

January 27, 1997

**FOR:** The Commissioners

**FROM:** Hugh L. Thompson, Jr. /s/  
Acting Executive Director for Operations

**SUBJECT:** EQUAL EMPLOYMENT OPPORTUNITY (EEO) BRIEFING

**PURPOSE:**

To inform the Commission of the status of the Equal Employment Opportunity (EEO) Program at the NRC.

**BACKGROUND:**

The Energy Reorganization Act of 1974, as amended, requires the NRC's Executive Director for Operations (EDO) to report to the Commission at semi-annual public meetings on the problems, progress, and status of the Commission's equal employment opportunity efforts. In preparation for this next meeting on February 20, 1997, I asked the staff to provide the Commission with an information paper on FY 1996 EEO data and issues, and the status of ongoing activities. This paper is supported by four attachments.

**DISCUSSION:**

On November 26, 1991, in NRC AFFIRMATIVE ACTION (SECY-91-382), the staff informed the Commission of its strategy for achieving the Agency's affirmative action objectives. Since that time the staff has focused its efforts on achieving progress in the following six areas:

- (1) enhancing opportunities for recruiting Hispanic employees in all occupations;
- (2) enhancing opportunities for recruiting women and minorities in professional positions;
- (3) expanding the pool of women and minorities eligible for supervisory, management, executive, and Senior Level positions;
- (4) enhancing opportunities for attracting, developing, and retaining disabled employees;
- (5) providing a dynamic training and developmental program, including rotational opportunities, to enhance job performance and support affirmative action; and
- (6) improving communication about EEO and affirmative action objectives, heightening awareness, and evaluating progress.

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Progress made in FY 1996 in these six areas is described in Attachment 1. Demographic data supporting this discussion are provided in Attachment 2.

Following the last Commission briefing on this program on July 31, 1996, the staff was asked to keep the Commission informed about several aspects of the program. One issue related to enhancing the effectiveness of the Office of Small Business and Civil Rights (SBCR). The new Director, SBCR, has begun to review the Agency's EEO Program and related issues in order to assess the status and ongoing progress of the program. The initial focus for enhancing effectiveness will include continuing staff efforts to identify and resolve EEO issues in consonance with the EEO Advisory Committees and Subcommittees; expanding "Town Meetings" or similar forums with managers and employees to share information about programs designed to facilitate equal employment opportunity within the NRC; and improving and simplifying the presentation of data at EEO briefings. Additional responses to the Staff Requirements Memorandum are provided in Attachment 3.

In FY 1995 the EEO Advisory Committees agreed on common goals that are of interest to the Committees, and prepared a joint statement about these goals that was published in the December 5, 1995, information paper on the status of EEO at the NRC. The EEO Advisory Committees and the staff reached agreement on some of those goals and agreed to work towards reaching agreement on the remaining ones. In FY 1996, to gain consensus on these goals, the Committees formed three subcommittees and began meeting regularly with staff from the Offices of Personnel (OP) and SBCR. The broad areas of interest to the subcommittees are:

- (1) Merit selection;
- (2) Performance monitoring; and
- (3) Managing diversity.

Representatives from the three subcommittees will report on progress made at the next EEO briefing. A consolidated statement from the seven EEO Advisory Committees describing the status of their initiatives and the subcommittees' work is provided in Attachment 4.

We look forward to discussing the ideas presented in this paper at the EEO briefing scheduled for February 20, 1997.

Hugh L. Thompson, Jr.  
Acting Executive Director for Operations

- Attachments:
1. [Affirmative Action Objectives](#)
  2. [Demographic Data](#)
  3. [Response to Staff Requirements Memorandum](#)
  4. [EEO Advisory Committees' Statement](#)

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ATTACHMENT 1

- 1. ENHANCING OPPORTUNITIES FOR RECRUITING HISPANIC EMPLOYEES
- 2. ENHANCING OPPORTUNITIES FOR RECRUITING WOMEN AND MINORITIES IN PROFESSIONAL POSITIONS
- 3. EXPANDING THE POOL OF WOMEN AND MINORITIES ELIGIBLE FOR SUPERVISORY, MANAGEMENT, EXECUTIVE, AND SENIOR LEVEL POSITIONS
- 4. ENHANCING OPPORTUNITIES FOR ATTRACTING, DEVELOPING, AND RETAINING DISABLED EMPLOYEES
- 5. PROVIDING TRAINING AND DEVELOPMENTAL OPPORTUNITIES
- 6. IMPROVING COMMUNICATION, HEIGHTENING AWARENESS, AND EVALUATING PROGRESS

### AFFIRMATIVE ACTION OBJECTIVES

In recent years the Agency has focused on the six areas outlined below in order to achieve its affirmative action objectives:

- (1) enhancing opportunities for recruiting Hispanic employees in all occupations;
- (2) enhancing opportunities for recruiting women and minorities in professional positions;
- (3) expanding the pool of women and minorities eligible for supervisory, management, executive, and Senior Level positions;
- (4) enhancing opportunities for attracting, developing, and retaining disabled employees;
- (5) providing a dynamic training and developmental program, including rotational opportunities, to enhance job performance and support affirmative action; and
- (6) improving communication about EEO and affirmative action objectives, heightening awareness, and evaluating progress.

Since FY 1994 the Nuclear Regulatory Commission (NRC) has been asked to reduce its workforce substantially. Guidance from the Office of Management and Budget reduced NRC's ceiling from 3,293 FTE in FY 1994 to 2,984 FTE by

FY 1999. This requirement to downsize affects the Agency's ability to expand opportunities for those groups mentioned above. Nevertheless, the Agency has continued to recruit aggressively for a limited number of positions and to assist managers in identifying talented individuals from these groups.

In reporting on progress made in the six key areas cited above, we are using data reflecting workforce demographics for permanent employees as of September 30, 1996. It is important to note that, in determining areas of underrepresentation of women and minorities throughout the Federal workforce, the Equal Employment Opportunity Commission (EEOC) uses the Professional, Administrative, Technical, Clerical, Blue Collar (PATCOB) occupational categories as defined below. These PATCOB categories are used throughout this report.

#### 1.1

### PATCOB OCCUPATIONAL CATEGORIES

Professional:

Occupations that require knowledge in a field of science or learning characteristically acquired through education or training equivalent to a college degree in the particular field. NRC examples: engineers, scientists, attorneys.

Administrative:

Occupations that involve the exercise of analytical ability, judgement, discretion, and personal responsibility and application of a substantial body of knowledge or principles, concepts, and practices applicable to one or more fields of administration or management. NRC examples: budget analyst, program analyst, personnel specialist.

Technical:

Occupations that involve work, typically associated with and supportive of a professional or administrative field, which is non-routine in nature and which involves extensive practical knowledge, gained through on-the-job experience and/or specific training less than that represented by college graduation. NRC examples: fiscal accounting assistants, personnel assistants, program assistants.

(The EEOC uses "Technical" to describe technician and paraprofessional support positions. The NRC uses "Technical" to refer to engineers and scientists who are included by EEOC in the "Professional" category.)

Clerical:

Occupations that involve structured work in support of office, business, or fiscal operations performed in accordance with established policies, procedures, or techniques and requiring training, experience, or working knowledge related to the tasks to be performed. NRC examples: secretaries, word processing clerks, mail and file clerks.

Blue Collar:

Occupations that involve work typically associated with manual labor, trades and crafts.

It is also useful to note that the acronyms and abbreviations used in various charts throughout this paper refer to the following groups:

WH	=	Whites
HSP	=	Hispanics
APA	=	Asian Pacific Americans
AF AM	=	African Americans
NAT AM	=	Native Americans
W or F	=	Women
M	=	Men

## 1.2

### 1. ENHANCING OPPORTUNITIES FOR RECRUITING HISPANIC EMPLOYEES

#### Status

In FY 1996 the NRC hired 7 Hispanic employees: 3 men in administrative positions, 3 men in professional positions, and 1 woman in a professional position.

Our recruitment activity for Hispanics has been ongoing and extensive. In FY 1996 we attended 17 recruitment events to attract Hispanic applicants. These events were sponsored by colleges and universities or regional chapters of the Society of Hispanic Professional Engineers, the Hispanic Association of Colleges and Universities, the National Association of Hispanic Executives, and other Hispanic organizations.

Among the 44 applicants interviewed for the Office of Nuclear Reactor Regulation (NRR) Reactor Engineer Intern Program, 7 were Hispanic, and 1 offer was made to a Hispanic applicant. The applicant declined the employment offer citing as his reason a more lucrative offer from the private sector.

The Office of Nuclear Material Safety and Safeguards (NMSS) made an offer to an experienced Hispanic engineer who subsequently accepted the offer.

#### Strategy

We are continuing recruitment efforts aimed at increasing Hispanic representation at all grade levels. To identify potential entry-level applicants, we have contacted the member colleges of the Hispanic Association of Colleges and Universities (HACU) that offer majors in engineering, science, and math. Data provided by the Engineering Workforce Commission of the American Association of Engineering Societies helped us to identify other colleges with a high number of Hispanic engineering graduates. We are targeting these schools for recruitment through campus visits, mailings, and advertisements placed in campus publications.

Our recruitment schedule also included four Hispanic Serving Institutions (HSIs), universities that have an enrollment which is at least 10% Hispanic: Florida International University, New Jersey Institute, New Mexico State University, and the University of New Mexico. In addition, we visited North Carolina State University, North Carolina AT&T State University, Florida A&M University, and Georgia Institute of Technology -- all universities showing increases in the number and diversity of graduating engineers.

Our recruitment advertising for scientists and engineers at all grade levels includes NRC minority employees as role models. We advertise for clerical/secretarial support by placing ads in Hispanic newspapers. NRC recruitment brochures and other materials feature Hispanic employees.

## 1.3

### 2. ENHANCING OPPORTUNITIES FOR RECRUITING WOMEN AND MINORITIES IN PROFESSIONAL POSITIONS

#### Status

During FY 1996, 66 employees were hired for professional positions. Of that number, there were 13 white women, 1 African American woman, 3 African American men, 2 Asian Pacific American men, 2 Asian Pacific American women, 1 Hispanic woman, and 3 Hispanic men. The demographic data are displayed in Table 1.1.

In FY 1996, 5 employees were hired for the **NRR Reactor Engineer Intern Program** including 1 African American woman and 4 white women. The demographics of the employees in the Intern Program at the end of FY 1996 are displayed in Table 1.2.

The Agency advertised a **Resident Inspector Development Program** and a **Senior Resident Inspector Development Program** in FY 1996. Among 12 candidates who were selected for the Resident Inspector Development Program, there were 1 white woman and 1 Hispanic man. Among 15

candidates selected for the Senior Resident Inspector Development Program, there were 2 white women, 1 African American woman, 1 Asian Pacific American man, and 1 African American man.

In FY 1996, the Agency recruited for the **NRC Graduate Fellowship Program**, an entry-level program which attracts students who are completing engineering and science studies at the B.S. level. Demographic data of applicants and participants in the Graduate Fellowship Program are displayed in Tables 1.3 and 1.4.

Recruiting for entry-level positions for NMSS was conducted primarily at colleges and universities with established reputations for strong engineering and science programs. Ten selections were made including 2 white women, 1 Asian Pacific American woman, and 1 African American man.

### Strategy

For entry-level professional positions, we are recruiting at Hispanic Association of Colleges and Universities (HACU) and Historically Black Colleges and Universities (HBCU), and at campuses with significant diversity among their graduating engineers and scientists, and strong programs in science, engineering, and math. Women and minority professional employees serve as members of recruitment teams. Recruitment visits include attendance at career fairs as well as networking with engineering and science faculty and societies on campus.

Oak Ridge Institute for Science and Education (ORISE) sent NRC Graduate Fellowship Program information to students and faculty from the NRC HBCU Faculty/Student Research Participation Program. Included in this list are students who may have an interest in health physics and nuclear engineering. Additionally, a direct national mailing was made to more than 600 science and engineering faculty at HBCUs and HSIs.

#### 1.4

OP initiated advertising for entry-level engineers and scientists on the World Wide Web through coordination with the National Association of Colleges and Employers. The network extends to 1,600 colleges and universities throughout the country. The NRC advertisements direct interested applicants to the "NRC Personnel Smartline" for application materials. This automated system provides information about vacancies to potential applicants who call. Through the NRC Personnel Smartline, callers can receive faxed copies of vacancy announcements and can receive an application for Federal employment and an NRC vacancy list. Additionally, recruitment brochures and applications are furnished to Career Services offices at 107 colleges and universities.

There are several ways in which we recruit for experienced women and minority applicants. Vacancies are announced externally through the Federal Research Service, the Office of Personnel Management, and on the World Wide Web. We also advertise positions in journals and newspapers, and attend conferences and meetings to find individuals with unique qualifications.

NRC advertised for professional positions in 20 different publications that target women, minorities, and the disabled. NRC role models (including women, Asian Pacific Americans, African Americans, and Hispanics) are featured in advertisements in publications such as Woman Engineer, Journal of the National Society of Black Engineers, Careers and the Disabled, MAES Magazine, U.S. Black Engineer, Diversity/Careers in Engineering, Graduating Engineer, Minority Engineer, Society of Women Engineers Journal, Hispanic Times, and Winds of Change.

This targeted effort is supplemented by unsolicited applications and referrals from NRC employees and others. Such applications are tracked in the NRC Applicant Review System (ARS) and referred to selecting officials as vacancies arise.

### 3. EXPANDING THE POOL OF WOMEN AND MINORITIES ELIGIBLE FOR SUPERVISORY, MANAGEMENT, EXECUTIVE, AND SENIOR LEVEL POSITIONS

#### Status

The streamlining of the Federal Government mandated by the President in September 1993 requires a reduction in each Agency's supervisor-employee ratio by the end of FY 1999. At the NRC the number of positions at GG-14 and above is being reduced in line with overall FTE reductions; however, the Agency plans to maintain approximately the same ratio of higher-graded positions to the overall workforce. There will be a reduction in the number of supervisory and managerial positions; thus, most opportunities for advancement at the GG-14 and above level will shift to nonsupervisory positions.

The pool of women and minority employees eligible for supervisory, management, executive, and Senior Level positions expanded marginally in FY 1996. The number of women in grades GG-13 through GG-15 decreased slightly, from 434 in FY 1995 to 431 in FY 1996. However, minorities at the same grade levels went from 339 in FY 1995 to 345 in FY 1996, with Asian Pacific Americans increasing by 5, Hispanics increasing by 4, African Americans decreasing by 3, and Native Americans remaining constant.

#### 1.7

The number of women in the **Senior Executive Service (SES)** increased from 14 in FY 1995 to 15 in FY 1996. The number of minorities in the SES decreased from 13 in FY 1995 to 12 in FY 1996. Chart 1.1 shows the distribution of women and minorities in the SES.

Although the NRC's allocation of SES positions, authorized by the U.S. Office of Personnel Management, declined from 210 in FY 1995 to 199 in FY 1996, the size of the **Senior Level System (SLS)** increased. In November 1994, the Executive Director for Operations established 10 additional SLS positions. These and other SLS positions have now been filled. The number of white women in the SLS remained at 4 from FY 1995 to FY 1996, while the number of minority women increased from 1 in FY 1995 to 2 in FY 1996. At the end of FY 1996, there were 39 SLS on board, an increase of 9 from FY 1995. Table 1.5 shows the demographics of employees in the SLS.

The **Executive Resources Board Review Group** continued its activities during

FY 1996, reviewing Best Qualified Lists for 7 SES positions, 6 SLS positions, and 11 GG-15 positions. This total of 24 positions reviewed is almost twice the number reviewed in FY 1995. The Executive Director for Operations enlarged the membership of the Review Group, appointing a new member, an Asian Pacific American executive. Also, the Director, SBCR, is a member of the Review Group.

### Strategy

One of the strategies implemented in FY 1993 and FY 1994 to expand the pool of women and minorities eligible for supervisory, management, and executive positions was to offer two developmental programs: the Supervisory Development Program for preparing GG-14/15s for first-line supervisory positions, and the SES Candidate Development Program for identifying and training GG-14/15s for SES positions.

Of the 27 **Supervisory Development Program** participants who completed the program in February 1995, 7 (3 white women, 1 Asian Pacific American woman, 1 Asian Pacific American man, and 2 white men) had been selected for supervisory positions by the end of FY 1996. Of the 23 **SES Candidate Development Program** participants who completed the program in October 1994, 7 (1 white woman, 1 Asian Pacific American man, and 5 white men) had been appointed to the SES, and 4 (2 white men, 1 white woman, and 1 African American man) had been appointed to the SLS by the end of FY 1996. We plan to offer these programs again when there is a demonstrated need to prepare additional employees for supervisory and SES positions.

## 4. ENHANCING OPPORTUNITIES FOR ATTRACTING, DEVELOPING, AND RETAINING DISABLED EMPLOYEES

### Status

During FY 1996, the NRC hired 8 disabled employees: 5 in professional positions, 1 in an administrative position, and 2 in clerical positions.

1.8

The number of employees who now identify themselves as having a disability increased from 172 in FY 1995 to 207 in FY 1996, an increase of 35 (20.3%). During this period, OP surveyed all NRC employees in order to identify numbers and types of disabilities. This information is used for statistical purposes only. Fifty-four employees with identified disabilities responded to the survey; of these, 3 have disabilities that are targeted by the EEOC. The EEOC identifies disabilities that are underrepresented in the Federal workforce, and requests agencies to target recruitment efforts to enlarge the applicant pool in those categories of disability.

### Strategy

Efforts to attract disabled applicants to the NRC are ongoing. Our contacts with organizations for the disabled and veterans expanded to include the National Association of the Deaf, American Foundation for the Blind, and Mainstream. Also the staff now uses the Internet to locate potential applicants listed under the President's Committee on Employment of People with Disabilities.

The NRC sought applicants with disabilities by placing monthly advertisements in the journal *Careers and the Disabled*. Additionally, OP staff participated in several conferences and job fairs such as the National Symposium on Employment of People with Disabilities and the Conference of the President's Committee on Employment of People with Disabilities.

Planned outreach efforts to employees with disabilities include presenting an awareness program to recognize the contributions of employees with disabilities as well as presenting and publicizing our course, "Working with People with Disabilities."

Another important strategy is to educate managers, supervisors, and employees about the availability of services and programs that provide reasonable accommodation to employees with disabilities. The Offices of Administration (ADM) and Information Resources Management (IRM), OP, and Health Center staff established a "reasonable accommodation" procedure that will ensure consistency in reviewing requests for accommodations, such as work-site modifications. The procedure also assists the agency in selecting the appropriate equipment to meet the needs of an employee. Information about this procedure has been incorporated in the forthcoming NRC Information Guide for People with Disabilities. The agency continues to provide reasonable accommodations in the following areas: computer monitors for the visually impaired, expanded use of sign language interpreters for the hearing impaired, and modifications to work stations.

## 5. PROVIDING TRAINING AND DEVELOPMENTAL OPPORTUNITIES

### Status

During this fiscal year, the staff took advantage of a large number of training and developmental opportunities. Specifically, in FY 1996 there were approximately 20,000 instances of NRC-supported training in which 95% of the staff participated. In comparison, in FY 1995 there were approximately 15,000 instances of training attended by 89% of the staff.

1.11

In FY 1996 NRC supported 260 employees who participated in developmental rotational assignments. This is an increase from 185 in FY 1995. Staff from OP and SBCR participated in brokering many of these rotational assignments, and OP continued to publicize rotational assignments in the Weekly Announcements to help inform all employees of the opportunities available. Charts 1.2 and 1.3 illustrate training and rotational assignments distributed by gender and ethnicity.

To help employees define their career goals, develop strategies for enhancing career options, and prepare Individual Development Plans (IDPs), OP continued to provide the **Career Counseling Program**. In FY 1996, 56 employees participated in this program receiving one-on-one counseling in a

confidential setting. Table 1.6 displays the demographics of the FY 1996 participants.

The NRC **Mentoring Program** is designed to pair a more experienced employee with a less experienced employee in order to assist the less experienced employee in attaining his or her career goals. The objectives are to improve staff members' productivity and potential for advancement, to support upward mobility and human resources development, to improve staff morale, and to support EEO and affirmative action objectives. The program is open to all employees in all occupations. Table 1.7 shows the demographics of program participants in FY 1996.

The Agency supported the **Upward Mobility Program** by filling two Upward Mobility positions: a GG-08 Telecommunication Technician with potential to the GG-09 in Region IV and a GG-09 Management Analyst with potential to the GG-13 in the Office of the Inspector General.

Several secretaries and assistants have benefitted from participating in formal developmental programs. These programs assist employees in defining their career goals and identifying training to help them achieve those goals. Since 1992, 12 program participants have achieved their short-term career goals and thus have completed participation in their respective programs. This includes 4 employees in the **Certified Professional Secretaries Program**, 6 employees in the **Administrative Skills Enhancement Program**, and 2 employees in the **Computer Science Development Program**.

In FY 1996, 55 employees participated in these programs for secretaries and assistants. One of these employees was a licensing assistant (GG-11) in NRR enrolled in the Administrative Skills Enhancement Program. Her career goal was to develop her analytical ability and eventually become a Management Analyst. While in the program, this employee attended courses at the University of Maryland on her own time to acquire the skills she needed to pursue her goals. The NRC funded several of these courses. In September 1996, she competed for and was selected for the professional position of Records Management Analyst (GG-11) in IRM with the full performance level of GG-12. In 1997, this employee will receive her Bachelor's of Science Degree in Business Management.

During FY 1996, 5 secretaries were selected for paraprofessional (3) and professional (2) positions, and 13 paraprofessionals were selected for professional (11) positions and other paraprofessional (2) positions with greater career potential.

1.12

## Strategy

During FY 1997, NRC will continue to sponsor formal developmental programs including the Certified Professional Secretaries Program, the Administrative Skills Enhancement Program, and the Computer Science Development Program discussed above as well as the Women's Executive Leadership Program and the Speech Enhancement Program.

The **Women's Executive Leadership Program** is a Federal-wide program for employees at the GG-11/12 level. This program provides training and developmental opportunities for men and women to help them develop the leadership skills needed for a career in the Federal government. NRC participants in the FY 1996 program include 2 white women and 2 Hispanic men.

The **Speech Enhancement Program** helps foreign-born NRC employees improve articulation, pronunciation, and other applicable oral communication skills so that these employees are better able to communicate with colleagues, supervisors, and senior managers. As part of the FY 1996 program, 13 NRC employees participated in individual counseling sessions, and 6 employees met weekly as a group to help maintain and further develop their communication skills.

During FY 1997, OP will continue to provide EEO-related training throughout the Agency. This training includes "EEO for Managers and Supervisors," "Sexual Harassment Prevention," and "Working with People with Disabilities."

## 6. IMPROVING COMMUNICATION, HEIGHTENING AWARENESS, AND EVALUATING PROGRESS

### Status

In FY 1996, SBCR and the EEO Advisory Committees sponsored several events and exhibits to communicate and publicize contributions made by women and minorities. Speakers included Chairman Shirley A. Jackson and Ms. Shirleta Settles, an African American storyteller, to celebrate National Black History Month; Commissioner Greta J. Dicus to commemorate National Women's History Month; and Chairman Shirley A. Jackson and Mr. Edward Chow, Deputy Assistant Secretary for Policy, Department of Veteran Affairs, to celebrate National Asian Pacific American Heritage Month. Poster exhibits commemorated National Hispanic Heritage Month and Women's Equality Day.

To enhance communication about career opportunities and strategies, two events were held. In March 1996, OP designed and presented a "Career Strategies" seminar. Jointly sponsored by OP, SBCR, the Federal Women's Program Advisory Committee (FWPAC), and the Hispanic Employment Program Advisory Committee (HEPAC), this seminar provided an overview of career options available at NRC as well as ways to enhance employee marketability through a variety of training and developmental programs available at NRC. In September 1996, SBCR and FWPAC presented a lunchtime workshop entitled "Seat at the Table." As part of this workshop, roundtable discussions on the following topics were held: Invest in Yourself, Health and Wealth, Network to Success, Education, and Risk and Change.

1.16

With the goal of improving communication and evaluating progress, the seven EEO Advisory Committees, which reflect the diversity of the Agency's workforce, have formed three subcommittees whose broad interests include merit selection, performance monitoring, and managing diversity. The three subcommittees have worked closely with SBCR and OP to develop a better understanding of agency programs and procedures, to gain consensus in addressing issues, and to provide management with recommendations in support of the Agency's EEO Program.

The purpose of the **Merit Selection Subcommittee** is to review concerns related to the perception of pre-selection, and to review merit principles and practices to gain a better understanding of the merit process. The purpose of the **Performance Monitoring Subcommittee** is to assist management in monitoring and evaluating affirmative action initiatives, examine ways to enhance representation of women and minorities in supervisory and managerial positions, examine root causes of discrimination complaints, support strategic planning, and encourage stronger management accountability systems in the EEO area. The purpose of the **Managing Diversity Subcommittee** is to encourage support for and recommend processes related to managing diversity in the Agency. This effort is based on the premise that the Agency's organizational culture must support enhanced regulatory excellence by maximizing the potential of all employees.

SBCR promotes equal employment opportunity for all employees through a network of 34 trained **EEO counselors** in Headquarters and the Regional Offices. The goal of the EEO counselor is to facilitate an informal resolution of the matter between parties when possible. Through the counseling process, employees may raise questions and discuss grievances and problems related to equal employment issues. During FY 1996, 118 informal counseling sessions were held; 11 of these counseling sessions progressed to the formal complaint stage.

The number of formal EEO complaints filed under the EEOC complaint process in FY 96 compared to the numbers filed in the previous four years is shown on Chart 1.4. EEO-related grievances filed under the collective bargaining agreement are not included in this number; there were 5 such grievances filed in FY 1996. Table 1.8 displays the 7 bases for discrimination alleged in the formal complaints filed from FY 1992 through FY 1996. A complaint may be filed on more than one basis. The issues underlying these complaints are summarized on Table 1.9 for FY 1992 through FY 1996. A complaint may be filed based on more than one issue.

During FY 1996, no formal allegations of sexual harassment were reported through the EEOC complaint process. Four sexual harassment complaints were brought to management's attention outside the formal complaint process or grievance procedure. Management took appropriate action to ensure that the offensive behavior was stopped and that the concerns of the aggrieved parties were understood by the offenders.

### Strategy

To ensure consistency in merit selections, OP will continue to review requests to establish new positions, vacancy announcements, and rating criteria. It will also continue to provide statistical data about the demographics of

applicants, best qualified candidates, and those selected for NRC vacancies to SBCR for distribution to the EEO Advisory Committees. This database provides information about the applicants for competitively filled GG-01 through GG-15 vacancies.

As part of the White House Initiative on Historically Black Colleges and Universities (HBCU), the NRC along with eight other technical agencies has formed the **Science and Technology Cluster**. The goal of the cluster is to seek ways to identify highly qualified student and faculty women and minority applicants for participation in technical support activities at National Laboratories. Staff of SBCR serve as liaison with the cluster and have participated in conferences to inform HBCUs of these cooperative technical support opportunities.

1.20

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ATTACHMENT 2  
DEMOGRAPHIC DATA

### DESCRIPTION OF DEMOGRAPHIC DATA

The following charts and tables show data about NRC, and compare the NRC population with several outside reference indices. The outside references used are the PATCOB Occupational Categories, as defined by the Office of Personnel Management; Census Availability Data (CAD), as provided by the Census Bureau; and the Oak Ridge Institute for Science and Engineering (ORISE) availability data.

#### NRC Data

Charts 2.1 - 2.17 depict the NRC workforce and recent trends. Employees self-identify with respect to ethnicity and disability; therefore, the numbers reflect information that has been reported to OP, and may vary from year to year depending upon how employees report their ethnicity or disability. The comments on each chart highlight the significance of the data presented.

#### PATCOB Comparisons (Table 2.1)

The EEOC uses PATCOB data to measure Agency EEO and Affirmative Action progress. There are five PATCOB occupational categories (Professional, Administrative, Technical, Clerical, and Blue Collar) into which all current permanent NRC employees have been grouped and then compared with the 1990 CAD for these categories, within a breakout matrix of gender and ethnicity.

A few caveats should be noted concerning these comparisons: First, the PATCOB categories generally contain populations that differ significantly from those found at NRC. In particular, the PATCOB category of Professional contains numerous occupations with significant population not found (or found with very few in number) at NRC, as exemplified by social scientists, life and medical sciences, economists, teachers, etc.

Second, some PATCOB occupational availability categories can contain a significant percentage of non-citizens who have traditionally not been

considered eligible for hire by the NRC.

This table compares the September 30, 1996, NRC population with the Census Availability Data of 1990.

**ORISE Availability Comparisons**  
**(Table 2.2)**

The NRC has contracted with the Oak Ridge Institute for Science and Engineering (ORISE) to provide data that will allow us to estimate the pool of potential applicants, by ethnicity within occupation, who are available in the workforce for employment within the eight specified occupations of interest (chosen because of their heavy representation within the NRC population). The comparable NRC data is based on employees working in these specified occupational categories.

2.1

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ATTACHMENT 3

**RESPONSE TO STAFF REQUIREMENTS MEMORANDUM**

Following the last Commission briefing on the EEO Program on July 31, 1996, the staff was asked to keep the Commission informed about several aspects of the program. The staff's response was provided in the October 2, 1996, memorandum on that subject. Both documents are included in this attachment. Additionally, information about the status of joint issues raised by the EEO Advisory Committees is provided in Attachment 4.

The development of a course for preparing supervisors and personnel management specialists to provide constructive feedback to candidates who are not selected for positions or promotions was reported on in the October 2, 1996, staff response. Since that time OP has conducted a pilot session of "Effective Management Participation in Merit Staffing" for several supervisors and personnel management specialists, and will be conducting sessions at Headquarters and Regional Offices throughout FY 1997.

The Commission also asked OP and SBCR to work with the EEO Advisory Committees to ensure that new database systems include pertinent statistical information for future tracking needs. The EEO Advisory Committees have established a data committee that works with SBCR and OP on establishing data requirements, and both Offices will continue to work with the Committees as new systems are developed.

3.1