18 position? In other words, can you build a chain of
19 rotational positions?

20 MR. BIRD: Yes. That's the whole idea. Where we
21 can do that successfully, we've been able to do it. We do
22 have a central support pool that's still intact to some
23 extent and we've used that pool to backfill. We have
24 something that's occurring in Congress that could help us
25 here and that is we've had in the past the ability to use

1 private sector temporaries to come in and backfill to an
2 extent. Although in the past -- well, it's still true
3 today, but up to now by law we can't bring them in to fill
4 for rotational assignments. That's a specific exemption.
5 The law has been introduced to change that. We believe that
6 will be promulgated and that will allow us at least for 120
7 days to have an avenue to bring somebody in to backfill.
8 I'm hoping that will pass and be in place.

9 CHAIRMAN SELIN: I really shouldn't make fun of
10 you because I've rotated technical assistants in my office
11 for four years. I've never rotated secretaries. So, I
12 guess I agree with you. I never really thought about it.

13 MR. BIRD: Well, we'd be happy to help you broker.

14 CHAIRMAN SELIN: No, I should have done that. I
15 really just never thought about that that way. So, I
16 shouldn't make fun of your --

17 MR. BIRD: I think there are a lot of secretaries
18 that are interested in that kind of opportunity and we do
19 try to make that happen as often as we can. We know that we
20 can't do everybody simultaneously, so we sort of keep a list
21 and work off the list and try to make as many of those
22 happen as we can support.

23 CHAIRMAN SELIN: Thank you.

24 MR. BIRD: The other developmental programs that
25 are in place that I'd like to mention, in addition to the

1 supervisory development and SES candidate development
2 program are three developmental programs for secretaries,
3 clerical employees and administrative assistants. During
4 fiscal '94, 65 employees were enrolled in these programs.
5 Of these employees, four participants, including two African
6 American women, one African American man and one white woman
7 have been competitively selected for higher graded
8 positions. I think that's the ultimate outcome that you
9 would hope for after a rotational assignment, although it's
10 not directly related to the rotation opportunity itself.

11 Finally, the staff is continuing to encourage and
12 build strong lines of communication in support of equal
13 employment opportunity. Efforts include an extensive EEO
14 counseling program and a series of annual presentations
15 celebrating EEO-related events. Fiscal year '94 initiatives
16 also included a series of town meetings designed to promote
17 frank discussions among management officials regarding the
18 status of EEO in the Agency. We also held brown bag
19 sessions with staff to discuss EEO-related issues openly and
20 candidly. Dialogue from the town meetings provided some
21 additional insights into the organizational climate at the
22 NRC. The Agency is continuing to make every effort to
23 ensure that the work environment is conducive to recruiting,
24 developing and utilizing a diversified work force.

25 This concludes my remarks. I'd like to turn the

1 program now back to Vandy Miller.

2 MR. MILLER: Thank you there, Paul.

3 Again, Mr. Chairman and Commissioner Rogers, I
4 want to thank you again for the opportunity to brief on the
5 Agency accomplishments and goals in the areas of equal
6 opportunities.

7 Now, the six key initiatives that were referenced
8 in the paper and mentioned here today by both gentlemen to
9 my right, we will continue to reflect our commitment to
10 ensuring that women, minorities and persons with
11 disabilities are provided an opportunity to excel from a
12 level playing field. That's what we're interested in,
13 putting everybody on a level playing field.

14 Now, the requirements of the National Program
15 Review and now National Program Review II have resulted in
16 overall budget constraints placed on the NRC and all federal
17 agencies. But rest assured that even in this downsizing
18 environment we will continue to remain committed to the
19 goals and objectives of the Agency's EEO Program. The
20 constraints --

21 CHAIRMAN SELIN: Let me ask a question.

22 MR. MILLER: Yes, sir.

23 CHAIRMAN SELIN: What's actually happened to our
24 recruiting? Has the turnover just stopped? In other words,
25 has the recruiting gone down in proportion to the downsizing

1 of the staff, has it gone down faster than that? With the
2 early out programs have we kept some motion in the staff?

3 MR. BIRD: Yes, there has been motion right along.
4 Certainly not to the extent we've had to backfill in the
5 past. Attrition last year ran around 4 percent. This year,
6 with the buyout in place, we right now are running about 6
7 percent on the year. So, those opportunities have been
8 there. We've tried to manage the FTE to put ourself in the
9 position to continue some recruitment effort and some hiring
10 effort.

11 CHAIRMAN SELIN: What about -- Mr. Miller, what's
12 your opinion on the training opportunities? Although the
13 recruiting -- you know, if recruiting slows down, it's hard
14 to come to more balanced total staff, but it should open
15 more opportunities, not fewer for people who are already
16 here to get more training and more promotional opportunities
17 than would otherwise be the case. Is this happening?

18 MR. MILLER: Yes, sir.

19 CHAIRMAN SELIN: How do you feel about that?

20 MR. MILLER: In fact, one of the yellow
21 announcements that we put out some time ago signed by Mr.
22 Taylor reflected that we really wanted to put a lot of
23 emphasis in training internally. We feel that there's a lot
24 of growing your own within the Agency and we're all about
25 that, I hope.

1 CHAIRMAN SELIN: Okay.

2 MR. MILLER: Now, let me further mention here the
3 constraints imposed more than ever require that we provide
4 greater focus on internal growth and that's exactly what I
5 was just saying a minute ago. We no longer have the luxury
6 to obtain all skills necessary from the outside. All the
7 recruiting and advertising will be somewhat limited, as
8 we've just discussed. We will continue to focus on
9 attracting women, minorities and persons with disabilities.
10 We will also maintain a liaison and networking with the
11 faculties of these academic institutions and organizations
12 to identify highly qualified women and minorities and
13 persons with disabilities so when we have some of these
14 figures we know exactly where to go to increase the pool so
15 that these individuals will be competitive.

16 Now, training and developmental programs will
17 continue to enhance the skills of employees. Rotational
18 assignments will be encouraged. Efforts will remain to
19 increase the pool of qualified minorities and persons with
20 disabilities, especially in the grades of 13 through 15 in
21 supervisory and managerial positions. We will maintain
22 management sensitivity where it is in support of the EEO
23 process.

24 Now, progress in all of these areas has been
25 steady, but not as swift as we would like. However, as I

1 have frequently stated, although we still have a long ways
2 to go, I believe if we remain on the charted course we will
3 achieve our goals. Additionally, affirmative action efforts
4 have been strongly supported, as in the past, by both the
5 EEO Advisory Committees and the EEO counselors. The
6 assistance given by these groups of volunteers has been most
7 beneficial to my office and to the Agency as a whole.

8 CHAIRMAN SELIN: How comfortable is it for the EEO
9 Advisory Committee, especially for the counselors? I mean
10 these days when jobs are scarce and opportunities are tough
11 to come by, do the lower level people find themselves
12 encouraged to take on these responsibilities or is there a
13 real conflict between doing EEO work and doing the technical
14 work of the Commission? What kind of gossip do you hear
15 from the counselors and from the people that work with them?

16 MR. MILLER: Well, I haven't heard any negative
17 feedback in that regard. I do know this, that the
18 counselors feel pretty good that they are really in concert
19 with management and the staff and they are able to --
20 although they get many contacts, very few complaints still
21 come up to my office. So, the communications between the
22 counselors, the managers, the supervisors and the staff must
23 be pretty good.

24 CHAIRMAN SELIN: Are the counselors able to -- you
25 know, now that we're really trying to do more with less, I'm

1 quite aware of the fact that the workload on the Agency has
2 not decreased as fast as the staffing has. Are the
3 counselors able to still find time to do counseling or are
4 they really just so hard pressed that the counseling has had
5 to suffer under this pressure? Do you have an impression
6 one way or another?

7 MR. MILLER: I think, sir, in this case we do have
8 a large number of counselors. So, none of them to my
9 knowledge have been overwhelmed to this point. Now, I have
10 been discussing somewhat that we may go up into the number
11 of complaints that counselors are going to become more
12 visible because if you're only going to post one 15 position
13 in six months and the person that gets it, there are a lot
14 of other people that are going to be unhappy and they may
15 just complain.

16 CHAIRMAN SELIN: I heard the President say that
17 giving patronage isn't what it's qualified to be. You put a
18 position up and you've got 20 disappointed applicants and
19 one ingrate when you're done.

20 MR. MILLER: Yes.

21 MR. BIRD: I do think though, Mr. Chairman, the
22 Agency management, you raise a good point, needs to be
23 sensitive to this area where the EEO counselors do need to
24 do the job, do need to be allowed sufficient time to do the
25 job where there may be individual conflicts that come up

1 between the immediate supervisor and the counselor, that
2 those are addressed in a very positive manner because it is
3 a very positive function these individuals --

4 CHAIRMAN SELIN: Mr. Miller made a point and that
5 is that the work is spread over a large number of people.
6 But we may end up having to spread it over an even larger
7 number of people as the -- somehow I had the feeling that
8 people can find a little bit of time. In theory, it takes
9 the same number of FTE whether they're spread over ten
10 people or 100 percent to get 100 person days of work done.
11 But in practice, if these extra jobs are spread over a large
12 number of people, perhaps they'll get done well in spite of
13 this pressure for getting the base support done.

14 MR. BIRD: You have that and you have the
15 situation especially in the regional offices of the
16 counselors being on travel, of being on inspection. So, you
17 have the necessity for the additional counselors in those
18 situations.

19 CHAIRMAN SELIN: The other thing is we ought to
20 try to make sure that counseling assignments get handed to
21 some of the stars who are themselves going to become
22 managers. I'd love to look around and see regional
23 administrators and office heads who themselves have had some
24 of this counseling responsibility at some point. We've got
25 to -- this is a shared experience that's very important in

1 all levels of the Agency and I hope we take that into
2 account as we ask people to take on these responsibilities.

3 MR. MILLER: And in fact, Mr. Chairman, we realize
4 that these counselors do put in a lot of their personal time
5 as well as the Agency's time. In one of our town meetings
6 last year, the point came up that we never have had a
7 program manager in the recent years to come out to speak to
8 the counselors at our annual training. So, this year
9 hopefully we're going to be able to invite a manager, one of
10 our senior managers to come out and have a session with
11 these counselors on these three day training --

12 CHAIRMAN SELIN: I have a feeling your invitation
13 is going to be successful.

14 MR. MILLER: I sure hope so.

15 MR. MILHOAN: I believe so.

16 MR. MILLER: I think my colleague next to my right
17 will be the first one. He doesn't know that yet.

18 CHAIRMAN SELIN: Do we rotate counselors? Do
19 people end up coming in and out of the counselor program or
20 do you get the same number of people that are counselors
21 throughout their careers?

22 MR. MILLER: Say that again. I didn't quite --

23 CHAIRMAN SELIN: Do the counseling
24 responsibilities rotate among counselors? Do you have the
25 same people who have always been counselors or do you have

1 new people coming in and people going out?

2 MR. MILLER: We have new people coming in and new
3 people going out. I will admit that some of them have been
4 counselors for four or five years, but we think counselors
5 really should last at least three years and some of them do
6 last longer than that.

7 CHAIRMAN SELIN: This has nothing to do with the
8 efficiency of the counselors per se. Obviously the longer
9 they're at the job the better they'll be at it. But being a
10 counselor strikes me as a good way to become sensitized to
11 what we're trying to do and it seems to me that we should
12 try to spread that opportunity among the largest possible
13 number of people over time.

14 MR. MILLER: We just recently made changes in two
15 of the regions from the previous counselors to some new
16 counselors, but the others are there to help them out in
17 support still. But we do try to rotate them occasionally.

18 CHAIRMAN SELIN: Thank you.

19 MR. MILLER: Okay. Now let me just point out here
20 I didn't say much about the committees, which we hope to
21 recognize here later this afternoon. But the committees,
22 these advisory committees, they have been quite helpful with
23 their recommendations to both my office and to the EDO
24 through communications in writing and verbally.

25 Now, in closing, we must all continue to

1 aggressively work toward our EEO goals to enhance equal
2 opportunities for women, minorities and persons with
3 disability by a level playing field. This promise must be
4 kept not only for the current staff but for future
5 generations of the first group of NRC employees.

6 I thank you.

7 CHAIRMAN SELIN: Thank you very much.

8 MR. MILLER: Now, Mr. Chairman, the committee
9 chairs have opted not to give opening remarks today, but
10 they have let you know how they feel through the Commission
11 paper as they've all given a summary of their positions in
12 the paper. However, we've asked Mr. Reginald Mitchell, who
13 is to my left, Acting Chair of the newly formed Advisory
14 Committee for African Americans, to make a statement, since
15 this is the first time this committee has been brought to
16 the table.

17 But before I call on him, I would like to explain
18 the emergence of this committee that he is acting chair for.
19 Now, in the past, NRC chapter of Blacks in Government have
20 served in an advisory capacity along with the other
21 committees, as you've noticed. Recently, however, Blacks in
22 Government and other non-federal organizations have become
23 subject to the Department of Justice opinion which prohibits
24 a federal employee from representing non-federal entities
25 before the federal government on any matter where there is a

1 potential for the Agency and the entity to have different
2 opinions. For this reason then, the new committee was
3 established. This committee enables African American
4 employees to continue to have an official voice with our
5 management.

6 The consistent support and exchange being provided
7 has been most helpful and we thank them.

8 Now I'll call on Reginald Mitchell who will give
9 you a few remarks.

10 CHAIRMAN SELIN: Welcome, Mr. Mitchell.

11 MR. MITCHELL: As the Acting Chairperson of the
12 newly established Advisory Committee for African Americans,
13 I want to thank you for this opportunity to make a brief
14 statement.

15 As previously stated by Mr. Miller, the Advisory
16 Committee for American Americans, ACAA, was established as a
17 direct result of a recent opinion by the Department of
18 Justice. This opinion prohibits police or various external
19 advocacy organizations from serving as advocates to
20 management in official issues where there is potential for
21 these organizations and agencies to have different
22 positions. Although Blacks in Government will no longer
23 participate in biannual Commission meetings on EEO issues,
24 BIG will continue to exist as a chapter here at the NRC.

25 The new ACAA representing African American

1 employees will continue to support the goals and objectives
2 of the Agency EEO programs, equal opportunity for African
3 Americans.

4 Also, ACAA will continue to support improvements
5 to NRC's affirmative action plans as they pertain to African
6 Americans. Such improvements include job structuring to
7 allow maximum utilization of African American employees,
8 support of upward mobility in all occupation and management
9 areas, and to assist in disseminating information designed
10 to increase awareness of NRC programs and services of
11 particular interest to African Americans.

12 Finally, ACAA looks forward to working with the
13 Executive Director for Operations, the Director of Small
14 Business and Civil Rights, and our fellow EEO advisory
15 committees in making the Agency a better place for all
16 employees to work in carrying out the mission of the NRC>

17 CHAIRMAN SELIN: Thank you.

18 MR. MILHOAN: At this time, Mr. Chairman, if you
19 have any questions for us --

20 CHAIRMAN SELIN: Well, I'd like to ask a question
21 of Ms. Lavins, if I might.

22 We just seem not to be able to break out of being
23 a very small employer of Hispanics. I wonder if you'd have
24 any -- we have all kinds of programs. We do all kinds of
25 things and the numbers just don't seem to come. Is there

1 something else we ought to be doing? What's your view on
2 this topic?

3 MS. LAVINS: I think we've been concentrating at
4 the entry level and the attrition is going to be at the 13,
5 15 level. I would like to see some of the downsizing in the
6 other agencies be a plus for us in this Agency, provided
7 it's not at the expense of the internal candidates we
8 already have. But I don't see any reason why we can't
9 recruit Hispanics at the Pentagon to come around the
10 beltway.

11 CHAIRMAN SELIN: Paul, how do things work with
12 people who are already federal employees?

13 MR. BIRD: We can do direct transfers of staff
14 between the agencies. We do have an interagency agreement
15 through OPM that allows that compatibility. So, basically,
16 we still run a competitive action.

17 CHAIRMAN SELIN: Sure.

18 MR. BIRD: They can apply for those. We do have a
19 repository of people who have been displaced available to
20 us. We tap into that repository to try to identify
21 candidates. To some extent, we're disadvantaged there in
22 some cases by not being able to identify by ethnicity, but
23 we do use those sources and we certainly talked to people in
24 the other agencies and that's a doable thing. If there are
25 candidates from other agencies displaced, then they can

1 certainly be in our --

2 CHAIRMAN SELIN: It's sort of tricky because on
3 the one hand I certainly wouldn't want to see extensive
4 recruiting at the 13 level. Those are the opportunities we
5 have within the Agency and you can't just say Hispanics only
6 can apply. On the other hand, we're so short of Hispanics
7 that a couple of mid-level Hispanics would be wonderful role
8 models for the rest of the Agency and wouldn't use up that
9 many positions.

10 MS. LAVINS: Exactly.

11 CHAIRMAN SELIN: So, I'm not quite sure how we go
12 about this, but there's certainly something to be said for
13 it.

14 MR. BIRD: I think we agree on that and we do work
15 with the committee and with the community to try to, to the
16 extent we can, bring that about and have them in the
17 applicants' pool and available to us.

18 MS. LAVINS: As a matter of fact, last year Paul
19 joined me at the National Association of Hispanic Federal
20 Executives for their annual conference. So, we do have a
21 liaison that we've started, but we just haven't benefitted
22 from it yet.

23 MR. MILHOAN: Certainly it's been some success, I
24 agree not as much as we'd like, is in the intern program has
25 been some success in getting some Hispanics in that program.

1 If we go external hires if we need to on the resident
2 development program, that might be an additional opportunity
3 at that level.

4 MR. MILLER: Where I am concerned, Mr. Chairman,
5 is that when we get Hispanics to turn us down in these pools
6 where we are trying to expand the pools for competition.
7 For example, Barbara Williams of my staff, she normally will
8 contact minorities that we offer a position to and they turn
9 us down. In recent cases of a couple of Hispanics that
10 turned us down, one was I think we just didn't act fast
11 enough in one case. In another case, the area was probably
12 too expensive for them and they just didn't want to come to
13 this area. But we are looking toward expanding our pool so
14 that when positions are available we have a diverse pool and
15 their chances of being selected are as good as anybody
16 else's chances.

17 CHAIRMAN SELIN: Do the minorities, do the Asians
18 and the Hispanics how cosmopolitan an area this Washington
19 area is? If you live in New York or Los Angeles, this must
20 look like sort of just a two color area, but when you get
21 into it there's such fine grained -- just about every
22 minority.

23 MS. LAVINS: The primary reason we're given is
24 economic, just the cost of living in this area.

25 MR. MILLER: I agree with that.

1 CHAIRMAN SELIN: And the opportunity to have
2 differentials is not enough to make -- or doesn't reach down
3 far enough?

4 MR. BIRD: As you know, they redefined the
5 Washington Metropolitan area I think because of locality
6 pay. They were trying to not have another big government
7 expenditure. But they now define our area out into parts of
8 West Virginia and down to the Eastern Shore so that the
9 locality pay for the Washington, D.C. area right now is less
10 than some other areas such as Dallas.

11 CHAIRMAN SELIN: Dallas?

12 MR. BIRD: Such as Dallas.

13 CHAIRMAN SELIN: Dallas is cheap compared to --

14 MR. BIRD: That's my point. I can't defend the
15 way they district it, but it seems a little strange. But
16 this area would not fare as well in locality as Dallas and
17 other regions.

18 CHAIRMAN SELIN: Does anybody at the table have
19 anything he or she would like to add to this discussion of
20 rotational opportunities? I notice that most of the
21 comments came from the staff, not from the people at the
22 advisory committees.

23 Commissioner Rogers?

24 COMMISSIONER ROGERS: Well, I don't have anything
25 very specific this time. I know we are working very hard on

1 these issues. I'd like to hear whether you have any success
2 stories that you might be able to share with us in some
3 efforts with respect to individuals, any successes of our
4 training programs, for example.

5 One of the areas that has been commented on in the
6 advisory committee papers is the number of secretaries that
7 have college degrees that have not been able to move up into
8 more advanced positions. I wonder what progress we've been
9 able to achieve in that and whether there are any specific
10 examples of individuals that have been able to start to move
11 up into either the management chain or maybe even into some
12 administrative positions that don't necessarily require a
13 technical degree. Are there any comments that you could
14 make on that?

15 MR. BIRD: I can comment on that. There are some
16 cases that are cited in the paper and I think you're
17 probably familiar with those. We have fewer opportunities
18 now in the administrative areas than we've had in the past
19 to build what we call the bridge of positions. This is
20 largely an avenue for movement. However, I know through the
21 experience that we've had that where we have degrees that
22 are applicable to the things that we do, we have some
23 success, some greater success in that movement than when the
24 degree really isn't something directly relevant to NRC's
25 work.

1 At the same time I say that, I think over the
2 years we've been able to successfully compete jobs and have
3 certainly the secretaries that are in the Agency now who
4 have moved on, some of whom are in my office, some of whom
5 are in the Controllers Office could attest to that effort.
6 Again, the opportunities right today aren't as great in
7 terms of being able to put out those bridge positions and
8 we're taking a particularly hard look at administrative
9 positions right now in that regard. But there were, I
10 believe, five or six -- it's in the paper, I'll show you
11 exactly where -- five or six upward mobilities positions in
12 the last year that we found and were able to fill.

13 This does provide the avenue. So, I think we can
14 certainly cite some success there. Again with downsizing,
15 the opportunities aren't as many as they used to be, but I
16 think we could certainly provide some additional stories to
17 those that are in the paper of success in both development
18 and training toward moving somebody along and in the
19 competitive process as well in that regard.

20 We do have those programs for secretarial
21 development. We've had a large number of takers who have
22 taken those programs. The computer science development
23 program, for example, is a real good avenue and has provided
24 a feeder group to go into IRM and I think Pat and others at
25 the table could attest to that.

1 CHAIRMAN SELIN: But that's a particularly
2 important area because the information management is the
3 largest single expense that we have in terms of our
4 administrative budget. We're investing very heavily in this
5 area. In theory, and I hope in practice, that's supposed to
6 free people from routine clerical work. But it has the
7 other side of putting administrative responsibilities on a
8 much larger set of people than have had them today, blurring
9 the vision of labor. A lot of the work is not computer
10 science work, it's taking advantage of these tools to
11 increase the administrative efficiency of the Agency. I
12 sincerely hope that we're going to end up with hybrid
13 positions, more advanced positions that in the past might
14 have been considered clerical positions that have a more
15 advanced content because of the information processing
16 aspect and basically reduce the total number of support
17 positions so that we have a smaller number of positions but
18 more qualifications required for --

19 MR. BIRD: I think if you look at our occupational
20 categories over a time line, you'll see that occurring.
21 It's already started to take its toll, if you will, on the
22 number of secretarial positions we have which has
23 diminished. We have more professional positions percentage-
24 wise than we had in the past. So, it's sort of building out
25 that way.

1 CHAIRMAN SELIN: It should be working, right. I
2 mean we've always had higher turnover in the secretarial
3 positions than in the technical positions. So, if in fact
4 what we're trying to do is give people more opportunities
5 within the organization, if the number of entry level
6 positions is reduced but the number of intermediate
7 positions is increased, that at least should provide the
8 opportunity for this upward mobility that Commissioner
9 Rogers was asking about.

10 MR. MILHOAN: In the paper there are at least four
11 examples identified where they've been taken care of, you
12 know have been able to develop programs very successfully,
13 have competed for selections.

14 COMMISSIONER ROGERS: Well, I think the Chairman
15 raised an interesting point here and that is as we move to
16 greater use of computer programs of various kinds, canned
17 software of various types, there is a special niche that
18 develops there of expertise in the use of some of these off-
19 the-shelf software programs, that one doesn't have to be an
20 expert in the particular application to be able to assist
21 others with the peculiarities of learning the best way to
22 use some of these packages.

23 Now, I know that we do a lot of this, I guess,
24 through contractors. But, you know, there is an opportunity
25 there for an interface activity to work with people,

1 technical people who are carrying out certain kinds of
2 studies or uses of software programs, but may not be
3 thoroughly familiar with all the ins and outs of using that
4 particular kind of software. There are opportunities to
5 assist in that without being a technical expert on the
6 application, but becoming a technical expert in that
7 particular application software.

8 I know, for example, that in my own office in the
9 past one of our people took it upon herself to start to
10 learn all the ins and outs of the kinds of software systems
11 that we were using in the office and whenever any of us had
12 a problem we called on her and she could give us some
13 assistance. She wasn't a highly trained computer scientist,
14 but she knew that application very well. That can be very
15 helpful. Many of us want to use these packages to assist us
16 in carrying out some function and we are willing to invest a
17 certain amount of time in becoming expertise but we don't
18 want to overdo it. To have someone to give a little
19 assistance when problems develop, and they do develop as we
20 all know, can be extremely helpful.

21 Now, it's kind of an interim type of function
22 because after awhile then those needs are met. But I wonder
23 if that isn't an area that we might not look at because for
24 some people it isn't secretarial and it's not the
25 traditional technical responsibility, but it is something

1 that some people have taken to with great skill and great
2 ease even though they don't have a technical background, a
3 traditional technical background in engineering or science.

4 I think that that might possibly be an area for
5 some opportunities to help us get our work done better.
6 They're temporary in a certain sense because it only may be
7 a few years or so until everybody's gotten up to where they
8 want to be with that particular package, but then the
9 packages change.

10 So, at any rate, I'm just thinking that if we
11 analyze our own work that has to be done and how we're doing
12 it, it may very well be that we can define some new
13 positions that never existed before that do provide
14 opportunities for people to advance out of a very
15 traditional role into something that's a little bit more
16 flexible that ultimately might put them in a position to
17 move again as an additional opportunity develops.

18 MR. BIRD: I believe that's actually going on in
19 most all offices. I know it's going on in mine. It's a
20 little bit of a cottage industry and a hybrid now, but in
21 some cases I know our position evaluation group is going
22 back to assess these jobs and coming up that they're no
23 longer just partial part-time jobs that are sort of slapped
24 together, but they're actually turning into real
25 opportunities. Then in that case, generally what we would

1 do is --

2 COMMISSIONER ROGERS: And they're not make work
3 jobs. They are real jobs that need to be done. It's just
4 that they have to be defined a little more systematically.

5 CHAIRMAN SELIN: Okay.

6 COMMISSIONER ROGERS: Well, I'd be interested in
7 hear, as I'm sure the Chairman, from any other members of
8 any of the other committees on any issues that they feel
9 they'd like to emphasize a little more strongly that are
10 already -- may even already be in the reports.

11 MS. RAFFERTY: I'd like to address the point you
12 were just discussing. We met as a Secretarial Task Force
13 and it was an interesting dynamic when we looked at the
14 database responsibilities that some secretaries are
15 performing and they can take these opportunities to help out
16 the more technical staff, but we find that some of the
17 technical staff doesn't want the secretarial support in that
18 area. That becomes difficult. Secretaries have the
19 ability, but so does the more senior staff and they would
20 like to have the security of doing things themselves.

21 We had discussed the definition of the secretarial
22 position and how it has changed. While some secretaries
23 have developed their technological expertise, according to
24 OPM's definition of a secretary that is part and parcel of
25 the position at this point. So while we think we're

1 learning some new skills that should be beneficial to us,
2 OPM says those are skills we should have as a bottom line.

3 MR. BIRD: I also think, even on a government-
4 wide basis, the same thing is happening elsewhere that's
5 happening here and there is a paraprofessional, if you will,
6 difference that's involved. With the technology we have
7 today and with the different software available, to some
8 extent it's getting harder and not easier to get into that
9 and I do think that wheel will turn. I know in some cases
10 here we've been able to identify it and cull it out and then
11 compete it.

12 One of the difficulties we have in that regard is,
13 if you have someone who has been able to get into this area
14 and then we go in and recognize the work there, they may
15 well be at a different grade level and the issue becomes one
16 of competition then.

17 CHAIRMAN SELIN: Well that's the key point, to be
18 blunt about it. There's nothing wrong with being a
19 secretary. That's not the problem. The problem is grade
20 level and pay and we have quite a bit of flexibility in the
21 levels at which we grade the jobs based on the content, and
22 so I'm less concerned with calling somebody administrative
23 assistant that last year was a secretary and more making
24 sure that the positions, the grades and the salaries go with
25 the work that's really involved.

1 As far as new packages go, Selin's aphorism is you
2 can't ever get from at least 5.0 to 6.0, period, regardless
3 of what the package is, so there's plenty of chance to --

4 COMMISSIONER ROGERS: Stay away from the 0s
5 always.

6 CHAIRMAN SELIN: I'd just like to add a word of
7 admonition to the advisory groups. Except for the peculiar
8 problem we have with applying Hispanics, there's not a
9 single EEO issue or, for that matter, personnel issue that's
10 limited to any one advisory group.

11 The strength of these advisory groups has not been
12 that we've had, you know, everybody has his own or her own
13 representation but that you've been able to work together on
14 issues that cut across different groups and I would just
15 like to recognize this since we have so many new leaders of
16 the groups and in some cases, the ACAA, a new group. This
17 is the real strength, not to Balkanize or particularize
18 into, you know, what's good for the Blacks, what's good for
19 the women, what's good for the Latins, but rather what
20 issues cut across groups and how can we work together so
21 that -- I mean, the issues will cut across different groups
22 at different times, but to continue to work together so that
23 the issues that affect each of your constituencies get some
24 kind of a joint attention has been one of the great
25 strengths of the advisory groups and I certainly would hope

1 that would continue and if anything would expand.

2 Why don't we just move on to --

3 MR. MILHOAN: Okay. Why don't we -- Mr. Chairman,
4 we'll move on to the next part of the program, but we need
5 to change places. You'll see a mass change at the table
6 here to have Ed Jordan and Bill Kane come up to give --
7 along with Karen Cyr to give remarks from three particular
8 offices and regions, and we'll ask them to join us at the
9 table, Pat Norry also for another part of the presentation.

10 CHAIRMAN SELIN: Mr. Mitchell has got a tough job.
11 Anybody who's got to replace Cardelia at the table is going
12 to have a challenge.

13 MR. BIRD: Well, if anybody wants someone to come
14 in and solve some software problems, Reg -- I can attest to
15 Reg's ability.

16 MR. MILHOAN: I would ask Karen if she would lead
17 off on this.

18 MS. CYR: Thanks, Jim.

19 As with much of the rest of the Agency, the
20 opportunity to stress the Agency's EEO objectives through
21 recruitment in OGC has virtually ceased during the past two
22 years. Consequently, we have been focusing even more than
23 in the past on enhancing career opportunities for women and
24 minorities and those with disabilities and improving the
25 communications to and among the management staff about EEO

1 issues. I would just briefly mention three of the methods
2 which OGC has found to be particularly successful in
3 enhancing these opportunities.

4 One which we've talked about quite a bit this
5 afternoon so far is encouraging our staff members to seek
6 rotational assignments to enhance their knowledge of the
7 Agency's functions and further their career development.
8 Many women and minorities have sought such assignments,
9 including those who have recently served on assignments in
10 NRR, IRM, OP, and in Commissioner offices.

11 Second, we've continued to offer employees a
12 variety of developmental training programs designed to
13 permit employees to improve their skills and advance their
14 careers. These have included in the past strong commitment
15 to paralegal training which has not only enabled the people
16 who have undertaken this training to perform their current
17 jobs in an improved fashion but also several of them have
18 been able to compete successfully at the NRC and elsewhere
19 for paralegal positions.

20 We're also actively looking at again the thing you
21 were just talking about, about how we can develop a training
22 program for allowing the support personnel to become much
23 more proficient in the computer support for a state of the
24 art legal office, because there are a lot of unique
25 applications in the legal context in terms of managing

1 information and research and so on that we think we have an
2 opportunity to develop some skills opportunities there.

3 We also recently have had two employees accepted
4 into OPM's Women's Executive Leadership Program, though I
5 would emphasize that despite the title of this program it's
6 open to everyone and one of our participants from OGC is a
7 man.

8 The third area where OGC has sought to enhance
9 career opportunities and which has benefitted women in
10 particular is in efforts to create a family friendly work
11 environment. Over the years, OGC has accommodated a number
12 of employees whose family responsibilities require them to
13 convert to part-time either on a temporary or permanent
14 basis, and we have also found the Agency's work at home
15 program to be a very effective means for assisting us in
16 building a flexible work schedule to keep qualified and
17 experienced staff within OGC and I think we'll continue to
18 have opportunities in this regard in the future. Due to
19 downsizing as well, we may have opportunities to move to
20 further part-time positions which have been very successful
21 in our office.

22 CHAIRMAN SELIN: Are the paralegal programs only
23 open to people in OGC or are they open to the whole Agency?

24 MS. CYR: I think OP has encouraged others. It
25 has not been frequent, but there have been people. I know

1 we have somebody who has recently joined our office who had
2 started a paralegal program while she was in NRR, so those
3 opportunities have been available elsewhere in the Agency.

4 MR. MILHOAN: Ed, would you like to go ahead next?

5 MR. JORDAN: Surely. Well, the limiting
6 conditions, of course, budget and hiring constraints, have
7 caused all the offices to reexamine how they try to get the
8 most out of the staff and to assist the staff in reaching
9 the highest levels.

10 First of all, I think the contribution of the
11 Individual Development Plan for the staff employees is an
12 essential thing, to have a contract between the employee and
13 the supervisors that both understand and both are planning
14 to fulfill. We have been reasonably successful in getting
15 about 50 percent of the staff in the office to develop such
16 a plan. Perhaps we're more successful in that because some
17 staff members don't want a formal plan. They want to
18 continue with their development of their capabilities,
19 maintaining their skills and qualifications without a
20 development plan. It's not a requirement, but we are
21 certainly encouraging it and we feel it's a very beneficial
22 activity.

23 A mentoring activity among the supervisors in the
24 Agency I think is extremely important and it's something
25 that the supervisors, the managers have to encourage and

1 that the staff need to seek, so it's a dual role and a
2 number of my supervisors and managers participate as mentors
3 of staff members.

4 I would reiterate Karen's comments about
5 rotational assignments and others. Those have been most
6 beneficial. And as a representative from a small office,
7 perhaps it's a little more difficult because internal
8 rotations are not very successful. We don't really have the
9 same jobs or even experience and qualifications in different
10 portions of our particular office, so rotations must
11 necessarily be with other offices, NRR, Research, the
12 regions and NMSS, and those offices have been I think very
13 cooperative in helping effect those rotations. The Office
14 of Personnel has helped us in sometimes making some three-
15 way switches which get a little more complicated because
16 with tight FTE --

17 CHAIRMAN SELIN: Well, Paul could be a general
18 manager of a basketball team.

19 MR. JORDAN: That's right.

20 CHAIRMAN SELIN: What about the Chattanooga
21 operation? Are they able to benefit from any of this
22 movement or are they too isolated?

23 MR. JORDAN: There has been some rotation, yes.

24 CHAIRMAN SELIN: Because I'm particularly
25 concerned about small field office when we do these programs

1 that they not be left out.

2 MR. JORDAN: There's an insular nature that is
3 harder to overcome, but the act of NRC now being in only two
4 buildings and those adjacent and teaching classes here in
5 the White Flint buildings has helped that communication a
6 great deal, so the communication and I think the
7 opportunities are improving.

8 We're looking at right now in the planning for
9 reorganization as coaching is a very important element that
10 we've perhaps neglected. Within the office, the
11 supervisors, managers need to be more effective at coaching
12 the staff as opposed to directing or supervising to teach
13 them methods and procedures and help them implement them,
14 and that was a tip I got from an individual from Nuclear
15 Electric on one of the trips who is very persuasive on that
16 methodology.

17 Our office does benefit from its own alignment
18 with the Technical Training Center. It's much easier for me
19 to send people to the Technical Training Center than perhaps
20 others and for me to insist on people taking the course than
21 others, but it is an important element of upgrading the
22 staff qualifications to retraining for new skills as new
23 skills become needed. And of course the Training Center is
24 working hard to be responsive to those changes.

25 Nobody has mentioned the award system. I think it

1 is another element that is extremely important in
2 recognizing and encouraging high performance.

3 We also have had a benefit from the part-time, the
4 work at home arrangements for people with temporary
5 illnesses or injuries and the ability to communicate by
6 computer from their home is a true marvel, has improved that
7 capability a great deal.

8 Another thing a small office may have an advantage
9 in is communicating a climate internally that encourages and
10 supports staff participation in EEO activities. Our office
11 has a high statistic of participation of staff members.
12 That's a climate that one can generate in a small office.

13 Something I hadn't considered talking about, the
14 idea of the administrative positions and the ability to
15 assign people in positions that have growth potential. The
16 Training Center has changed, revised job descriptions and
17 positions for what were secretarial and clerical to
18 administrative functions and has been very successful. And
19 since the staff are quite computer literate and write and
20 develop their own material, the classical secretarial
21 function has been replaced by administrative. So those two
22 clerical persons are now administrators who manage
23 contracts, interact with contractors and have a role that's
24 quite different than two years ago, so it's been a real
25 benefit.

1 I would simply recognize, I guess, that for my own
2 office the limitations in hiring are the biggest problem we
3 have in changing an EEO structure. We simply cannot change
4 it. We can shuffle between offices through rotations, but
5 with the limitation in hiring we cannot change it.

6 CHAIRMAN SELIN: You know, this has come up, so
7 let me just mention a point. In the past, the NRC has
8 always had a lot of money but FTE limitations and I don't
9 think that's going to be true anymore. The FTE limitations
10 will be difficult, but for the next few years I predict that
11 the budget is going to be more difficult. So, we won't have
12 the luxury of contracting out so much work. So, we will
13 have some choices about what work we take in-house and what
14 work we don't take in-house. If we show a little ingenuity
15 to take in some of the more challenging and more advanced
16 pieces, that within the personnel structure at least the
17 content will change. Not only will the staff be shrinking,
18 we'll be shrinking that fast.

19 People at NRC -- this is a very good place to
20 work. Let me put it that way. If you had worked in three
21 federal agencies and have consulted to 30, I don't really
22 believe that people who spend their careers here realize how
23 warm and nice a place this is to work compared to a lot of
24 other federal agencies. But one of the things that we can
25 do, one of the not so terrific things about the NRC is we

1 tend to be more set in our ways than some other agencies.
2 We've had the benefit of continuity and with that goes the
3 habit of complacency. With some of these budgetary
4 questions, I think we're going to have to take a good look
5 at what we contract out, what we keep inside and what we
6 don't do. We won't be able to just have to live within an
7 FTE ceiling, but that also opens some opportunities in
8 different kinds of work and somewhat more senior work than
9 we've done in the past.

10 So, it won't be just change the sheets from this
11 bed to this bed and back again. We'll have some new jobs to
12 look at, not just moving people among the existing jobs as
13 we look down the road a few years.

14 MR. MILHOAN: And I think you'll see that
15 reflected in the FY '97 budget of people trying to formulate
16 now the more jobs that are performed in-house.

17 Ed?

18 MR. JORDAN: That concludes my --

19 MR. MILHOAN: Okay. I'll ask Bill Kane, Deputy
20 Regional Administrator of Region I --

21 CHAIRMAN SELIN: Welcome.

22 MR. KANE: Thank you.

23 MR. MILHOAN: -- to discuss Region I activities.

24 MR. KANE: In Region I we place great significance
25 and we believe have made major strides in enhancing our

1 career opportunities for all of our employees. It's
2 important to regional management that we continue these
3 efforts while also aggressively pursuing and accomplishing
4 the Agency's EEO objectives. We've initiated a number of
5 programs that I want to summarize for you and talk about and
6 our operating plan is really the basic framework for which
7 we operate and conduct these programs.

8 We recognize that an effective EEO program is a
9 product of the implementation of a well thought out plan for
10 recruiting and developing our staff, providing meaningful
11 opportunities for career growth, reducing obstacles to
12 employment and opening channels of communications to the
13 communities in which we serve. With this in mind, we
14 developed really a management structure, a human resources
15 board that develops broad-based strategies for dealing with
16 human resources issues involving the region. Specifically,
17 the HRB, as we call it, has developed the adopt-a-college
18 program, the concept of individual training plans, which
19 I'll talk about a little bit later, and a consolidation of
20 our mandatory training courses into two one week sessions
21 offered twice each year. This is important in the region
22 because of the constant circulation of the staff to the
23 field.

24 We've developed several unique programs, we think,
25 to promote community awareness of NRC activities while

1 providing developmental opportunities for high school,
2 college and vocational school students in a professional
3 federal office environment. These programs have been a
4 source of pride for our employees, as well as the students
5 that participate in them. We've established an ongoing
6 relationship with several local high schools and also with
7 the Elwin Institute, which is a local rehabilitation center
8 that provides training opportunities for disabled persons.

9 We are also, like Headquarters, involved in
10 donating computers to local school districts.

11 Another mechanism that we use in order to maintain
12 a high level of involvement in the EEO matters, I conduct
13 bimonthly meetings with the EEO counselors and all of our
14 advisory committee representatives. The purpose is to
15 discuss on an ongoing basis issues of interest and to act
16 upon areas in need of special attention. These meetings
17 also serve another important purpose and that is to
18 brainstorm new ideas and to develop new changes to the EEO
19 section of the Region I operating plan. We've just recently
20 completed that activity and we'll be incorporating the
21 output of that meeting into the next year's operating plan.

22 Cultural enrichment day is another one of the
23 innovations that we've developed from these bimonthly
24 meetings. It allows all of our employees to join together
25 periodically and reflect on the contribution of the various

1 cultures to our agency and to our country. We do that once
2 a year in December. It's usually accompanied by -- it's
3 always accompanied by presentations, good food and
4 camaraderie. So, it's a major part of our activity.

5 The Region's adopt-a-college program --

6 CHAIRMAN SELIN: You don't permit a group -- a
7 group that doesn't have a distinctive cuisine cannot form an
8 advisory -- is that the rule?

9 MR. MILLER: Very good.

10 CHAIRMAN SELIN: Because I've seen the pictures in
11 the NR&C of the Region I group and it always seems to be
12 around a huge table.

13 MR. KANE: We enjoy food.

14 The adopt-a-college program was established
15 specifically with the purpose of improving minority hiring
16 and it was done some years ago. The specific purpose was to
17 develop an ongoing relationship with institutions that we
18 knew could provide us with top minority student -- had good
19 minority student programs and we could focus a lot of our
20 recruiting efforts there. We believe that's been successful
21 over the years. We have made adjustments, of course, to
22 that. That's kind of a trial and error process, but we've
23 made adjustments to it over the years and we currently have
24 six colleges that we consider adopt-a-colleges.

25 I'd like to just briefly run through the six areas

1 and I hope that I can provide you with some success stories
2 in there that you had asked about earlier.

3 Under the area of enhancing opportunities for
4 recruiting Hispanic employees, we of course are continuing
5 to support Agency recruitment efforts by participating in
6 minority job fairs. We've found these to be quite useful in
7 recruiting Hispanic employees, particularly with the
8 assistance of our regional representative, who has really
9 done an outstanding job there.

10 While external recruiting has been limited, we
11 have within the last year hired an Hispanic male, a very
12 highly qualified individual who had no nuclear background,
13 but we have introduced him into the training to become an
14 operations engineer examiner and that's ongoing. As a
15 result of a recruitment effort at one of the universities,
16 we were also successful in bringing aboard a coop, an
17 Hispanic male and he has participated in one segment of the
18 program.

19 In the area of enhancing opportunities for
20 recruiting women and minorities, the attrition rate for
21 Region I in 1994, FY '94 was about 9 percent. Of that, 72
22 percent were white males and 28 percent were females and
23 minorities. Recent gains have consisted of nine new
24 employees, 44 percent of which are females and minorities.

25 While external recruiting is limited, we've

1 focused on internal strategies to enhance opportunities. A
2 total of five female minority employees were competitively
3 selected for technical positions during that period.

4 The area of expanding the pool of women and
5 minorities eligible for supervisory management and executive
6 positions, one important area, we increased our female
7 senior resident inspectors by two and one of these is a
8 minority. We've also increased our minority male senior
9 resident inspectors by three. This is a base of 20 senior
10 resident inspectors.

11 One female and a minority male were selected for
12 temporary promotions to section chief. A female health
13 physicist was selected as the Region I radiation safety
14 officer. A minority female recently completed the NRC
15 supervisory development program, is a graduate of that. And
16 more recently, a female was selected for the NRC Women's
17 Executive Leadership Program.

18 In the area of attracting and retaining disabled
19 employees, we employ two disabled employees who occupy
20 administrative positions and we've made special
21 accommodations for those several inspectors who have
22 undergone serious medical challenges over the past year. As
23 I mentioned before, we have established an outreach program
24 with the Elwin Institute, which is a local rehabilitation
25 center, and that's been a success, we believe. Although we

1 have hired no one from that program, the office environment
2 that we provided for the period of time that they worked
3 there did lead, according to the Institute, to their
4 successful recruitment at other locations and they found it
5 very beneficial.

6 Under the area of providing training and
7 developmental opportunities, which you talked about before,
8 I'll focus on rotational assignments. They are encouraged
9 and many administrative and technical Region I employees
10 have participated in this program. We've used those, when
11 possible, to fulfill staffing needs and provide career
12 development. Of 25 employees on rotational assignments, 12
13 percent were minorities and 40 percent were women.

14 One of the real success stories in the region was
15 this example. A branch secretary was assigned to assist in
16 tracking expired materials licenses, a major activity last
17 year. Due to her efforts, a majority of the cases were
18 resolved or are in the process of being resolved right now.
19 Because of that effort and also the other activities that
20 she was involved in, she was selected as the Region I
21 employee of the year last year, the first woman and first
22 administrative person to achieve that high honor.

23 Under the area of improving communication and
24 evaluating progress, that's a -- I've talked about some of
25 the mechanisms, but perhaps this takes on even more

1 importance today as we're going through the transition and
2 the reorganization to make everybody aware of what's going
3 on and what progress has been made, what are the next steps,
4 and the regional administrator on a quarterly basis conducts
5 all employee meetings and that is to keep the regional staff
6 abreast of current events and that's been, as I said, quite
7 successful in providing information to the work force on
8 ongoing issues.

9 I've got one more thing I wanted to talk about and
10 that is something that we developed that we think is pretty
11 important and that is something that's called an individual
12 training plan. As you know, we have the individual
13 development plans, but we noted that not all employees were
14 availing themselves of that opportunity. But nevertheless,
15 we thought it was very important to twice a year, at midyear
16 and at the end of the year appraisal period, to sit down and
17 go over training needs, particularly those that resulted
18 from needs to improve, needs to develop, and to do it in a
19 form that was user friendly and didn't take as much time,
20 but made sure that everyone had an opportunity to do it.

21 So, we've expanded that program. For those folks
22 who didn't want to go into the detailed individual
23 development plans, we do have for each employee in the
24 region an individual training plan and that is updated every
25 six months, as I said, to make sure that training in

1 consciously considered for all employees every six months.

2 That concludes my remarks.

3 CHAIRMAN SELIN: Thank you.

4 MR. MILHOAN: Thank you, Bill.

5 Our last part of the meeting, Mr. Chairman and
6 Commissioner Rogers, is Pat Norry will give a discussion of
7 the Executive Resources Board Review Panel activities with
8 respect to --

9 CHAIRMAN SELIN: Before we get into that, I have a
10 training question. Most of the folks who are taking these
11 executive training, the federal programs, have been pretty
12 happy with them, or at least the ones I've heard about have
13 been pretty happy with these -- what are they called,
14 federal employee institute?

15 MR. BIRD: Federal Executive Institute.

16 CHAIRMAN SELIN: Yes. Are these pretty good
17 programs? Are we happy with them as an agency?

18 MR. BIRD: I think overall we're pleased with what
19 the FBI provides. It does center a lot on having people
20 reflect on their own strengths and weaknesses, but it delves
21 out into very practical areas such as budgeting and
22 contracting. I think overall we would say we're satisfied
23 with those programs as one element.

24 CHAIRMAN SELIN: One of the benefits that they
25 have and that the program on the Hill has -- you know, this

1 is a pretty provincial agency and sometimes that's good and
2 sometimes it's not good. But I would like to see us open
3 more to contact with other agencies rather than become more
4 introspective.

5 These are expensive programs. They're expensive
6 in terms of tuition, they're expensive in terms of the
7 dollars that they cost. They take a lot of time. I do hope
8 that we will still find a place for them because if we fall
9 back too much on just training each other and ourselves,
10 we're all going to look and sound the same. We may not look
11 the same, but we'll all sound the same. We can't let this
12 budget crunch just sort of keep us moving in on each other.
13 It's expensive, but we've got to keep the ties open, at
14 least those rotational positions on the Hill and elsewhere
15 that are related to congressmen and senators that are on our
16 committees. I don't particularly see any reason to work on
17 work that's unrelated to the NRC, but to keep open this
18 communication with other parts of the government. In that
19 respect, the resident inspectors in the regions are our
20 window on the world that we miss sometimes in Rockville.
21 But we need to not let those dwindle under the financial and
22 time pressures that we're -- at least not unreasonably so.

23 MR. MILHOAN: It's a real tough dilemma we face in
24 that area because of the budget cutbacks.

25 MR. BIRD: We do have that in the budget. As you

1 know, we just did sponsor someone for the graduate
2 fellowship program for this coming year and we have slots at
3 FEI and people lined up to go into those slots. So, at this
4 point, given the budgetary means to do it, we'll still
5 certainly support that program.

6 CHAIRMAN SELIN: Okay.

7 Ms. Norry?

8 MS. NORRY: Yes. I'm reporting on the efforts of
9 the Executive Resources Board Review Group. The last time I
10 reported to the Commission on this was in early 1993 and at
11 that time covered the first seven month operation of the
12 group, which was established in April of '92.

13 Just to refresh your memory, the charter of the
14 group is to examine the rating and selection process for
15 SES, SLS and supervisory grade 15 positions to ensure that
16 EEO principles are applied in the selections. The operation
17 of the board is that we meet as needed. We get copies of
18 all of the application packages. We get copies of the best
19 qualified list, the ratings and so forth and what we're
20 focusing on is whether highly qualified women and minorities
21 are represented on the best qualified list. This then
22 results in a communication back to the office director with
23 the results of our review.

24 The last time I reported on this group I said that
25 I thought that a beneficial result of this effort had been

1 an increased awareness on the part of management of the need
2 to consider all qualified candidates in personnel
3 selections. We had looked at some specific problems that we
4 noted that related to whether rating criteria were too
5 restrictive and I believe there's been quite a bit of
6 improvement in that area. We also looked at what at the
7 time was a considerable lack of qualified women and
8 minorities in the regions for those positions and there too
9 improvement has clearly been made.

10 So, we have looked at the aspects of the whole
11 process that appeared to have some influence on the ability
12 of women and minorities to be fully qualified for these
13 positions.

14 I'd like to show you just a couple of charts that
15 illustrate for the period of fiscal '94 what the results of
16 these selections have been.

17 Could I have the first chart, please?

18 [Slide.]

19 MS. NORRY: What you see here is the total
20 population, the total numbers of the categories who appear
21 on the best qualified list. This just simply means that
22 there were these numbers that showed up on the best
23 qualified list which is a total population of 160. Now, the
24 other thing to note is this applies to only 18 positions.
25 So, during the period of fiscal '94, we had only 18

1 selections, competitive selections for managerial 15s, SES
2 and SLS, which was considerably down, of course, from the
3 previous period.

4 May I have the next chart, please?

5 [Slide.]

6 MS. NORRY: What this shows is of the selections
7 that were made for these 18 positions, the numbers in each
8 category and the percentages. We've broken down there the
9 minority category.

10 May I have the next slide, please?

11 [Slide.]

12 MS. NORRY: Now, this slide shows you on those
13 positions for which the best qualified list had at least one
14 person out of these different groups on the list, in other
15 words the "opportunity to select" what the results were.
16 So, you see that in those cases, just to start with white
17 males, where there were -- there were 16 out of the 18 on
18 which white males appeared and nine of those resulted in the
19 selection of a white male. For white females it was 6 out
20 of 14 and for minorities it was three out of eight.

21 Now, to show you the details of those selections
22 on minorities, could I have the next slide, please?

23 [Slide.]

24 MS. NORRY: This is the last slide and it shows
25 the breakdown. In other words, in the first category, I

1 won't go through them all, but the African American male,
2 there were three certificates on which there was at least
3 one African American male and two of these selections
4 resulted in the selection of an African American male.

5 The only other thing I would say is that my
6 group -- I don't believe I told you the names of the group.
7 In addition to myself, it's Jesse Funches, Carl Paperiello,
8 Jim Blaha and Jose Calvo. We've discussed the same problem
9 that Jim Milhoan referred to earlier, which is that
10 obviously in the coming times when there will be fewer
11 opportunities it means there will be fewer opportunities for
12 all and there certainly will be fewer opportunities for
13 women and minorities as well. But we believe that it's
14 important to provide a continuing focus to ensure that these
15 principles are not lost and we intend to continue even at a
16 reduced level.

17 MR. MILHOAN: Mr. Chairman, that completes the
18 staff's presentations.

19 CHAIRMAN SELIN: I have just a couple of general
20 remarks to make.

21 One is I alluded to all this discussion that's
22 going on in Washington about affirmative action programs.
23 This is not an affirmative action program. We're not trying
24 to make up for prejudices or lack of opportunities in the
25 past. Our job is to get the maximum number of candidates

1 for the jobs because it's good for us and we just have to
2 break old habits in some cases. A 45-year-old white male
3 branch chief tends to hire a 44-year-old white male as a
4 deputy branch chief. It's just more comfortable and that's
5 what we're interested in changing. So, I just don't see
6 that any of this discussion about affirmative action
7 programs that's washing over Washington will have any impact
8 on these programs. We're trying to open up --

9 When I went to Yale as an undergraduate, it was
10 all male, 90 percent white and a pretty crummy place to go
11 to school. Now it's just a much better university because
12 the pool of candidates that come in is two and a half times
13 what it was then and you get better candidates in.

14 It's in our own interest to keep this program
15 going and I expect it will continue to go based on the hard
16 work of the people that are here, regardless of where this
17 sort of general discussion goes. So, I don't really see any
18 problem, but neither do I see any reason to let up on the
19 attention individual instinct that goes into the program.
20 It's good for us, it's good for the employees, it's good for
21 everybody that's concerned.

22 The second is I would like to stress the need for
23 openness, not just in the sense of transparency, but in the
24 sense of being sensitive to whether it's other cultures,
25 other groups, whether it's potential employees, people

1 already at NRC or people that are working outside the agency
2 from whom we have a lot to learn.

3 This is a great organization and can be an even
4 better organization. Its one bad habit is sort of we've
5 been doing it this way for 20 years, there's no reason to
6 change. That's really what we're trying to fight with with
7 this program.

8 I'd particularly like to recognize the committee
9 chairpersons that were at the table and, in fact, have
10 worked with these committees. I've appeared before a number
11 of them and sometimes in a business setting, sometimes in a
12 social setting. I'm sure they help in their main purpose,
13 which is to improve the efficiency of the organization and
14 the sensitivity of management to the special needs of
15 different groups. They also make this place a lot more fun
16 as a place to work and I'd like to recognize that as well.

17 Commissioner Rogers?

18 COMMISSIONER ROGERS: Well, yes. Just before we
19 leave Ms. Norry's presentation, I do see that -- and I know
20 that when you're dealing with small numbers it's always a
21 tricky business. Statistics fluctuate wildly when you only
22 have a few people. But I do -- and I don't really ask you
23 to really make a specific comment, but I would just continue
24 to look to see that the results as shown on the very last
25 slide are ones that we understand very well because I note

1 that the Asian Pacific male category had four was certified
2 and zero selections. We have had a concern about the
3 participation of Asian Pacific Americans in management
4 positions.

5 Without asking you to comment on that particular
6 process this time around, I do think it is something to look
7 at and to try to see whether there's some way that we might
8 begin to address any kind of problem that might assist us in
9 having results like that less obvious.

10 MR. MILHOAN: We agree. I think we do need to
11 take a look at that and see --

12 COMMISSIONER ROGERS: It kind of stands out like a
13 sore thumb. While we didn't hear any comments from the
14 Asian Pacific American group, I did read their presentation
15 and somehow this is an issue that I think we've got to try
16 to work harder on.

17 Otherwise, I think we've heard some very
18 interesting presentations. I was particularly pleased to
19 hear the Region I presentation. I think you've got a really
20 comprehensive program there and it sounds as if you've
21 covered just about every base you can think of. I commend
22 you for it. It sounds like an excellent, well thought out
23 program.

24 MR. KANE: Thank you. Appreciate those remarks.

25 CHAIRMAN SELIN: We have some plaques to give out.

1 MR. MILLER: Yes, sir, Mr. Chairman. Would you
2 officially though close the EEO briefing?

3 CHAIRMAN SELIN: It's closed.

4 [Whereupon, at 3:30 p.m., the meeting was
5 concluded.]

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CERTIFICATE

This is to certify that the attached description of a meeting of the U.S. Nuclear Regulatory Commission entitled:

TITLE OF MEETING: BRIEFING ON EEO PROGRAM - PUBLIC
MEETING

PLACE OF MEETING: Rockville, Maryland

DATE OF MEETING: Wednesday, April 19, 1995

was held as herein appears, is a true and accurate record of the meeting, and that this is the original transcript thereof taken stenographically by me, thereafter reduced to typewriting by me or under the direction of the court reporting company

Transcriber: Carol Lynch

Reporter: PETER LYNCH

CONGRATULATIONS TO THE FOLLOWING MEMBERS OF THE
EQUAL EMPLOYMENT OPPORTUNITY ADVISORY COMMITTEES

Please remain immediately after the EEO Commission Briefing for a short Award Ceremony in recognition of the NRC EEO Advisory Committee members. Please join the honorees for refreshments in Rooms 1F7/9 (across the hallway from the Commissioners' Hearing Room).

Affirmative Action Advisory Committee

Joseph Birmingham (Chairperson)
Peter Bloch
Pauline Brooks
C. E. (Gene) Carpenter
Monideep Dey
Dan Dorman
Chang Li
Joseph Wang
Deborah Jackson
Jay Ball
Rene Cesaro
Joan Higdon
Jeffrey Holmes
Serita Sanders
Elaine Toro

Committee on Age Discrimination

Howard Larson (Chairperson)
Thomas Bergman
Lawrence Vick
Marcel Harper
Lee Abramson
Juanita Beeson
Janette Copeland
William Jones
Polly Schofield
Patricia Campbell
Ronald Foulds
Neil Coleman
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Blacks In Government

Cardelia Maupin (President)
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Maria Lopez-Otin
Debra Reyes
Rocio Castaneira
Graham Johnson
Maria Schwartz
Robert De Priest
Jose Ibarra

EEO BRIEFING

April 19, 1995

AGENDA

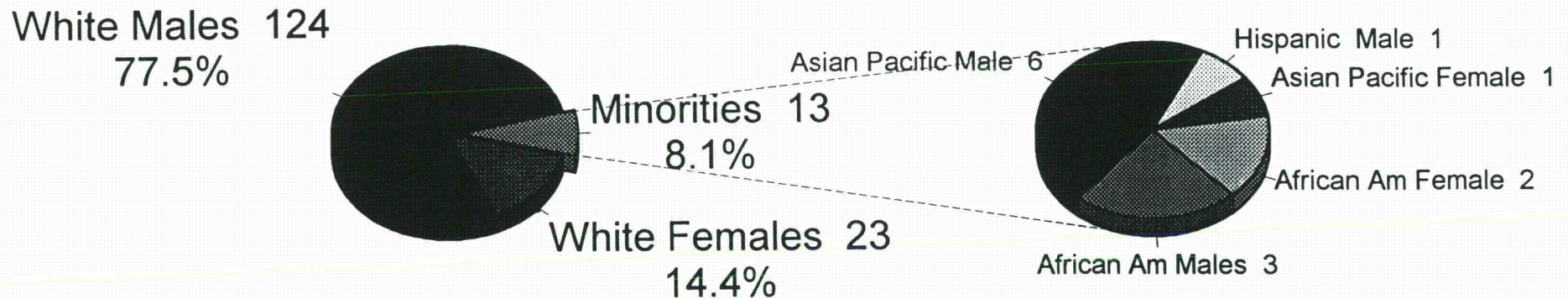
- **Introduction**
- **EDO Remarks**
- **EEO Program Highlights**
- **EEO Committee Highlights**
- **Office Directors/Regional Administrator
Remarks**
- **Executive Resources Board Review Group
Summary**

SIX FOCUS AREAS

- **Enhancing Opportunities for Recruiting Hispanic Employees**
- **Enhancing Opportunities for Recruiting Women and Minorities in Professional Positions**
- **Expanding the Pool of Women and Minorities Eligible for Supervisory, Managerial, Executive, and Senior Level Positions**
- **Enhancing Opportunities for Attracting, Developing, and Retaining Disabled Employees**
- **Providing Training and Development Opportunities**
- **Improving Communication and Evaluating Progress**

Distribution of BQL Population

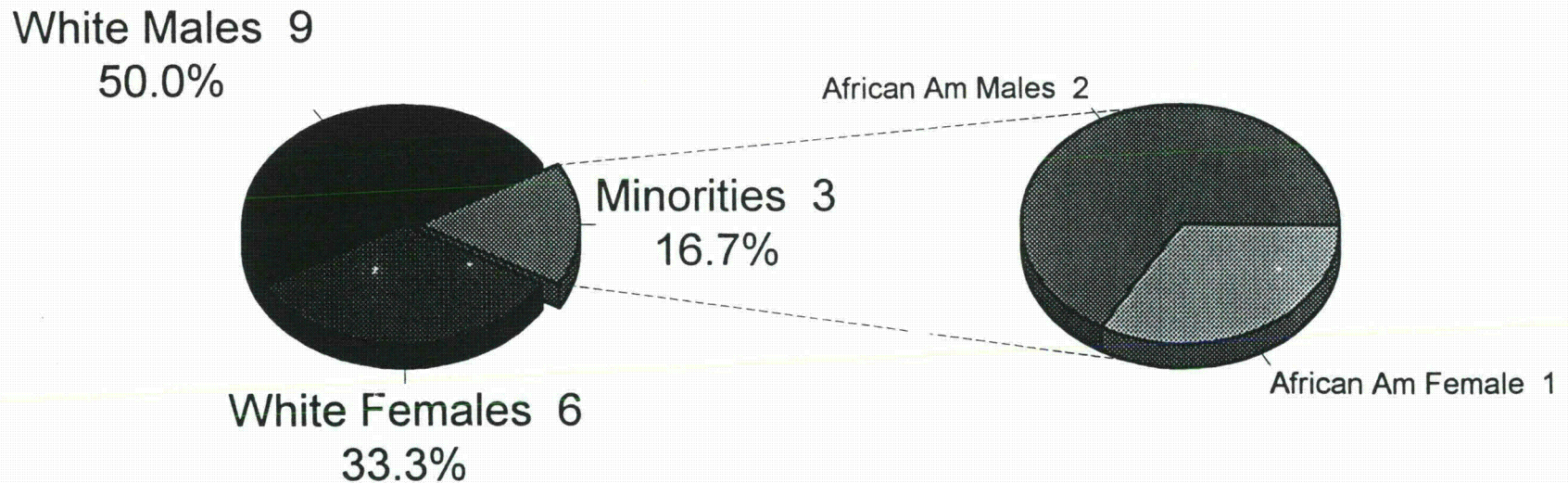
Total Population of 160



Data for 10/1/93 - 9/30/94

Distribution of Selections

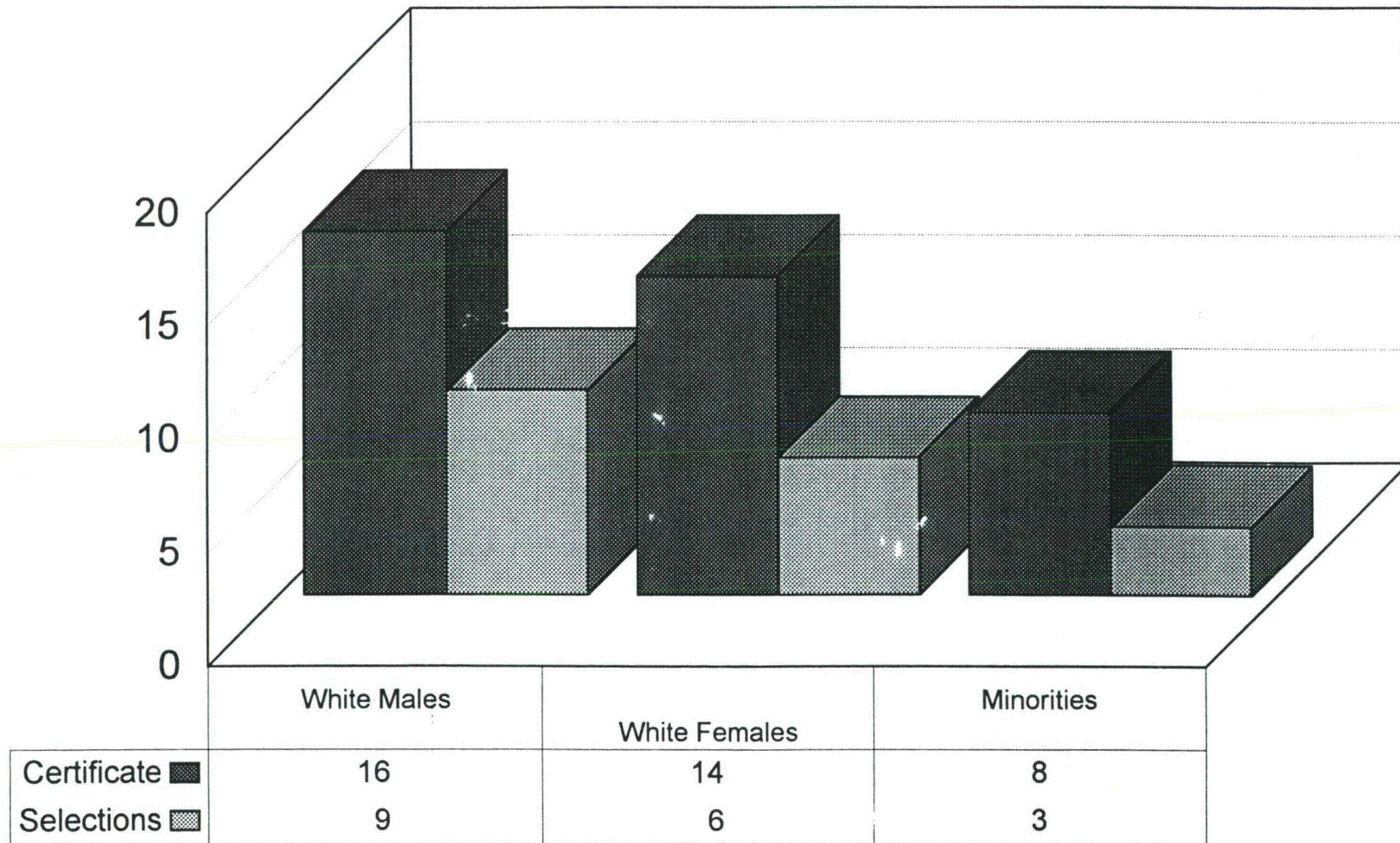
18 Selections Made



Data for 10/1/93 - 9/30/94

Distribution of Selections Based on the Opportunity to Select

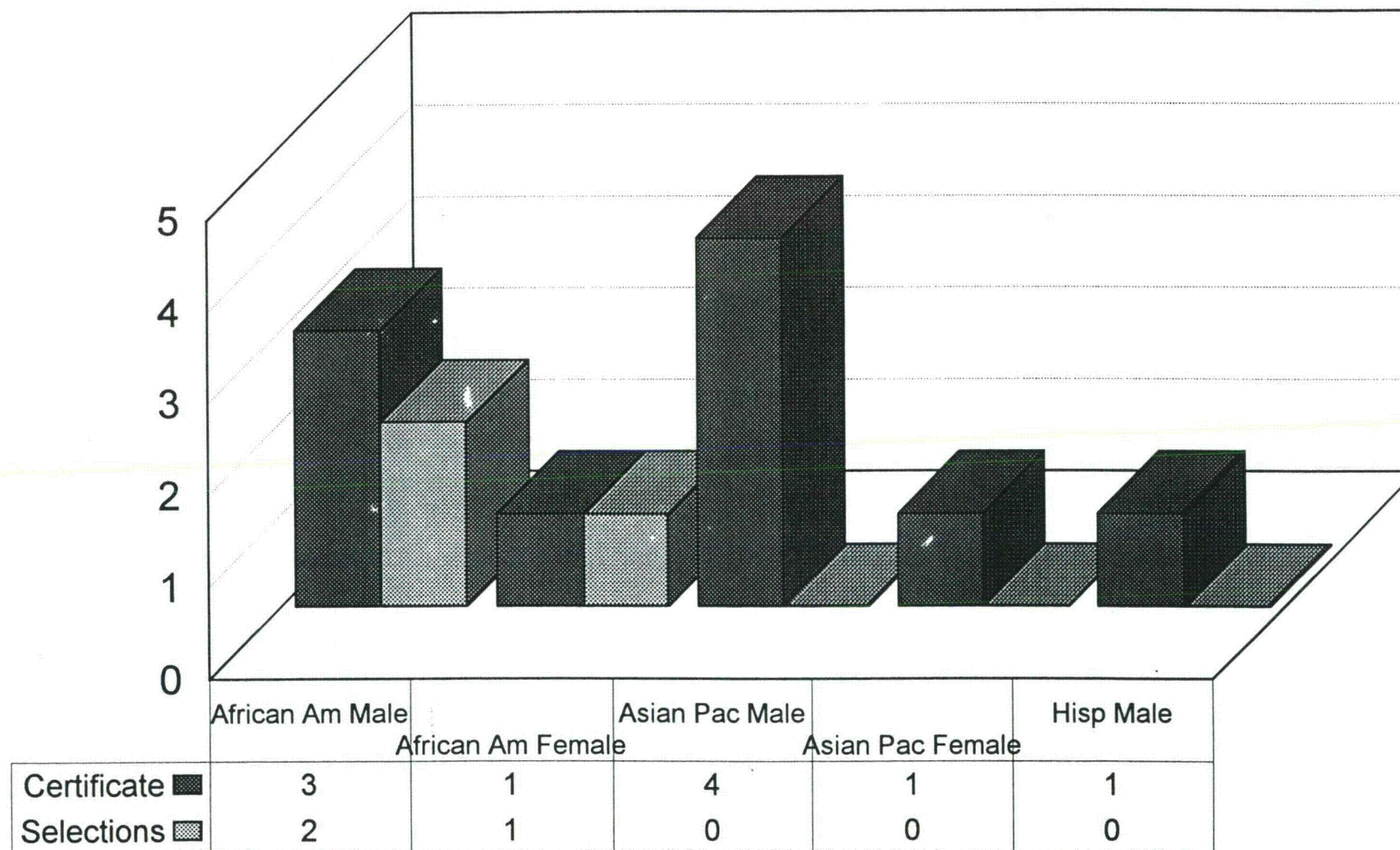
10/1/93- 9/30/94



An opportunity to select is defined as at least one white female or one minority member on a certificate.

Distribution of Selections Based on the Opportunity to Select

10/1/93- 9/30/94



An opportunity to select is defined as at least one white female or one minority member on a certificate.