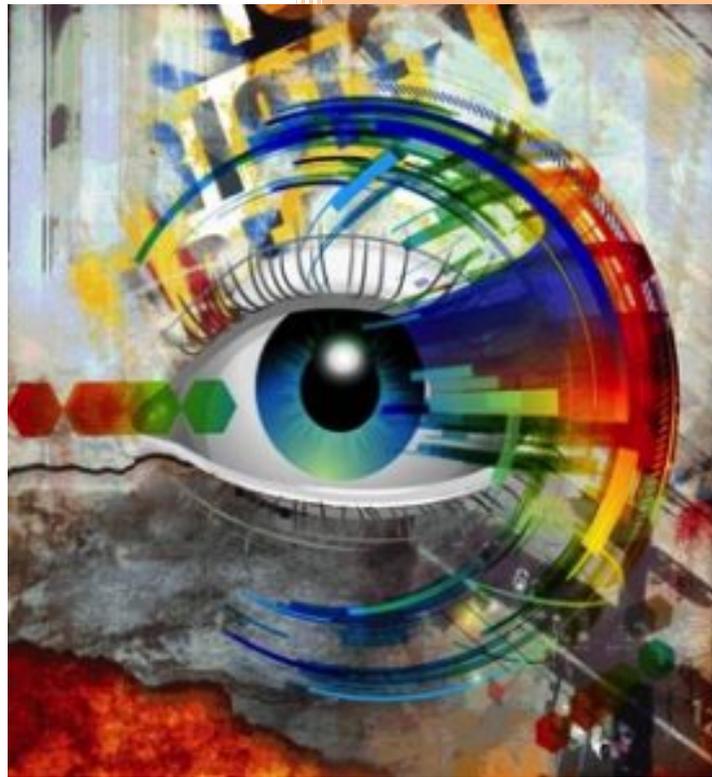


# Inclusive Diversity Strategic Plan Fiscal Years 2021-2026

*By law, the Federal Government's recruitment policies should "endeavor to achieve a work force from all segments of society," while avoiding discrimination for or against any employee or applicant on the basis of race, color, religion, sex (including pregnancy or gender identity), national origin, age, disability, sexual orientation, or any other prohibited basis (5 U.S.C. 2301(b)(1), 2302(b)). As the Nation's largest employer, the Federal Government has an obligation to lead by example. Seeking to attain a diverse, qualified workforce is a cornerstone of the merit-based civil service.*



*Our Nation derives strength from the diversity of its population and from its commitment to equal opportunity for all. We are at our best when we draw on the talents of all parts of our society, and our greatest accomplishments are achieved when diverse perspectives are brought to bear to overcome our greatest challenges.*

—President Obama,  
Executive Order 13583

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# A Message from the Executive Director for Operations

I am pleased to present the U.S. Nuclear Regulatory Commission's (NRC's) Inclusive Diversity Strategic Plan (IDSP) for fiscal years (FY) 2021–2026. The NRC considers the IDSP as a blueprint that links engagement of our employees and transformation of our organization to our safety and security objectives. The NRC's mission is to license and regulate the Nation's civilian use of radioactive materials to provide reasonable assurance of adequate protection of public health and safety, to promote the common defense and security, and to protect the environment. As we work to succeed in this mission, we will continue our commitment to diversity, equity, inclusion, and accessibility in all aspects of Agency operations. When we draw on the wisdom of a workforce that reflects the population we serve, we are better able to understand and meet the needs of our customers—the American people.

An ideal workforce is an inclusive workforce, supported by an Agency that draws on the creativity and innovation produced by employees with diverse backgrounds, perspectives, experiences, approaches, and thoughts. By considering diversity and inclusion in recruitment, hiring, promotion, advancement, and other selection activities, as well as developmental and training opportunities and inter-agency working groups, we position our workforce to effectively address the greatest challenges we face. We also strive to ensure that the NRC is regarded as an Agency that provides equal employment opportunity and serves as an employer of choice for a diverse workforce.

The FY 2021–2026 IDSP will guide the NRC as it competes for qualified talent in today's job market. It will also help us maintain our focus on proactive pursuit of a healthy organizational culture in which employees feel a sense of belonging, can bring their whole selves to work, and accomplish the NRC's mission in a high-trust environment. The IDSP will drive employee engagement and organizational transformation as the NRC continues to work toward a sustainable approach to inclusive diversity while fulfilling its safety and security responsibilities to protect the American people.

Margaret M. Doane  
Executive Director for Operations

## ACRONYMS AND ABBREVIATIONS

CDMP	Comprehensive Diversity Management Plan
CFR	<i>Code of Federal Regulations</i>
DIALOGUE	Diversity Inclusion Awareness—Leading Organizational Growth, Understanding, and Engagement
DMAC	Diversity Management Advisory Committee
DMIC	Diversity Management Inclusion Council
EEO	equal employment opportunity
EEOC	Equal Employment Opportunity Commission
ERG	employee resource group
FEORP	Federal Equal Opportunity Recruitment Program
FEVS	Federal Employee Viewpoint Survey
FOCSE	fair, open, cooperative, supportive, and empowering
FY	fiscal year
IDSP	Inclusive Diversity Strategic Plan
IQ	inclusion quotient
MD	management directive
MSI	Minority Serving Institution
MSP	merit system principle
NRC	U.S. Nuclear Regulatory Commission
OCHCO	Office of the Chief Human Capital Officer
OMB	Office of Management and Budget
OPM	Office of Personnel Management
POC	point of contact
RES	Office of Nuclear Regulatory Research
SBCR	Office of Small Business and Civil Rights
SCCS	Safety Culture and Climate Survey
SES	Senior Executive Service
UC	University Champion
U.S.C.	United States Code

# Diversity and Inclusion Policy Statement

**TO: ALL NRC Employees**

**SUBJECT: DIVERSITY AND INCLUSION POLICY STATEMENT**

This announcement is to convey my strongly held view that all employees at the Nuclear Regulatory Commission (NRC) must consider diversity and inclusion in Agency operations and maintain a work environment free from discriminatory harassment and intimidation. This announcement also serves as a reminder of the NRC's policy of ensuring that diversity, inclusion, and respect for every employee are integral parts of our day-to-day management and work. Executive Order 13583, "Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce," provides that the Federal Government serve as a model of equal opportunity. It is my expectation the NRC workforce uphold a strong commitment to equal opportunity for all employees and job applicants and that this expectation be communicated and supported by all members of the NRC.

The NRC's culture is based on fostering an open and collaborative work environment, such that all members of the workforce feel able to participate fully in carrying out the NRC's important regulatory responsibilities and to raise concerns without fear of reprisal or retaliation. The NRC is focusing on efforts to share the principles of diversity and inclusion through training and related activities intended to provide awareness of, and appreciation for, our colleagues' different backgrounds, experiences, cultures, and views. In order to fully accomplish our important safety and security mission and address the challenges we face, it is imperative that we not only encourage, but welcome, all views to be openly shared and considered as we make significant regulatory decisions.

As Chairman, I am committed to advancing the principles of diversity and inclusion throughout the NRC. I encourage all employees to [thoughtfully consider how to best support the NRC's Inclusive Diversity Strategic Plan](#). Thank you for upholding the ideals of selfless public service, for bringing your whole selves to work every day, and for everything you do in our steadfast mission to protect the American public.

Christopher T. Hanson  
Chairman

Management Directive Reference: MD 10.161, "[Civil Rights Program and Affirmative Employment and Diversity Management Program](#)," Handbook Section II, "Affirmative Employment and Diversity Management (AEDM) Program"

# Introduction

Diversity and inclusion are integral to the U.S. Nuclear Regulatory Commission's (NRC's) mission success. Staying competitive in today's global marketplace and economy requires an organizational culture and work environment, at all levels of the agency, where employees with varying perspectives, education levels, skills, life experiences, and backgrounds work together to achieve excellence and realize individual and organizational potential. In August 2011, President Obama issued Executive Order 13583, "Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce," which outlined a commitment to equal opportunity, diversity, and inclusion for the Federal Government and identified focused, collaborative actions for the Office of Personnel Management (OPM), the Office of Management and Budget (OMB), the Equal Employment Opportunity Commission (EEOC), and the President's Management Council, as well as separate actions for executive agencies.

The OPM issued Governmentwide Diversity and Inclusion Strategic Plans in 2011 and 2016, which identified Federal goals for agencies to work toward. The NRC drafted its 2011 and 2016 Inclusive Diversity Strategic Plans (IDSPs) consistent with the OPM's guidance. The NRC's FY 2021–2026 IDSP, building on its 2016 IDSP, provides a blueprint for linking the diversity and inclusion initiative to the agency's mission and enhancing organizational engagement and transformation. The IDSP also supports the provisions of the NRC's Diversity and Inclusion Policy Statement.<sup>1</sup>

## Defining Diversity, Inclusion, and Inclusive Diversity

The agency's definitions for diversity, inclusion, and inclusive diversity are the same as those in the Governmentwide Diversity and Inclusion Strategic Plans. The NRC defines workforce **diversity** as a collection of individual attributes that together help agencies pursue organizational objectives efficiently and effectively. The NRC defines **inclusion** as a set of behaviors (culture) that encourages employees to feel valued for their unique qualities and to experience a sense of belonging. The NRC defines **inclusive diversity** as a set of behaviors that include prescribing and adhering to policies, procedures, and practices that promote collaboration among a diverse group to achieve the agency's mission.

## The Value of Diversity and Inclusion for the NRC

### **Internal Drivers**

As the Nation's largest employer, the Federal Government has an obligation to lead by example. Seeking to attain a diverse, qualified workforce is a cornerstone of the merit-based civil service.<sup>2</sup> The best way to accomplish this is by promoting a culture of valuing differences. We know that the best workforce comprises individuals from different backgrounds who hold divergent viewpoints, and that workforce diversity, when fully used, leads to inclusion of more ideas and viewpoints, which in turn leads to more creativity and innovation. The bottom line is

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<sup>1</sup> See Yellow Announcement 20-0037 (date signed: May 18, 2020; expiration date: July 22, 2022).

<sup>2</sup> See Executive Order 13563, "Improving Regulation and Regulatory Review," in Volume 76 of the *Federal Register*, page 3821 (January 21, 2011).

that the NRC needs the best workforce to design creative and innovative technical solutions. The NRC must attract, use, and retain the best talent, which means it must create an organizational culture that welcomes employees with varying perspectives, education levels, skills, life experiences, and backgrounds. It also must create an inclusive work environment in which employees can achieve mission goals and realize individual and agency potential. The NRC should be an employer of choice for a diverse workforce and should effectively model equal employment opportunity (EEO).

## ***External Drivers***

The NRC, like all organizations, has a mission and a series of goals and objectives designed to help achieve it. The NRC's mission is to license and regulate the Nation's civilian use of radioactive materials to provide reasonable assurance of adequate protection of public health and safety, to promote the common defense and security, and to protect the environment. The agency's stakeholders include the U.S. Congress, other Government agencies, licensees, federally recognized Indian Tribes, the American public, and the international nuclear community—in a rapidly changing world.

The NRC has identified **resource availability** as an external factor that affects the agency's ability to meet its mission goals. The NRC recognizes that it needs a highly skilled, diverse workforce to carry out its regulatory oversight responsibilities, which include a wide range of complex technical duties and other activities worldwide, in collaboration with people from different backgrounds and cultures. The NRC's work is complex and requires the right mix of employees—highly skilled individuals from diverse backgrounds, who easily understand the views, values, and cultural beliefs of stakeholders throughout the United States and around the world.

The NRC also recognizes that its productivity depends on its employees' ability to communicate, interact, and coordinate day-to-day work activities with people across the globe (e.g., Tribal, domestic, foreign, and international governments; the nuclear industry; communities; special interest groups; and other stakeholders). The NRC's ability to hire a diverse workforce has an impact on bottom-line results. Specifically, the NRC needs skilled employees capable of working with diverse populations to maintain the high level of productivity needed to achieve the agency's mission goals: (1) to ensure the safe use of radioactive materials, while avoiding radiation exposures and releases of radioactive materials that harm people or the environment, and (2) to ensure the secure use of radioactive materials while preventing their use in a hostile manner.

The NRC's productivity will be substantially affected if the agency does not recruit and retain a diverse workforce capable of meeting these challenges. Therefore, an effective diversity and inclusion initiative is crucial to the NRC's effective and efficient use of its human resources to sustain productivity and fulfill its mission.

# Principles of a Successful Diversity and Inclusion Approach

## NRC Diversity and Inclusion Framework

The FY 2021–2026 IDSP is the centerpiece of the NRC’s diversity and inclusion initiative. It provides a solid foundation for fully integrating diversity and inclusion into the NRC’s mission and strategic decisionmaking and for developing strategies and initiatives at all agency levels. The IDSP is based on the following recognized principles:

- ***Demonstrated Leadership Commitment***
- ***Employee Engagement and Effective Communication***
- ***Optimization of Inclusive Diversity Efforts Using Data-Driven Approaches***
- ***Demonstrated Commitment to Community Partnerships***
- ***Continuous Diversity and Inclusion Cultural Competency Learning***
- ***Shared Accountability and Responsibility for Diversity and Inclusion***

The NRC has developed goals, strategies, and actions to implement these principles. Agency and office-level leadership, the Diversity Management Inclusion Council (DMIC), and other stakeholders will be able to expand upon these goals, strategies, and actions, as well as specify further mechanisms for implementing the principles. The broad nature of the principles upholds the NRC’s intent to obtain agencywide buyin for the IDSP and to allow offices latitude in incorporating the IDSP into their officecentered plans.

## Development of This Plan

During the implementation phase of the 2011 Governmentwide Plan, the OPM, EEOC, and OMB conducted a series of feedback assistance roundtables to generate ideas and design strategies and programs that would accelerate progress under the 2016 Governmentwide Plan.<sup>3</sup> The 2016 Governmentwide Plan outlined the second phase of implementation of Executive Order 13583. It included the following initiatives:

- a more robust system to analyze Governmentwide applicant flow data (postselection)
- a more detailed and streamlined reporting process for the Federal Equal Opportunity Recruitment Program (FEORP)

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<sup>3</sup> “Governmentwide Inclusive Diversity Strategic Plan, 2016,” published by the OPM, Diversity and Inclusion Office.

- efforts to enhance agency communication techniques
- a new approach to inclusion called the New Inclusion Quotient (IQ)
- use of the Governmentwide inclusive diversity dashboard
- an online virtual educational program that provides learning for Federal employees related to disability

The 2016 Governmentwide Plan also focused on raising awareness of the potential impact of cognitive bias on all stages of the employee life cycle and supporting a system that minimizes the impact of any such biases. Additionally, the 2016 Governmentwide Plan focused on optimizing inclusive diversity efforts by using data-driven approaches to influence day-to-day decisionmaking.

On November 30, 2016, the NRC issued the agency's 2016 IDSP, which had three key strategic goals: (1) diversify the NRC workforce through active engagement of leadership, (2) include and engage everyone in the workplace, and (3) optimize inclusive diversity efforts using data-driven approaches. The 2016 IDSP also specified that the agency should update its 2010 Comprehensive Diversity Management Plan (CDMP) to include supportive strategies and activities reflecting the new goals and priorities, and that the agency should implement these strategies and activities. The NRC's FY 2021–2026 IDSP builds on the 2016 IDSP, reflecting new requirements and key diversity and inclusion principles, goals, subgoals, strategic objectives, actions, measurements, and designated responsible officials and offices. It provides timelines to foster an agencywide sense of commitment and shared responsibility and accountability for achieving the NRC's diversity and inclusion goals. The IDSP is flexible enough to allow NRC offices to enhance or expand on its structure by adding goals and strategies that address their specific interests and concerns.

Pursuant to Executive Order 13583 and the OPM's instructional guidance, the NRC, like all Federal agencies, must designate the Chief Human Capital Officer as the official responsible for the employment and promotion (employee life-cycle process) goals of the Governmentwide Plans. In particular, the Chief Human Capital Officer, in collaboration with the agency's EEO Director and the Diversity and Inclusion Director, if any, is responsible for developing and implementing the agency-specific IDSP. Executive Order 13583 and OPM guidance require that the agency implement its IDSP, after incorporating it into the agency's human capital plan, and thereafter provide information as specified in the reporting requirements.

OPM guidance provides for the creation of a formal diversity and inclusion council with visible leadership involvement as well as a method for tracking the council's progress toward achieving items listed in the IDSP. Accordingly, in 2014, the NRC created the DMIC (see Appendix A for its operational structure), which is cochaired by the agency's Office of the Chief Human Capital Officer (OCHCO) and Office of Small Business and Civil Rights (SBCR). The DMIC has a charter and mission that align with the NRC's mission. The NRC continues to rely on support from the Diversity Management Advisory Committee (DMAC), the EEO advisory committees,<sup>4</sup>

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<sup>4</sup> The EEO advisory committees include the Advisory Committee for African Americans, the Advisory Committee for Employees with Disabilities, the Asian/Pacific American Advisory Committee, the NRC Pride Alliance Advisory Committee (NPAAC, formerly LGBT+), the Diversity Advisory Committee on Ageism, the Federal Women's Program Advisory Committee, the

affinity groups,<sup>5</sup> and the Veterans Employee Resource Group to help increase workplace inclusion.

The responsibility for achieving the FY 2021–2026 IDSP goals resides with all NRC employees, from the top down. With this in mind, the IDSP identifies specific responsibilities for certain officials and offices, the DMIC, and other stakeholders. The NRC recognizes that a substantial amount of participation will occur at the individual office level, while OCHCO will perform overarching activities such as key human resource functions (e.g., workforce planning), and SBCR will perform EEO-related functions (e.g., barrier analysis). The two lead offices will work collaboratively to effectively implement the IDSP.

In addition, the NRC has developed a “crosswalk” document (see Appendix B) to illustrate how the FY 2021–2026 IDSP aligns with the 2016 Governmentwide Plan; Federal merit system principles (MSPs); Title 29 of the *Code of Federal Regulations* (29 CFR) 1614.102, “Agency program”; and the six essential elements for a model EEO program, as described in Management Directive (MD)-715, “Section 717 of Title VII,” effective October 1, 2003.

## NRC Inclusive Diversity Strategic Plan Implementation

The FY 2021–2026 IDSP is the NRC’s blueprint for fully leveraging diversity in alignment with the agency’s 4-year mission strategic plan. The IDSP provides innovative agency guidelines and strategies designed to enhance the inclusiveness of the NRC work environments and further broaden the reach of education, recruitment, and small-business efforts.

Fostering an inclusive work environment and realizing the full potential of the NRC workforce requires the participation of everyone. Leaders, managers, and supervisors must employ effective management practices, continuously supplemented with diversity and inclusion change management tools. Employees are encouraged to play an active role in and be at the forefront of implementing the IDSP. Responsibility for achieving the goals in the IDSP resides with all of us. The IDSP identifies the officials and offices with primary responsibility for program implementation, while recognizing that commitment from NRC leadership is also essential.

### **Principle 1: Demonstrated Leadership Commitment**

**Goal:** The NRC works to diversify the agency’s workforce through active engagement of leadership.

#### **Strategies**

- 1.1 NRC leaders communicate the importance of inclusive diversity through their words and actions. Agency senior leadership inspires and encourages all levels of leadership and employees by recognizing efforts to improve diversity and inclusion.

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Hispanic Employment Program Advisory Committee, and the Native American Advisory Committee.

<sup>5</sup> The affinity groups are Blacks in Government and the NRC Technical Women’s Network.

- 1.2 Managers and supervisors take responsibility for their management of programs and activities and expect to be held accountable.

## **Principle 2: Employee Engagement and Effective Communication**

**Goal:** The NRC fosters a culture that encourages employees to feel valued and to experience a sense of belonging, engagement, and connection to the mission of the agency.

### **Strategies**

- 2.1 Leaders use a wide range of workplace policies, programs, systems, techniques and practices, and communication tools to involve employees as participants in and responsible agents of diversity, mutual respect, and inclusion.
- 2.2 Managers and supervisors assess business processes and take appropriate action to promote teamwork, collaboration, cross-functional operations, and transparency, deconstructing organizational silos that lead to exclusive cultures and flawed decisionmaking.

## **Principle 3: Optimization of Inclusive Diversity Efforts Using Data-Driven Approaches**

**Goal:** The NRC uses data-driven approaches to optimize policies, processes, and programs that drive inclusive diversity efforts and support the agency's mission.

### **Strategies**

- 3.1 The NRC creates a diverse, high-performing workforce by using data-driven approaches that allow recruitment efforts to cast the broadest net possible. The agency upholds MSPs.
- 3.2 The NRC fosters its diverse, high-performing workforce by using data-driven approaches in decisionmaking related to career development and advancement.
- 3.3 The NRC uses data-driven approaches to establish performance metrics.
- 3.4 The NRC uses data-driven approaches to assess employee engagement and inclusion perceptions in order to maintain overall accountability and support diversity and inclusion efforts.
- 3.5 Managers and supervisors develop an NRC dashboard of diversity and inclusion metrics to be annually reviewed and routinely discussed throughout the year. The diversity and inclusion dashboard is a Federal Government-specific tool created to provide agencies with demographic data about hiring, group attrition, and other factors.

## **Principle 4: Demonstrated Commitment to Community Partnerships**

**Goal:** The NRC actively partners and builds constructive relationships with other Federal agencies, educational institutions, public-private entities, community-based organizations, small businesses, professional associations, and other stakeholders to ensure that a wide variety of communities participate in the agency's programs, activities, and career and funding opportunities.

### **Strategies**

- 4.1 The NRC establishes community partnerships to ensure diversity and inclusion in its workforce and business pipelines. The NRC's educational partnership programs enhance its ability to recruit effectively from all EEO groups and across generations; foster continuity in knowledge, skills, and abilities as employees retire; recruit more minorities and women to compete for technical positions within the fields of science, technology, engineering, and mathematics; and recruit more minorities and women to compete for Senior Executive Service (SES) positions. The NRC also creates community partnerships to ensure that women-owned and small businesses participate in NRC contracting activities.
- 4.2 The NRC's outreach and recruitment efforts include a focus on community partners for recruitment of mission-critical employees as determined by strategic workforce planning. The NRC conducts recruitment efforts at the national, regional, and local levels.

## **Principle 5: Continuous Diversity and Inclusion Cultural Competency Learning**

**Goal:** The NRC has an ongoing program to ensure that all employees have the basic skill sets to model behaviors reflecting the principles of diversity and inclusion.

### **Strategies**

- 5.1 The NRC uses cultural competency learning to increase employee engagement.
- 5.2 The NRC uses cultural competency learning and training to achieve organizational transformation.
- 5.3 The NRC provides affirmative employment, EEO, and diversity management training to promote equality, fairness, and equity in the workplace, while complying with applicable civil rights regulations.

## **Principle 6: Shared Accountability and Responsibility for Diversity and Inclusion**

**Goal:** The expectation, communicated at the highest levels, is that diversity and inclusion are responsibilities shared among all managers, supervisors, and employees.

## Strategies

- 6.1 The NRC has established diversity and inclusion goals, objectives, and measurements in its performance and accountability infrastructure.
- 6.2 Performance requirements for NRC managers and supervisors reflect diversity and inclusion standards.
- 6.3 Employee performance evaluations and award incentives recognize employees' support of and participation in EEO and diversity and inclusion initiatives.

## Primary Offices, Actions, Measurements, and Timeframes

<b>Principle 1: Demonstrated Leadership Commitment</b>
<b>Goal:</b> The NRC works to diversify the agency's workforce through active engagement of leadership.

Strategy 1.1	Lead Offices/Officials
NRC leaders communicate the importance of inclusive diversity through their words and actions. Agency senior leadership inspires and encourages all levels of leadership and employees by recognizing efforts to improve diversity and inclusion.	Chairman and Commissioners, Executive Director for Operations (EDO), and NRC managers and supervisors.
Actions and Measurements	Timeframe for Implementation
The Chairman issues a diversity and inclusion policy statement separate from the agency's EEO policy.	Initial diversity and inclusion policy issued 05/18/2020. Policy reminder issued annually.
Leadership conveys that diversity and inclusion are critical to mission success. This is demonstrated through the agency's Mission Strategic Plan, performance planning, messaging, and behaviors reflecting the principles of diversity and inclusion.	Mission Strategic Plan, FY 2022–2026. Ongoing monitoring and analysis. Quarterly check-in with point of contact (POC). SBCR review of NRC offices' semiannual CDMP reports. Annual reports to external oversight agencies (e.g., report for MD-715 (policy guidance from EEOC to Federal agencies for use in establishing and maintaining effective EEO programs) to EEOC; FEORP report to OPM).
Managers and supervisors develop, revise, and effectively implement the agency's IDSP, which requires tracking of IDSP diversity and inclusion measures through various data collections (e.g., the CDMP, Federal	Drafting of IDSP 07/2020–10/2020. IDSP vetting and concurrence 12/2020. Rollout by 1/2021. Ongoing monitoring and analysis. Quarterly POC check-in. SBCR review of NRC offices' semiannual CDMP reports.

Employee Viewpoint Survey (FEVS), and Safety Culture Climate Survey (SCCS)) to help identify office-level efforts, progress, issues, and outcomes.	Annual reports to external oversight agencies (e.g., MD-715 report to EEOC; FEORP report to OPM).
Managers and supervisors assess the agency's progress in giving all employees opportunities for career development and growth, training, advancement, and promotions, as well as providing awards and recognition to a diverse cross-section of the workforce. This requires objectively evaluating the representation of EEO groups and women in NRC programs and activities, and accurately reporting findings to senior leadership, office management, and NRC body at the mid-year human capital briefing, at the year-end EEO briefing to the Commission, and as requested.	Quarterly assessment of progress (every 3 months). Quarterly POC check-in. Mid-year briefing (every 6 months). Year-end briefing (every 12 months).

<b>Strategy 1.2</b>	<b>Lead Offices/Officials</b>
Managers and supervisors take responsibility for their management of programs and activities and expect to be held accountable.	Chairman and Commissioners, EDO, and NRC leadership, managers, and supervisors.
<b>Actions and Measurements</b>	<b>Timeframe for Implementation</b>
The NRC develops elements and standards for SES, managers, and supervisors to evaluate their support of and participation in EEO and diversity and inclusion initiatives.	Ongoing.
At the office level (headquarters and regions), offices operationalize the FY 2021–2026 IDSP through office implementation plans. These include office-level monitoring and tracking of diversity and inclusion efforts, progress, process improvements, and performance results. Offices report diversity and inclusion efforts and outcomes as part of their semiannual CDMP reports to SBCR.	Drafting of IDSP 07/2020–10/2020. IDSP vetting and concurrence 12/2020. Rollout by 1/2021. Ongoing monitoring and analysis. Quarterly POC check-in. SBCR review of NRC offices' semiannual CDMP report. Annual reports to external oversight agencies (e.g., MD-715 report to EEOC; FEORP report to OPM).
Managers and supervisors review a wide range of policies, programs, systems, and techniques to identify initiatives that should be enhanced and improved. This review covers diversity, inclusion, and engagement elements in supervisory performance plans; consideration of employee resource groups (ERGs); mentoring and coaching; and inclusive diversity training.	Ongoing monitoring and analysis. Quarterly POC check-in. SBCR review of NRC offices' semiannual CDMP reports.
Managers and supervisors conduct regular meetings focused on diversity and inclusion topics. SBCR, the DMIC, the DMAC, or other	Ongoing monitoring and analysis. Quarterly POC check-in. SBCR review of NRC offices' semiannual CDMP reports.

designated representatives present or report on IDSP implementation, issues, progress, outcomes, and overall status, either at meetings focused on the IDSP, or as appropriate during other types of meetings.	
Leaders inspire and recognize excellence related to diversity and inclusion. They evaluate outcomes across NRC offices to ensure diversity, inclusion, and equality of opportunity at the NRC.	Ongoing.
Leaders benchmark other organizations, including Federal agencies, public-private entities, and academic institutions.	Ongoing.

**Principle 2: Employee Engagement and Effective Communication**  
**Goal:** The NRC fosters a culture that encourages employees to feel valued and to experience a sense of belonging, engagement, and connection to the mission of the agency.

<b>Strategy 2.1</b>	<b>Lead Offices/Officials</b>
Leaders use a wide range of workplace policies, programs, systems, techniques and practices, and communication tools to involve employees as participants in and responsible agents of diversity, mutual respect, and inclusion.	SBCR, OCHCO, and DMIC.
<b>Actions and Measurements</b>	<b>Timeframe for Implementation</b>
OPM guidance provides for the creation of a formal diversity and inclusion council (e.g., including communication plans, execution strategies, and training) with visible leadership involvement. The NRC created a DMIC and conducts periodic reviews and assessments of the DMIC to determine its effectiveness in implementing the IDSP.	Ongoing.
The NRC provides guidance and support and encourages employee participation in EEO advisory groups, the DMIC, the DMAC, affinity groups, ERGs, and similar groups.	SBCR reviews and monitors managerial and supervisory actions through data collections (e.g., CDMP reports), POC check-ins, employee feedback, and EEO complaints.
The NRC evaluates employee participation in the cited groups and employees' level of access to agency leadership top-down.	Ongoing.
The NRC fosters a culture of inclusion and engagement by employing culture change strategies. Managers and supervisors engage in behaviors associated with the FOCSE (fair, open, cooperative, supportive, and empowering) habits, which are measured by the FEVS Engagement Index and the IQ.	Ongoing.

<p>Managers and supervisors participate in employee listening sessions and provide training for all employees on cultural competency, implicit bias and microinequities, awareness, and inclusive learning. The NRC continues its Diversity Inclusion Awareness—Leading Organizational Growth, Understanding, and Engagement (DIALOGUE) program and sponsors or supports ambassadors from past cohorts as change agents.</p>	
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<b>Strategy 2.2</b>	<b>Lead Offices/Officials</b>
<p>Managers and supervisors assess business processes and take appropriate action to promote teamwork, collaboration, cross-functional operations, and transparency, deconstructing organizational silos that lead to exclusive cultures and flawed decisionmaking.</p>	<p>EDO and NRC leadership, managers, and supervisors.</p>
<b>Actions and Measurements</b>	<b>Timeframe for Implementation</b>
<p>The NRC ensures that employees have the opportunity to be heard and receive feedback, and that they have appropriate access to critical information. It also ensures that diverse ideas and viewpoints are respected, valued, and encouraged. It monitors employee feedback and identifies employee perceptions through surveys, focus group feedback, and other data collections, such as CDMP reports. The NRC measures levels of employee engagement and empowerment across the agency. It takes appropriate corrective action, observes changes to organizational structures and business processes, and reports outcomes in the CDMP reports submitted to SBCR.</p>	<p>Ongoing.</p>
<p>The agency reports findings on employee engagement to senior leadership, NRC office leadership, and external oversight agencies through data collections such as the annual MD-715 report. The NRC provides progress reports and performance outcomes to offices and senior management at the mid-year human capital briefing, at the annual EEO briefing to the Commission, and as otherwise requested.</p>	<p>Periodic reviews. Mid-year briefing (every 6 months). Year-end briefing (every 12 months).</p>
<p>The agency provides opportunities to enhance diversity across all NRC career paths.</p>	<p>Ongoing.</p>

**Principle 3: Optimization of Inclusive Diversity Efforts Using Data-Driven Approaches**

**Goal:** The NRC uses data-driven approaches to optimize policies, processes, and programs that drive inclusive diversity efforts and support the agency’s mission.

<b>Strategy 3.1</b>	<b>Lead Offices/Officials</b>
The NRC creates a diverse, high-performing workforce by using data-driven approaches that allow recruitment efforts to cast the broadest net possible. The agency upholds MSPs.	SBCR, OCHCO, NRC offices, and NRC hiring officials and managers.
<b>Actions and Measurements</b>	<b>Timeframe for Implementation</b>
The NRC uses data-driven approaches to recruitment, including analyzing applicant flow data; educating hiring managers; designing fair and effective strategies for competitive recruitment and examination for the career SES that cast the broadest net possible and that apply merit principles; using applicable special hiring authorities (e.g., Schedule A authority for individuals with certain disabilities, veteran-hiring authorities) as supplements to competitive hiring processes; partnering with diverse organizations and institutions to recruit from all segments of society and to generate cognitive diversity (differing thoughts); and conducting a review of potential implicit biases within the organization.	Ongoing.

<b>Strategy 3.2</b>	<b>Lead Offices/Officials</b>
The NRC fosters its diverse, high-performing workforce by using data-driven approaches in decisionmaking related to career development and advancement.	SBCR, OCHCO, NRC offices, and NRC hiring officials and managers.
<b>Actions and Measurements</b>	<b>Timeframe for Implementation</b>
The NRC uses data-driven approaches for decisions related to promotion opportunities and career development, including analyzing applicant flow data; developing career enhancement opportunities; using appropriate collaborative practices and social media technologies; and collaborating with special emphasis program managers, affinity groups, and ERGs.	Ongoing.

<b>Strategy 3.3</b>	<b>Lead Offices/Officials</b>
The NRC uses data-driven approaches to establish performance metrics.	Senior leadership, SBCR, OCHCO, and DMIC.

<b>Actions and Measurements</b>	<b>Timeframe for Implementation</b>
The NRC collects relevant performance data to maintain awareness of the agency's diversity and inclusion status. It collaborates with other agencies and the Diversity and Inclusion in Government Council to create models for analyzing performance metrics in conjunction with diversity and inclusion metrics.	Ongoing.

<b>Strategy 3.4</b>	<b>Lead Offices/Officials</b>
The NRC uses data-driven approaches to assess employee engagement and inclusion perceptions in order to maintain overall accountability and support diversity and inclusion efforts.	SBCR, OCHCO, DMIC, DMAC, EEO advisory committees, affinity groups, ERGs, and all NRC offices.

<b>Actions and Measurements</b>	<b>Timeframe for Implementation</b>
The NRC obtains accurate and complete workforce data from sources such as the FEVS (which includes OPM's New IQ, a set of change management tools); climate assessment surveys; exit interview data; grievance data; SBCR workforce data analysis; and the Engagement Index. The IQ supplements the FEVS Inclusion Index; it measures the five FOCSE habits to determine the level of inclusion in a work environment. Managers and supervisors are trained on usage of data to effect organizational changes related to diversity and inclusion.	Ongoing.

<b>Strategy 3.5</b>	<b>Lead Offices/Officials</b>
Managers and supervisors develop an NRC dashboard of diversity and inclusion metrics to be annually reviewed and routinely discussed throughout the year. The diversity and inclusion dashboard is a Federal Government-specific tool created to provide agencies with demographic data about hiring, group attrition, and other factors.	NRC offices with guidance from SBCR.

<b>Actions and Measurements</b>	<b>Timeframe for Implementation</b>
SBCR provides guidance to offices on developing metrics. NRC offices develop their metrics and establish schedules for monitoring progress, making adjustments, holding quarterly check-ins with SBCR, and reporting performance results in their semiannual CDMP reports.	Develop diversity and inclusion metrics by 12/31/2021. Rollout in second quarter of FY 2022. Quarterly POC check-ins. Annual reviews (every 12 months).

**Principle 4: Demonstrated Commitment to Community Partnerships**

**Goal:** The NRC actively partners and builds constructive relationships with other Federal agencies, educational institutions, public-private entities, community-based organizations, small businesses, professional associations, and other stakeholders to ensure that a wide variety of communities participate in the agency’s programs, activities, and career and funding opportunities.

<b>Strategy 4.1</b>	<b>Lead Offices/Officials</b>
<p>The NRC establishes community partnerships to ensure diversity and inclusion in its workforce and business pipelines. The NRC’s educational partnership programs enhance the agency’s ability to recruit effectively from all EEO groups and across generations; foster continuity in knowledge, skills, and abilities as employees retire; recruit more minorities and women to compete for technical positions within the fields of science, technology, engineering, and mathematics; and recruit more minorities and women to compete for SES positions. The NRC also creates community partnerships to ensure that women-owned and small businesses participate in NRC contracting activities.</p>	<p>SBCR, OCHCO, Office of Nuclear Regulatory Research (RES), Office of the General Counsel, and other program offices conducting educational partnership investment programs.</p>
<b>Actions and Measurements</b>	<b>Timeframe for Implementation</b>
<p>The NRC ensures that students participating in its training, career development, and placement programs include those from Minority Serving Institutions (MSIs) and underserved and underrepresented populations. The NRC reviews recruitment and applicant flow data to assess the effectiveness of its recruitment and outreach efforts and applicant selections, provide input on future efforts, and identify any triggers or barriers.</p>	<p>Ongoing.</p>
<p>The Small Business Program conducts outreach and counsels MSIs and minorities on doing business with the NRC. The agency awards contracts to MSIs and minorities.</p>	<p>Ongoing.</p>
<p>OCHCO hosts the NRC’s outreach and recruitment efforts and internal Web page. OCHCO administers the agency’s University Champions (UCs) Program, under which hiring officials and management-level representatives maintain a high level of NRC presence on university campuses. The UCs communicate the NRC’s mission, needed</p>	<p>Ongoing.</p>

disciplines and skills, job openings, and developments related to nuclear safety and security. SBCR reviews, monitors, and participates in pre- and post-recruitment activities to ensure inclusion of MSIs and other groups; it also concurs on the agency's annual recruitment schedule. SBCR coordinates efforts with the UCs to ensure inclusion of MSIs and other EEO groups in their campus outreach efforts.	
SBCR routinely examines recruitment activities to determine potential barriers to EEO through tracked sources (e.g., recruitment schedules, CDMP reports, and workforce data tables) and continuously monitors the NRC's recruitment and outreach efforts.	As appropriate and when warranted, the NRC measures the number of applicants determined to be qualified and compares them to the number selected.

<b>Strategy 4.2</b>	<b>Lead Offices/Officials</b>
The NRC's outreach and recruitment efforts include a focus on community partners for recruitment of mission-critical employees as determined by strategic workforce planning. The NRC conducts recruitment efforts at the national, regional, and local levels.	SBCR, OCHCO, RES, Office of the General Counsel, and other program offices conducting educational partnership investment programs.
<b>Actions and Measurements</b>	<b>Timeframe for Implementation</b>
The agency will participate at the community level with other employers, with schools and universities and with other public and private groups in cooperative action to improve education and employment opportunities and community conditions that affect employability. This involves activities that include recruitment outreach/strategies related to NRC's training, development and career placement programs (e.g. summer hires, Nuclear Regulator Apprenticeship Network, Honor Law Graduate Program, Co-op Program).	Ongoing.
SBCR will examine and identify barriers related to recruitment efforts to certain colleges and enrollment in NRC educational investment programs (e.g., apprenticeship, Co-Op, Summer hire, non-competitive entry level hiring). SBCR will monitor NRC training and placement programs to ensure that apprenticeship programs, co-op programs, student internships and fellowship programs have diverse pipelines to draw candidates from all segments of society. SBCR will	As appropriate and when warranted, the NRC measures the number of applicants determined to be qualified and compares them to the number selected.

<p>monitor and coordinate efforts with RES grant staff related to the Pre-award grants administration processes including issuance of Funding Opportunity Announcement, application process, panel review evaluations, grantee selections, grant awards to ensure fairness, equality of opportunity and a level playing related to issuance of Federal grant funds.</p>	
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**Principle 5: Continuous Diversity and Inclusion**  
**Cultural Competency Learning**

**Goal:** The NRC has an ongoing program to ensure that all employees have the basic skill sets to model behaviors reflecting the principles of diversity and inclusion.

<b>Strategy 5.1</b>	<b>Lead Offices/Officials</b>
The NRC uses cultural competency learning to increase employee engagement.	Cultural Transformation Initiative Team, SBCR, OCHCO, DMIC, DMAC, EEO advisory groups, affinity groups, ERGs, and other stakeholders.
<b>Actions and Measurements</b>	<b>Timeframe for Implementation</b>
The NRC uses surveys (e.g., cultural climate surveys, SCCS, FEVS) and other instruments to determine NRC employees’ perception of diversity and inclusion within the organization. The agency measures components of cultural competence for gap analysis.	Ongoing (SCCS). Organizational Culture and Effectiveness Surveys were conducted and feedback provided to agency and employees, 03/2020–05/2020.

<b>Strategy 5.2</b>	<b>Lead Offices/Officials</b>
The NRC uses cultural competency learning and training to achieve organizational transformation.	SBCR, OCHCO, DMIC, DMAC, EEO advisory committees, affinity groups, ERGs, and all NRC offices.
<b>Actions and Measurements</b>	<b>Timeframe for Implementation</b>
The NRC provides employees with training related to affirmative employment and diversity and inclusion initiatives (e.g., their goals, objectives, and benefits); the IDSP; cultural competency; awareness; inclusive learning; the potential impact of implicit bias and microinequities; roles and responsibilities; change agent tools; compliance requirements; using data for decisionmaking; and the crosswalk between diversity and inclusion and applicable regulations and Executive orders.	Ongoing.

<b>Strategy 5.3</b>	<b>Lead Offices/Officials</b>
The NRC provides affirmative employment, EEO, and diversity management training to promote equality, fairness, and equity in the workplace, while complying with applicable civil rights regulations.	SBCR and OCHCO
<b>Actions and Measurements</b>	<b>Timeframe for Implementation</b>
The NRC uses a wide range of communication strategies and tools to support diversity and inclusion initiatives, including providing diversity and inclusion training to identify implicit and unconscious bias. The NRC conducts barrier analysis to identify red flags and eliminate barriers that inhibit inclusive diversity efforts.	Ongoing. Year 1 (2021): Onboarding encouraged. Year 2 (2022): Change evident from increases in agency-level FEVS Engagement Index and IQ. Year 3 (2023): Significant changes. Year 4 (2024): Ideal status reached, maintained by sustainable effort levels.
The NRC provides mandatory annual and refresher formalized EEO and diversity management training for managers and supervisors; leadership symposiums; and summits, conferences, and other events. Office leadership engages in office-specific diversity and inclusion training initiatives and activities. SBCR, OCHCO, the DMIC, the DMAC, EEO advisory committees, affinity groups, and other stakeholders provide agencywide training, events, workshops, lunch-n-learns, presentations at all-hands meetings, cultural events, guest speakers, forums, and other activities.	Ongoing. Year 1 (2021): Onboarding encouraged. Year 2 (2022): Change evident from increases in agency-level FEVS Engagement Index and IQ. Year 3 (2023): Significant changes. Year 4 (2024): Ideal status reached, maintained by sustainable effort levels.

**Principle 6: Shared Accountability and Responsibility for Diversity and Inclusion**

**Goal:** The NRC has organizational objectives on diversity and inclusion, and the criteria for evaluating managers’ and supervisors’ performance reflect these objectives. OCHCO directs that employees’ performance ratings should acknowledge employee participation in EEO and diversity and inclusion initiatives. The expectation, communicated at the highest levels, is that diversity and inclusion are responsibilities shared among all managers, supervisors, and employees.

<b>Strategy 6.1</b>	<b>Lead Offices/Officials</b>
The NRC has established diversity and inclusion goals, objectives, and measurements in its performance and accountability infrastructure.	OCHCO, SBCR, and NRC offices.
<b>Actions and Measurements</b>	<b>Timeframe for Implementation</b>
NRC annual performance and accountability plans and reports include IDSP and annual goals, as well as accomplishments toward	Ongoing/annual.

completion of goals listed in the NRC Performance and Accountability Report.	
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<b>Strategy 6.2</b>	<b>Lead Offices/Officials</b>
Performance requirements for NRC managers and supervisors reflect diversity and inclusion standards.	Ongoing, mid-year, and during annual evaluations.
<b>Actions and Measurements</b>	<b>Timeframe for Implementation</b>
Performance evaluations for senior leadership, SES/Senior Level Service, supervisors, and managers are tied to successful support of and participation in EEO and diversity and inclusion initiatives.	Ongoing.

<b>Strategy 6.3</b>	<b>Lead Offices/Officials</b>
Employee performance evaluations and award incentives recognize employees' support of and participation in EEO and diversity and inclusion initiatives.	Ongoing, mid-year, and during annual evaluations.
<b>Actions and Measurements</b>	<b>Timeframe for Implementation</b>
Employees' performance evaluations acknowledge their support of and participation in EEO and diversity and inclusion initiatives.	Ongoing/annual.
Employees receive recognition and performance awards for their contributions to EEO and diversity and inclusion initiatives.	Ongoing/annual.

# APPENDIX A—Diversity Management and Inclusion Council Operational Structure

<b>Deputy Director, SBCR—Cochair</b>	
<b>Associate Director for Human Resources Operations and Policy, OCHCO—Cochair</b>	
<b>Voting Members</b>	<b>Advisors (Nonvoting)</b>
Deputy Director, SBCR	Staff, Office of the General Counsel
Deputy Chief Human Capital Officer (vacant), OCHCO	Staff, Office of the General Counsel
Program Manager, Affirmative Employment and Diversity Management Program	Staff, OCHCO
Member, Advisory Committee for African Americans	Staff, SBCR
Member, Advisory Committee for Employees with Disabilities	Program Manager, Special Emphasis Program
Member, NRC Pride Alliance Advisory Committee	Member, National Treasury Employees Union
Member, Asian/Pacific American Advisory Committee	Member, National Treasury Employees Union
Member, Diversity Advisory Committee on Ageism	
Member, Federal Women’s Program Advisory Committee	
Member, Hispanic Employment Program Advisory Committee	
Member, Native American Advisory Committee	
Member, Veterans Employee Resource Group	
Member, Human Capital Council	
Member, Human Capital Council	
Member, OCHCO	
Staff, Region I	

# APPENDIX B—Diversity and Inclusion Crosswalk

Governmentwide Diversity and Inclusion Strategic Plan	NRC FY 2021–2026 IDSP	MSPs, 5 U.S.C. 2301(b)	29 CFR 1614.102	MD-715 Essential Elements of Model EEO Program <sup>6</sup>
<p><b>Key Goal 1: Diversify the workforce.</b></p> <p><b>Priority Strategy 1.1:</b> Use a wide range of communication strategies and tools that demonstrate support for diversity and inclusion initiatives.</p>	<p><b>PRINCIPLE 1: DEMONSTRATED LEADERSHIP COMMITMENT</b></p> <p><b>Goal 1:</b> The NRC works to diversify the agency’s workforce through active engagement of leadership.</p> <p><b>Priority Strategy 1.2:</b> Managers and supervisors take responsibility for their management of programs and activities and expect to be held accountable.</p>		<p>(a)(5) [Each agency shall] review, evaluate and control managerial and supervisory performance in such a manner as to insure a continuing affirmative application and vigorous enforcement of the policy of equal opportunity, and provide orientation, training and advice to managers and supervisors to assure their understanding and implementation of the equal employment opportunity policy and program.</p>	<p><b>Element A—Demonstrated commitment from agency leadership:</b> The agency assesses and ensures EEO principles are part of its culture.</p> <p><b>Element B—Integration of EEO into the agency’s strategic mission:</b> The agency requires rating officials to evaluate the performance of managers and supervisors based on their efforts to (among other things) ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees.</p> <p><b>Element B—Integration of EEO into the agency’s strategic mission:</b> The agency must administer an effective special emphasis program and coordinate its implementation with senior managers.</p> <p><b>Element F—Responsiveness and legal compliance:</b> The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.</p>
<p><b>Key Goal 1: Diversify the workforce.</b></p>	<p><b>Priority Strategy 1.1:</b> NRC leaders communicate the</p>		<p>(a)(3) [Each agency shall] conduct a continuing</p>	<p><b>Element A—Demonstrated commitment from agency leadership:</b> EEO covers all personnel/employment</p>

<sup>6</sup> This section explains the elements necessary to create and maintain the model EEO program as described in MD-715. When establishing a model EEO program, an agency should incorporate into the design a structure for effective management, accountability, and self-analysis, which will ensure program success and compliance with MD-715. Agency personnel programs and policies should be evaluated regularly to ascertain whether such programs have any barriers that limit or restrict opportunities for equitable competition in the workplace.

Governmentwide Diversity and Inclusion Strategic Plan	NRC FY 2021–2026 IDSP	MSPs, 5 U.S.C. 2301(b)	29 CFR 1614.102	MD-715 Essential Elements of Model EEO Program <sup>6</sup>
<p><b>Priority Strategy 1.2:</b> Leaders shall review the wide range of policies, programs, systems, and techniques to determine initiatives that should be enhanced and improved.</p>	<p>importance of inclusive diversity through their words and actions. Agency senior leadership inspires and encourages all levels of leadership and employees by recognizing efforts to improve diversity and inclusion.</p>		<p>campaign to eradicate every form of prejudice or discrimination from the agency's personnel policies, practices and working conditions.</p>	<p>programs, management practices, and decisions, including, but not limited to, recruitment/hiring, merit promotion, transfer, reassignments, training and career development, benefits, and separation.</p> <p><b>Element B—Integration of EEO into the agency's strategic mission:</b> The agency's strategic plan must reference EEO/diversity and inclusion principles.</p> <p><b>Element D—Proactive prevention of unlawful discrimination:</b> The agency must identify triggers and eliminate barriers that impede free and open competition in the workplace. The agency must conduct a self-assessment to identify areas where barriers may exclude certain groups and to develop strategic plans to eliminate identified barriers.</p>
<p><b>Key Goal 1: Diversify the workforce.</b></p> <p><b>Priority Strategy 1.3:</b> Attract leaders from diverse sources, consistent with MSPs, through strategic partnerships with affinity organizations, diverse postsecondary educational institutions, professional associations, and public, private, and nonprofit sectors.</p>	<p><b>PRINCIPLE 4: DEMONSTRATED COMMITMENT TO COMMUNITY PARTNERSHIPS</b></p> <p><b>Goal 4:</b> The NRC actively partners and builds constructive relationships with other Federal agencies, educational institutions, public-private entities, community-based organizations, small businesses, professional associations, and other stakeholders to ensure that a wide variety of communities participate in the</p>	<p><b>MSP 1:</b> Recruitment should be from qualified individuals from appropriate sources in an endeavor to achieve a workforce from all segments of society, and selection and advancement should be determined solely on the basis of relative ability, knowledge, and skills, after fair and open competition</p>	<p>(a)(13) [Each agency shall] participate at the community level with other employers, with schools and universities and with other public and private groups in cooperative action to improve employment opportunities and community conditions that affect employability.</p>	

Governmentwide Diversity and Inclusion Strategic Plan	NRC FY 2021–2026 IDSP	MSPs, 5 U.S.C. 2301(b)	29 CFR 1614.102	MD-715 Essential Elements of Model EEO Program <sup>6</sup>
	<p>agency’s programs, activities, and career and funding opportunities.<sup>7</sup></p> <p><b>Priority Strategy 4.1:</b> The NRC establishes community partnerships to ensure diversity and inclusion in its workforce and business pipelines.</p> <p><b>Priority Strategy 4.2:</b> The NRC’s outreach and recruitment efforts include a focus on community partners for recruitment of mission-critical employees such as engineers, scientists, and security professionals.</p>	<p>which assures that all receive equal opportunity.</p> <p><b>MSP 2:</b> All employees and applicants for employment should receive fair and equitable treatment in all aspects of personnel management without regard to political affiliation, race, color, religion, national origin, sex, marital status, age, or handicapping condition, and with proper regard for their privacy and constitutional rights.</p> <p><b>MSP 5:</b> The Federal workforce should be used efficiently and effectively.</p>		
<b>Key Goal 2: Include and engage everyone in the workforce.</b>	<b>PRINCIPLE 2: EMPLOYEE ENGAGEMENT AND EFFECTIVE COMMUNICATION</b>	<b>MSP 7:</b> Employees should be provided effective	(a)(11) [Each agency shall] provide the maximum feasible opportunity to	<b>Element B—Integration of EEO into the agency’s strategic mission:</b> The agency must recruit, hire, develop, and retain

<sup>7</sup> The NRC engages in extensive outreach and partnerships with educational institutions (e.g., prekindergarten-level through postgraduate-level institutions, trade schools) to support academic achievement and produce a skilled, diverse workforce. The NRC also conducts career development and placement programs, including the Summer Hire Program, Co-op Program, Honor Law Graduate Program, Nuclear Regulator Apprenticeship Network Program, Minority Serving Institutions Program, and Integrated University Program. The Integrated University Program issues grants annually to support colleges, universities, and trade schools that conduct NRC mission-focused programs geared toward students, graduates, and faculty or toward building institutions or program infrastructure.

Governmentwide Diversity and Inclusion Strategic Plan	NRC FY 2021–2026 IDSP	MSPs, 5 U.S.C. 2301(b)	29 CFR 1614.102	MD-715 Essential Elements of Model EEO Program <sup>6</sup>
<p><b>Priority Strategy 2.1:</b> Foster a culture of inclusion and engagement by employing culture change strategies such as the New Inclusion Quotient (New IQ) Initiative and Diversity and Inclusion Dialogues, etc. Provide training and education on cultural competency, implicit bias awareness, and inclusion learning for all employees.</p> <p><b>Priority Strategy 2.2:</b> Assess, redesign, and reengineer organizational structures and business processes to promote teamwork, collaboration, cross-functional operations, and transparency; and to deconstruct organizational siloes that lead to exclusive cultures and to flawed decision-making.</p>	<p><b>Goal 2:</b> The NRC fosters a culture that encourages employees to feel valued and to experience a sense of belonging, engagement, and connection to the mission of the agency.</p> <p><b>Priority Strategy 2.1:</b> Leaders use a wide range of workplace policies, programs, systems, techniques and practices, and communication tools to involve employees as participants in and responsible agents of diversity, mutual respect, and inclusion.</p> <p><b>Priority Strategy 2.2:</b> Managers and supervisors assess business processes and take appropriate action to promote teamwork, collaboration, cross-functional operations, transparency, deconstructing organizational silos that lead to exclusive cultures and flawed decisionmaking.</p>	<p>education and training in cases in which such education and training would result in better organizational and individual performance.</p>	<p>employees to enhance their skills through on-the-job training, work-study programs and other training measures so that they may perform at their highest potential and advance in accordance with their abilities.</p>	<p>supervisors and managers who have effective managerial, communications, and interpersonal skills.</p>
<p><b>Key Goal 3: Optimize inclusive diversity efforts using data-driven approaches.</b></p> <p><b>Priority Strategy 3.1:</b> Create a diverse, high-</p>	<p><b>PRINCIPLE 3: OPTIMIZATION OF INCLUSIVE DIVERSITY EFFORTS USING DATA-DRIVEN APPROACHES</b></p> <p><b>Priority Strategy 3.1:</b> The NRC creates a</p>	<p>MSP 1 (referenced above)</p>		<p><b>Element A—Demonstrated commitment from agency leadership:</b> The agency uses climate assessment surveys (e.g., the FEVS) to monitor the perception of EEO principles and support of diversity and inclusion principles within the workforce.</p>

Governmentwide Diversity and Inclusion Strategic Plan	NRC FY 2021–2026 IDSP	MSPs, 5 U.S.C. 2301(b)	29 CFR 1614.102	MD-715 Essential Elements of Model EEO Program <sup>6</sup>
<p>performing workforce, utilizing data-driven approaches to recruitment, including analyzing applicant flow data; educating hiring managers; designing fair and effective recruitment and examining strategies for competitive examining and examining for the career SES that cast the broadest net possible and apply merit principles; utilizing applicable special hiring authorities (e.g., Schedule A authority for individuals with certain disabilities, veterans hiring authorities, etc.) as supplements to competitive hiring processes; partnering with diverse organizations and institutions to help recruitment draw from all segments of society, and generate cognitive diversity; and conducting a review of potential implicit biases within the organization.</p> <p><b>Priority Strategy 3.2:</b> Foster a diverse, high-performing workforce by utilizing data-</p>	<p>diverse, high-performing workforce by using data-driven approaches that allow recruitment efforts to cast the broadest net possible. The agency upholds MSPs.</p> <p><b>Priority Strategy 3.2:</b> The NRC fosters its diverse, high-performing workforce by using data-driven approaches in decisionmaking related to career development and advancement.</p> <p><b>Priority Strategy 3.3:</b> The NRC uses data-driven approaches to establish performance metrics.</p> <p><b>Priority Strategy 3.4:</b> The NRC uses data-driven approaches to assess employee engagement and inclusion perceptions in order to maintain overall accountability and support diversity and inclusion efforts.</p>			<p><b>Element C—Management and program accountability:</b> SBCR provides management/supervisory officials with regular EEO updates, including complaints and workforce data summaries, legal updates, barrier analysis plans, and special emphasis updates.</p> <p><b>Element C—Management and program accountability:</b> SBCR has access to accurate and complete workforce data and other types of requested data, e.g., exit interview data, climate assessment surveys, and grievance data.</p> <p><b>Element B—Integration of EEO into the agency's strategic mission:</b> SBCR must be able to maintain accurate data collection and analysis systems involving EEO complaints, workforce demographics, and applicant flow data; conduct a thorough barrier analysis of its workforce; and conduct effective audits of the EEO program in field offices.</p> <p><b>Element D—Proactive prevention of unlawful discrimination:</b> The agency must regularly use a variety of information to investigate whether triggers exist. (e.g. workforce data, complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union feedback, program evaluations, special emphasis programs, and/or</p>

Governmentwide Diversity and Inclusion Strategic Plan	NRC FY 2021–2026 IDSP	MSPs, 5 U.S.C. 2301(b)	29 CFR 1614.102	MD-715 Essential Elements of Model EEO Program <sup>6</sup>
<p>driven approaches to promotion opportunities and career development, including analyzing applicant flow data; developing career enhancement opportunities; utilizing appropriate collaborative practices and social media technologies; and collaborating with Special Emphasis Program Managers, affinity groups, and employee resource groups.</p> <p><b>Priority Strategy 3.3:</b> Collect relevant performance data to establish a business case for diversity and inclusion for the agency; collaborate with other agencies and the Diversity and Inclusion in Government (DIG) Council to create models for analyzing performance metrics in correlation with diversity and inclusion metrics.</p>				<p>external special interest groups).</p> <p><b>Element E—Efficiency:</b> The agency must have systems in place to accurately collect, monitor, and analyze complaint data, employee demographic data, applicant flow data, recruitment activities, reasonable accommodation requests, and allegations of harassment.</p>

# APPENDIX C—Reserved for Comprehensive Diversity Management Plan Template

**Office of (Name)**  
**Comprehensive Diversity Management**  
**Activities and Objectives**  
**FY 20XX (Mid-Year/Final) Report**

## **❖ Target Area 1: Diversify the Federal Workforce through Active Engagement of Leadership**

NRC leaders will continue to attract, recruit, retain, and cultivate diverse leaders by communicating, accounting for, and modeling inclusive diversity behaviors that attract and reflect the broad diversity of American society.

**Examples of Activities/Best practices Supporting Target Area:**

1. Leadership and management participate in initiatives for diversity, inclusion and engagement, e.g. employee resource/affinity groups, mentoring and DIALOGUE.
2. Leadership encouragement of active membership in Advisory Committees and Employee Resource and Affinity organizations, e.g. ACAA, ACED, APAAC, DACA, FWPAC, HEPAC, ACLGBT, NAAC, VERG, NTWN, BIG, GLOBE
3. Provide employees access to diversity and inclusion training and education.
4. Leadership complete and periodically refresh their 360-degree assessment (Office of Personnel Management via the PDC).
5. Leadership create and conduct Focus Groups to provide an opportunity for staff and management to work collaboratively to solve issues and office processes.
6. Managers evaluate and adjust staff work assignments to provide opportunities for skill depth in needed areas and support employee growth.
7. Management participate in flash mentoring events.
8. Management pursue organization training, e.g. Speed of Trust, Diversity and Inclusion, and workplace civility (anti-harassment).
9. Create an office diversity and inclusion council with visible leadership involvement.

<u>Annual Planned Activities or Objectives</u>	<b>Reporting Period – FY20XX October 1, 20XX – September 30, 20XX Accomplishments and/or progress:</b>	<b>Objective satisfied? Carried forward to next reporting period?</b>
Leaders review and find specific initiatives for diversity, inclusion and engagement, such as participation in employee resource groups, mentoring and coaching and D&I training; and leaders providing resources and support to identify and overcome barriers inhibiting inclusive diversity efforts.	<ol style="list-style-type: none"> <li>1. Management regularly holds open door drop ins for staff to discuss any issues of concern, or barriers inhibiting inclusive diversity, and encourages branch management to hold open door drop-ins.</li> <li>2. Branch chiefs have an undefined open-door policy for staff to discuss any issues of concern.</li> <li>3. DEX holds monthly All Hands Meetings.</li> <li>4. Division management and Branch Chiefs are actively involved in mentoring and coaching staff including minority staff members, which includes providing resources and support to identify and overcome barriers inhibiting inclusive diversity efforts.</li> <li>5. Management support staff member on external rotations.</li> <li>6. Management supports staff participation in SBCR advisory committees.</li> </ol>	Activities ongoing.
Managers evaluate and adjust staff work assignments to provide opportunities for skill depth in needed areas and support employee growth.	Branch Chiefs adjusted staff work assignments to allow staff member time to prepare for qualification boards and to support rotations.	Activity ongoing.

## ❖ Target Area 2: Include and Engage Everyone in the Workplace

Intensify efforts to foster a culture that encourages collaboration, flexibility, and fairness to enable employees to contribute to their full potential, feel valued for their unique qualities and experience a sense of belonging, engagement, and connection to the mission of the agency.

### **Examples of Activities/Best practices Supporting Target Area:**

1. Support supervisory and non-supervisory staff participation in DIALOGUE.
2. Implement Speed of “Trust Huddles”.
3. Provide opportunities for management “listening” sessions, where staff are encouraged to attend and share workplace issues with the Safety Culture Team.
4. Establish a learning group to promote learning, knowledge exchange, and development within the work unit.
5. Develop a “Meet Your Colleagues” program to highlight employees with similar duties or within the same work unit and communicate who they are and their roles and responsibilities to the rest of office.
6. Establish a Peer Recognition Committee for the staff to acknowledge their peers who have completed extraordinary activities for the office.
7. Organize an “Act of Kindness” initiative within the office which highlighted random acts of kindness committed by anonymous staff members. Design the initiative to encourage other coworkers to participate in Acts of Kindness throughout the office and promote inclusive activities.
8. Encourage participation in SBCR/DMAC-sponsored Diversity Day celebration, Lunch and Learns, book club discussions, CFC Campaign, and/or other charitable campaigns.
9. Employ a town hall format for division, branch, or counterpart meetings to facilitate interaction.

<u>Annual Planned Activities or Objectives</u>	<b>Reporting Period – FY20XX October 1, 20XX – September 30, 20XX Accomplishments and/or progress:</b>	<b>Objective satisfied? Carried forward to next reporting period?</b>
Support Participation and Engagement in Divisional Issues	<ol style="list-style-type: none"> <li>1. Branch chiefs conduct weekly branch meetings and provides its diverse staff opportunities to provide views on a variety of topics relevant to safety, project management and work processes identified by individual staff members.</li> <li>2. Monthly divisional meetings are held to promote staff engagement.</li> </ol>	Activities ongoing.
Management, peer recognition	<ol style="list-style-type: none"> <li>1. Timely recognition/acknowledgement of staff’s hard work or idea within in DEX via the division’s DEXterity Award.</li> <li>2. DEX staff members nominated peers for NRR’s Employee of the Month award to give recognition to their colleagues for above and beyond accomplishments.</li> <li>3. DEX staff members receiving external awards are recognized at division all hands meetings.</li> </ol>	Activities ongoing.
Encourage staff participation in Lunch and Learns, CFC campaign, or other diversity/charitable campaigns	Division management is highly supportive of staff involvement/attendance to diversity activities.	Activity is ongoing.

### **Target Area 3: Optimize Inclusive Diversity Efforts Using Data-Driven Approaches**

Intensify efforts to create and foster diverse, high-performing workforces, utilizing data-driven approaches and optimizing policies, processes, and programs to drive inclusive diversity efforts and accomplish NRC’s mission.

**Examples of Activities/Best practices Supporting Target Area:**

1. Conduct analysis of current staffing critical skills gaps (Strategic Workforce Planning).
2. Review and analyze feedback from FEVs, Safety Culture Climate Survey and other surveys, as applicable for the five inclusive habits of Fairness, Openness, Cooperativeness, Supportiveness and Empowerment (FOCSE) to identify areas for improvement and develop action plans.
3. Provide diversity and inclusion data through an SBCR Office Assessment.

<u>Annual Planned Activities or Objectives</u>	<b>Reporting Period – FY20XX October 1, 20XX – September 30, 20XX Accomplishments and/or progress:</b>	<b>Objective satisfied? Carried forward to next reporting period?</b>
Conduct analysis of current staffing critical skills gaps (Strategic Workforce Planning).	Management compiled a listing of staff skill sets for Strategic Workforce Planning to determine opportunities for enhanced staff development, i.e. supporting cross training.	Activity ongoing.
Review and analyze feedback from FEVs, Safety Culture Climate Survey and other surveys, as applicable for the five inclusive habits of Fairness, Openness, Cooperativeness, Supportiveness and Empowerment (FOCSE) to identify areas for improvement and develop action plans.	DEX is encouraging and promoting staff participation in FEVS.	Activity ongoing.

## ❖ Target Area 4: Promoting Fairness, Empowerment and Respect

Develop, enhance, and encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and further retention.

### **Examples of Activities/Best practices Supporting Target Area:**

1. Hold quarterly brown-bag sessions with the Officer Director/Regional Administrator or Division Director to provide an informal setting for staff to hear about current issues, offer feedback, and voice concerns.
2. Conduct one-on-one sessions with staff to obtain feedback on the work environment, learn about career goals, discuss areas for improvement and identify present and future challenges.
3. Increase self-awareness of unconscious-bias, utilizing various diversity and inclusion tools, exercises and diagnostics, e.g. DIALOGUE, Privilege Walk, and the Implicit Association Test (IAT).
4. Schedule "No Email Mornings/Afternoons" to promote greater connection within the community, encouraging face-to-face or two-way communication with coworkers.
5. Hold Office/Regional luncheons, Celebrations, and retreats to facilitate team building.
6. Adopt Small Acts of Inclusion to acknowledge and recognize employee contributions.
7. Demonstrate Leadership Model behaviors to acknowledge, understand, and consider diverse points of view and alternative thoughts in decision-making.

<u>Annual Planned Activities or Objectives</u>	<b>Reporting Period – FY20XX October 1, 20XX – September 30, 20XX Accomplishments and/or progress:</b>	<b>Objective satisfied? Carried forward to next reporting period?</b>
Increase staff awareness of unconscious bias, utilizing various diversity and inclusion tools, exercises and diagnostics.	SES management have a one-hour open door time set aside weekly.	Activity is ongoing.
Conduct one-on-one sessions with staff to obtain feedback on the work environment, learn about career goals, discuss areas for improvement and identify present and future challenges.	<ol style="list-style-type: none"> <li>1. Managers encourage the establishment of baseline professional development goals and Individual Development Plans (IDP) during mid-year and year end reviews.</li> <li>2. Managers promote staff active engagement in seeking career opportunities within the Division and throughout the NRC.</li> <li>3. Branch Chief conducts biweekly one-on-one sessions with all staff members to discuss workload, performance feedback, and career growth.</li> <li>4. DEX Management conducts biweekly one-on-one sessions with branch chiefs, senior level advisors, technical assistant, and administrative assistants to discuss workload, performance feedback, and career growth.</li> </ol>	Activities ongoing.
Hold Division retreats and other events to facilitate team building.	<ol style="list-style-type: none"> <li>1. Division held an all-day retreat.</li> <li>2. DEX held a management retreat, summarized the outcome of the retreat, and shared the results with staff.</li> </ol>	Activities ongoing.

## ❖ Target Area 5: Hiring and Recruitment

Recruit from a diverse, qualified group of potential applicants to secure a high-performing diverse workforce at all levels, including the hiring of veterans and persons with disabilities.

**Examples of Activities/Best practices Supporting Target Area:**

1. Conduct analysis of current staffing critical skills gaps (SWP) and determine external hiring needs including entry level in support of succession planning.
2. Coordinate with other NRC offices and the Regions to identify opportunities for lateral assignments.
3. Conduct activities to support knowledge management and knowledge transfer, including: internal and external training, qualification activities, and participation in Leadership Development Programs.
4. Participate or leverage the University Champions program to establish and maintain relationships with institutions of Higher education including Minority Serving Institutions and those focused on persons with disabilities, for current and future recruitment.
5. Establish and maintain contacts with organizations, programs, and resources that identify applicants who are eligible to be appointed under hiring authorities that take disabilities into account;
6. Become familiar with and utilize alternative hiring authorities in considering Minority Serving Institution Program and Integrated University Program grant recipients (e.g. Summer Hires, Co-Ops, and entry-level positions).

<u>Annual Planned Activities or Objectives</u>	<b>Reporting Period – FY20XX October 1, 20XX – September 30, 20XX Accomplishments and/or progress:</b>	<b>Objective satisfied? Carried forward to next reporting period?</b>
Support diverse hiring and recruitment.	DEX has hired three NRAN participants of diverse backgrounds.	Activity ongoing.
Conduct analysis of current staffing critical skills gaps (SWP) and determine external hiring needs including entry level in support of succession planning.	<ol style="list-style-type: none"> <li>1. Branch Chief created the rotating training structure to ensure sustainability of the branch review capacity in the license renewal and new reactor areas and increase knowledge transfer for staff.</li> <li>2. Division management participated in the Strategic Workforce Development Initiative.</li> </ol>	Activity ongoing.

## ❖ Target Area 6: Advancement and Development

Cultivate a culture that encourages collaboration, flexibility, and fairness that supports diverse qualified employees in senior and managerial positions.

### Examples of Activities/Best practices Supporting Target Area:

1. Require branch chiefs to hold encourage discussion (year-round, including mid-year and end-of-year appraisal time) between staff and supervisors with the intent to encourage potential participants for developmental programs (Leaders at all Levels Certificate Program, Aspiring Leaders Certificate Program, and Senior Executive Service Candidate Development Program).
2. Encourage and assist employees in preparing Individual Development Plans and their participation in career planning seminar and events sponsored by advisory committees, Resource and affinity groups.
3. Support rotations, details and lateral assignments that will promote personal and professional growth and exposure to all parts of the agency.
4. Encourage training to maintain technical expertise, communication and interpersonal skills, briefing skills, strategic thinking, problem solving, etc.
5. 6. Support staff in participating in personal and organizational development programs such as the Aspiring Leadership Program, CXO Fellowships, and the [White House Leadership Development Program \(WHLDP\)](#), as well as collateral duty assignments such as the EEO Counselor Cadre and Advisory Committees.
6. Identify opportunities for training and mentoring programs for employees, including people with disabilities, to reach the senior grade levels.

<u>Annual Planned Activities or Objectives</u>	<b>Reporting Period – FY20XX October 1, 20XX – September 30, 20XX Accomplishments and/or progress:</b>	<b>Objective satisfied? Carried forward to next reporting period?</b>
Encourage employees’ use of IDPs.	Division Management and Branch Chiefs continuously encourages the use and discussion of career goals and Individual Development Plans during biweekly one-on-one meetings, and mid- and end-of-the-year performance discussions. Approximately 60% of Office staff have IDPs	Activity ongoing.
Support rotations, details and lateral assignments that will promote personal and professional growth and exposure to all parts of the agency.	1.Branch Chiefs supported rotations in and out of their branches. All these opportunities expanded the breadth and depth of the staff participating in the rotations. 2. Division Management supported rotations for staff members including Acting Branch Chief and Technical Assistant opportunities, and rotations on various working groups. 3. Division Management supported lateral reassignments into areas of the agency needing additional support to accomplish work responsibilities	

## Target Area 7: Retention

Develop and retain diverse employees by promoting an environment that values differences. Cultivate a culture that encourages collaboration, flexibility, and fairness to further employee retention.

**Examples of Activities/Best practices Supporting Target Area:**

1. Identify and recognize staff who are part of EEO ACs, EEO Counselors, Executive Sponsors, and their participation and attendance in Special Emphasis Program events.
2. Engage DIALOGUE “Ambassadors” in organizational culture initiatives that promulgate SOT and Leadership Model behaviors.
3. Ensure new employees are assigned an ambassador and encouraged to seek a mentor.
4. Support and maintain contact with military personnel that have been recalled to active duty.
5. Acknowledge and develop creative solutions in removing impediments and providing reasonable accommodations for employees with disabilities.
6. Encourage, recognize and nurture new ideas and provide support to staff in implementing new ideas.

<u>Annual Planned Activities or Objectives</u>	<b>Reporting Period – FY20XX October 1, 20XX – September 30, 20XX Accomplishments and/or progress:</b>	<b>Objective satisfied? Carried forward to next reporting period?</b>
Encourage employee innovation	DEX management encourages staff for Employee of the Month nominations within the office.	Activity ongoing.