

November 18, 1998

FOR: The Commissioners

FROM: William D. Travers /s/
Executive Director for Operations

SUBJECT: EQUAL EMPLOYMENT OPPORTUNITY (EEO) BRIEFING

PURPOSE:

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

BACKGROUND:

The Energy Reorganization Act of 1974, as amended, requires the NRC Executive Director for Operations (EDO) to report to the Commission, at semi-annual public meetings, on the problems, progress, and status of the Agency's Equal Employment Opportunity (EEO) Program. For the next briefing, scheduled for December 8, 1998, the staff is providing: (1) major EEO accomplishments since the June 25, 1998 EEO briefing, including a status report on EEO commitments made by Office Directors and Regional Administrators at previous EEO briefings; (2) a summary of EEO accomplishments for FY 1998 (October 1, 1997 to September 30, 1998); and (3) FY 1999 EEO objectives.

Following the last briefing on June 25, 1998, the Commission requested, through a Staff Requirements Memorandum (SRM) dated July 17, 1998, that the staff respond to three issues: (1) steps being taken to achieve an honest and fair assessment of individual employee performance across all NRC offices; (2) background for establishing and utilizing the Commissioner Assistant Candidate Pool, its status, and a recommendation regarding its continuation; and (3) gender and ethnicity data from best qualified lists for GG-14 and above merit selections in FY 1998. "The Commission [also] encouraged the staff to take further steps to eliminate pre-selections of individuals for assignments and to make sure that what opportunities are available in a time of declining resources are made available fairly to all, and in a way that meets merit selection principles." A copy of the SRM and our response dated September 24, 1998, are included as [Attachment 1](#) to this report.

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This report also includes statements by Ashok C. Thadani, Director, Office of Nuclear Regulatory Research ([Attachment 2](#)), and Jesse L. Funches, Chief Financial Officer ([Attachment 3](#)), on the implementation of EEO programs and policies within their respective organizations. Mr. Thadani and Mr. Funches will make presentations at the EEO briefing on this subject. Also included are EEO accomplishments for FY 1998 ([Attachment 4](#)); EEO workforce profile data by race, gender, and age ([Attachment 5](#)); EEO complaint activity ([Attachment 6](#)); and a joint statement from the six EEO Advisory Committees and a statement from the Joint Labor Management Equal Employment Opportunity Committee ([Attachment 7](#)).

DISCUSSION:

ACCOMPLISHMENTS SINCE THE JUNE 25, 1998 BRIEFING

The primary and continuing goal of the EEO program at the NRC is to provide equal employment opportunities for all NRC employees. Since the last EEO briefing of the Commission on June 25, 1998, staff has engaged in the following new EEO initiatives or activities:

- Updated the Agency's EEO and diversity policy and the Agency's Affirmative Employment Plan. These policy documents will clearly communicate to all managers and staff the Commission's policy on EEO and the principles to be followed in day-to-day management.
- Developed more detailed guidance for addressing EEO activities in the Operating Plan. This provides an effective means for integrating EEO policy implementation into management decisions and for monitoring office-specific progress in this area.
- Examined and enhanced our efforts to recruit Hispanics for NRC positions to include all reasonable and viable means for hiring and retaining Hispanics, who are severely under- represented throughout the Federal Service and at the NRC. (During FY 1998, the Agency hired 4 Hispanics as compared to 2 in FY 1997.)
- Settled two informal EEO complaints and one formal EEO complaint. Additional data about EEO complaints are included in [Attachment 6](#).
- Issued management's response to the Selection Subcommittee's 21 recommendations. This completes the Subcommittee's charter. The Performance Monitoring Subcommittee also completed its activities. Both Subcommittees are being absorbed into the EEO Advisory Committee structure.
- Reviewed the specific commitments made by Office Directors and Regional Administrators in prior EEO briefings to assess their progress in following through on these commitments:

The Office of the General Counsel made a commitment to enhance staff development. During the past year, one African American woman in a paralegal position was selected for an attorney position after completing academic studies that led to her obtaining a law degree. One African American woman is currently participating in the Computer Science Program. These efforts continue to help OGC enhance and maintain the skills needed to successfully carry out its mission while increasing employee productivity and motivation.

NMSS made a commitment to place increased emphasis on recruitment activities by establishing liaison with selected local universities. NMSS managers personally contacted department heads and met with students to discuss employment opportunities at the NRC. With support from HR and SBCR, this effort resulted in the hiring of two summer interns. During FY 1998, NMSS hired 1 cooperative education student and 1 additional summer intern and 15 permanent employees (4 white women, 2 Asian Pacific American women, 7 Asian Pacific American men, 1 African American man, 1 Native American man). NMSS is in the process of filling approximately 50 technical positions including several at the entry level. This level of success is expected to continue.

NRR made a commitment to enhance communication throughout its organization, to develop staff, and engage in efforts to diversify its workforce. As NRR proceeds with downsizing and reorganization, its management is committed to communicating the scope of impending organizational changes and addressing concerns raised by employees. NRR has continued to conduct "All Hands" meetings to share information with employees and address employee questions and concerns. NRR has maintained its record as a strong proponent of entry level and intern hires. During FY 1998, six employees were selected for the Entry Level Program: (one white man, one white woman, one African American man, one African American woman, one Asian Pacific American man, one Asian Pacific American woman).

To systematically enhance career development for its employees, Region III committed to revitalize the IDP process. Region III management has held special sessions for all employees to discuss skill building and performance improvement issues. As a result, 65 (38%) of Region III employees now have current IDPs. Management is establishing a follow-up plan to assess the effectiveness of the IDPs. This process is continuing.

As the Region I Administrator discussed in his presentation to the Commission, the Region's biggest challenge in the EEO area is that its senior management staff is all white males. Addressing this issue has been made even more challenging by the shrinkage in supervisory positions; there have been no permanent openings for supervisors or managers in Region I for the past several years. However, the Region has made this an area of emphasis, and has used temporary promotions and rotational assignments to enhance the career growth of its employees and to increase the diversity of applicant pools for future supervisory positions. During FY 1998, four employees (2 white females, 1 African American female, 1 Asian Pacific American male) were temporarily promoted to supervisory positions. Also, four employees (2 white females from Region I; 1 white female and 1 African American female from HQ) were provided rotational assignments in Region I, and 1 white female has been selected for a rotational assignment (which will take place during FY 1999) in the Office of the Chairman. Also, Region I hired 2 of the 4 Hispanic employees hired by the Agency in FY 1998.

SUMMARY OF EEO ACCOMPLISHMENTS FOR FY 1998

In FY 1998, the number of permanent staff decreased by 86, with no significant change in representation of any employee group. Detailed workforce profile data are contained in [Attachment 6](#). As the Agency manages to a lower full-time equivalent (FTE) ceiling and moves to a one-to-eight supervisor-to-employee ratio, we must not lose sight of our goal to ensure fair and equal opportunity for minorities and women in hiring, promotions, and other career enhancing opportunities. A summary of major accomplishments during FY 1998 are presented in four primary focus areas. More detailed information on these areas is included in [Attachment 4](#).

1. Enhancing Opportunities for Recruitment/Advancement of Women and Minorities in Professional Positions

The FY 1998 recruitment plan focused on attracting women and minority applicants for entry-level and higher-level positions in the fields of science and engineering. This specifically supports the Agency's goal to increase diversity in the applicant pools for professional positions.

Of the 116 new hires in FY 1998, 71 were for professional positions (43 white men; 7 white women; 2 Hispanic men; 1 Hispanic woman; 12 Asian Pacific American men; 2 Asian Pacific American women; 3 African American men; and 1 African American woman).

In March 1998, the Intern Program was reinstated in an effort to attract highly qualified women and minority applicants. Intern Program applications and brochures were distributed to potential candidates during recruitment visits to college campuses and professional career fairs. Five interns were hired including 2 Asian Pacific American men, 1 Hispanic man, 1 Asian Pacific American woman, and 1 white woman. There were six entry level hires (1 white man, 1 white woman, 1 African American man, 1 African American woman, 1 Asian Pacific American man, 1 Asian Pacific American woman).

Nineteen secretarial, clerical, and administrative employees participated in developmental programs to enhance their knowledge and skills by taking training and college level courses. Three employees (one Asian Pacific American woman, one white woman, and one white man) were selected for the 1998-1999 Women's Executive Leadership Program, and one white female employee at the GG-14 level participated in the Congressional Fellowship Program for 1997-98.

Six upward mobility positions were filled in FY 1998: four white women and two African American women were selected for these positions. This program continues to be an effective tool for career enhancement for minorities and women.

While the number of rotational assignments in FY 1998 decreased slightly, which is to be expected with the decrease in permanent staff, the percentage of minority rotations increased by 3%. Managers should continue to use rotational assignments to develop their staffs and should encourage women and minorities to participate in rotations.

	FISCAL YEAR 1997		FISCAL YEAR 1998	
	NUMBER	PERCENT	NUMBER	PERCENT
TOTAL	238	100%	215	100%
White Men	132	55%	120	56%
White Females	68	29%	53	25%
Minorities	38	16%	42	19%

2. Expanding the Pool of Women and Minorities Eligible for Supervisory, Management, Executive, and Senior Level Positions

The Executive Resources Board (ERB) EEO Review Group continued its activities reviewing Best Qualified Lists for 17 GG-15 positions and 12 SES positions. The Chairperson, ERB EEO Review Group, discussed with Office Directors and Regional Administrators their responsibility to ensure that selecting officials provide appropriate consideration to well-qualified minority and women applicants. Strategies to achieve diverse applicant pools and rating panels were also discussed with Office Directors and Regional Administrators.

The number of NRC managers and supervisors decreased from 430 to 399. This steady decline in managers and supervisors is consistent with the Agency's efforts to achieve a 1:8 supervisor to employee ratio, and is expected to continue until the desired staffing ratio is reached. To date, there has been no disproportionate impact on the number of minorities or women in supervisory positions.

At the end of FY 1998, there were 181 employees in the Senior Executive Service (SES). The one significant change in this area was the number of minority women which increased from 1 to 3. There was no significant change in the composition of employees in Senior Level Service (SLS) positions.

The total number of minority employees (grades GG-13 through GG-15) eligible for supervisory, management, executive, and Senior Level positions increased from 349 to 361. The number of women (including minority women) in grades GG-13 through GG-15 remained at 421.

3. Enhancing Opportunities for Attracting, Developing, and Retaining Disabled Employees

Recruitment continued for persons with disabilities. During this period, a total of 42 applications were received from various organizations, 10 of these applicants were considered for employment, and 1 applicant was hired. Six other persons with disabilities were hired through the merit selection process. At the end of FY 1998, there were 193 employees with self-identified disabilities. The following chart shows a breakout of these employees:

EMPLOYEES WITH SELF-IDENTIFIED DISABILITIES BY GRADE LEVEL		
	TOTAL	PERCENT
	193	100%
SES/SLS	21	11%
GG-14-15	96	50%
GG-11-13	39	20%
GG-10 & Below	37	19%

To heighten the awareness of employees with disabilities, the brochure *NRC Information Guide for People with Disabilities* was revised and distributed to all employees.

4. Improving Communication about EEO and Affirmative Action Objectives, Improving Management Responsiveness, and Evaluating Progress

We have completed our Managing Diversity Orientation sessions with all managers and supervisors and are in the early stages of planning for the employee sessions, to be conducted later in FY 1999. These sessions are intended to assist managers in more effectively managing a diverse workforce.

The Director of SBCR has met with several Office Directors to discuss reorganization and downsizing options to mitigate disproportionate adverse impact on any one group of employees within the Agency, and to encourage Office Directors to clarify EEO expectations in supervisors' elements and standards.

FY 1999 EEO OBJECTIVES

In this paper, as in the past several briefing papers, we have reported EEO achievements under four major focus areas. In anticipation of approval of an updated Affirmative Employment Plan, we have established four Guiding Principles for FY 1999 through FY 2003 as follows:

- I. Create a working environment that is free of discrimination, including harassment, and is accessible to individuals with disabilities.
- II. Ensure that Agency policies, processes, and procedures provide all employees the opportunity to develop, participate, and compete fairly and equitably.
- III. Employ and enable a competent and highly skilled workforce, representative at all levels of America's great diversity, which enables the Agency to accomplish its mission.
- IV. Recognize, appreciate, and value diversity, thereby demonstrating trust, respect, and concern for the welfare of all employees within the Agency.

These principles will serve as the backdrop for EEO initiatives, milestones, and achievements in future discussions of Agency EEO activities. We believe these principles more effectively convey our objectives as we move toward an "EEO Standard of Excellence" -- employment of a highly skilled workforce which is representative, at all levels, of America's diversity; built upon trust, respect, teamwork, effective communication, and employee enablement; and maintaining an environment which is free of discrimination. NRC's goal of achieving the "EEO Standard of Excellence" will become a reality if managers and supervisors make a commitment to observe these four Guiding Principles in their day-to-day management at the NRC. These principles and corresponding EEO objectives have been incorporated into all office and regional FY 1999 Operating Plans. Quarterly reports and assessments will serve as the mechanism for integrating and monitoring EEO activities.

EEO ADVISORY COMMITTEE ACTIVITY

The staffs of SBCR and HR have continued to work with the EEO Advisory Committees and the Joint Labor Management EEO (JLMEEEO) Committee. The EEO Committees are currently working with SBCR and HR to address five areas of common concern (these areas are discussed in more detail in [Attachment 7](#)) :

- Enhance the representation of women, minorities, and persons with disabilities in executive, management, and supervisory positions.
- Strengthen and broaden upward mobility efforts to improve opportunities for paraprofessionals.
- Assess and address the potential adverse impact of downsizing and reorganizing on women, minorities, and persons with disabilities.
- Encourage developmental and rotational assignments for women, minorities, and persons with disabilities in more visible positions including the Offices of the EDO, the Commissioners, and the Chairman.
- Continue to strengthen recruitment of highly qualified women, minorities, and persons with disabilities.

The JLMEEEO Committee noted that the Agency has updated its EEO and Diversity Policy Statement and feels confident that if the goals and objectives are met, the NRC will achieve and maintain an effective EEO Program. The Committee recommends that a detailed assessment be made regarding the impact of reorganizations and downsizing on women, minorities, and persons with disabilities in SES, managerial, and supervisory positions. SBCR is working with HR, managers and supervisors to conduct this assessment. We will report our findings in future briefings of the Commission.

We will be prepared to discuss in further detail the information in this paper and its attachments at the December 8, 1998, Commission meeting.

original /s/ by Malcolm R. Knapp for
William D. Travers
Executive Director for Operations

- Attachments:
1. [September 24, 1998 Response to July 17, 1998, Staff Requirements Memorandum](#)
 2. [Statement by Ashok C. Thadani, Director, Office of Nuclear Regulatory Research](#)
 3. [Statement by Jesse L. Funches, Chief Financial Officer](#)
 4. [EEO Accomplishments for the Period October 1, 1997, through September 30, 1998](#)
 5. [EEO Workforce Profile Data](#)
 6. [EEO Complaint Activity](#)
 7. [Joint Statement by the Equal Employment Opportunity Advisory Committees and Statement by the Joint Labor Management Equal Employment Opportunity Committee](#)

STATEMENT BY: ASHOK C. THADANI, DIRECTOR, OFFICE OF NUCLEAR REGULATORY RESEARCH

**EQUAL EMPLOYMENT OPPORTUNITY PROGRAM IN THE
OFFICE OF NUCLEAR REGULATORY RESEARCH (RES)**

Ashok C. Thadani, Director

I am pleased to address the Commission today on the Equal Employment Opportunity (EEO) Program as implemented in RES. RES fully supports equal employment and career enhancing opportunities for all of its employees. RES, like many other NRC offices, is managing its programs within a staffing environment that has very limited options for hiring, especially from outside the agency.

During FY 1998, RES was able to fill only three vacancies through competitive selections and one position through the conversion of a graduate fellow to permanent full-time status. Two white females and one African American man were hired. Our on-board staff is now slightly below our FY 1999 FTE ceiling and we anticipate more employment opportunities in the months ahead. **RES currently has 165 full and part-time employees. Twenty three percent are minorities, 19 percent are white women, and 58 percent are white men.** During the last year, **white women were selected for two key positions in RES: Deputy Director of RES and Chief of Radiation and Health Effects Branch.** An African American man was selected for a secretarial position, and an Asian Pacific American man was selected for a materials engineer position.

Currently, RES supervisors are represented by 12 percent white women, 20 percent Asian Pacific men, and 68 percent white men. This represents an improvement over FY 1997 representation which was 7 percent white women, 18 percent Asian Pacific American men and 75 percent white men. The RES professional staff is represented by 1 percent Asian Pacific American women, 18 percent Asian Pacific American men, 1 percent African American women, 2 percent African American men, 11 percent white women, and 68 percent white men. RES is currently working with SBCR and HR to identify Hispanic and other minority and female applicants for future RES vacancies.

I strongly believe in recognizing the contributions and accomplishments of employees through the use of incentive awards. In FY 1997, 21 percent of total awards were given to minorities, 24 percent to white women, and 55 percent to white men. All awards are personally reviewed by the Director or Deputy Director of RES to ensure consistency and fairness in the process. RES initiated an Employee of the Month Program during FY 1998. This award recognizes significant contributions by employees with instant cash awards and citations. Fifty-seven percent of the Employee of the Month awards were given to women or minorities.

RES has continued its efforts to improve overall office performance and to help employees attain their career goals through training and development. Each staff member is encouraged to attend 10 days of training and development each year. **Non-technical staff are strongly encouraged to develop and maintain IDPs. Technical staff has continued to fulfill training and developmental needs that are identified in branch level Human Resources Development Plans (HRDPs).** The HRDPs identify needs for improved skills, counseling and mentoring, formal training and education, professional development, and broadening through rotations and reassignments. Generally, the identified needs were completed in FY 1998. We plan to assess these needs on a regular basis. During FY 1998, 45 percent of all training was taken by women or minorities. Several non-technical RES employees are enrolled at area colleges to enhance their career opportunities. One white female LAN manager is completing course work at the University of Maryland in Computer Science and Accounting. An African-American female secretary is completing course work at the University of Maryland in Business Management and an African-American male secretary is enrolled at Prince George's Community College.

RES uses rotational assignments as an effective method of enhancing career development. Rotations enhance the staff's knowledge of other functions within NRC and provide exposure to staff in offices outside of RES. **RES staff participated in 24 rotations (15 percent of the staff) during FY 1998, and 30 percent of all rotations involved women or minorities.** Last year an African-American female secretary, who had completed her degree in Business Finance at the University of Maryland, participated in a rotational assignment in the Office of Administration (ADM). She was later selected for a para-professional position in ADM. RES has continued its strong support for the mentoring program. In FY 1998 **RES had 7 mentees and 5 mentors, including an Acting Director of Research and myself. Because of the success of this program, I have encouraged increased participation during the next year.**

RES management continues its support for the EEO programs through management and employee participation in EEO activities. Two SES managers participate on the Executive Resources Board EEO Review Group to provide insights on the availability of highly qualified women and minorities for the merit selection process. RES employees hold membership on three EEO advisory committees: the Committee on Age Discrimination (1 member), the Asian Pacific American Advisory Committee (3 members), and the Affirmative Action Advisory Committee (2 members). During FY 1998, one employee completed the EEO counselor training at the USDA Graduate School and was appointed as an NRC EEO counselor.

All competitive selections are reviewed by my Deputy or me. This process ensures recruitment of the highest quality staff, supports fair and equitable implementation of the agency's merit selection process, and addresses the issue of perceived preselection.

RES has supported the "family-friendly" work environment by allowing employees to participate in flexible working arrangements including work-at-home programs, part-time schedules and permanent schedule changes. RES has also proposed two candidates for the flexiplace program. The beneficiaries of these programs have primarily been women. RES has two employees who have disabilities and we have provided these employees with special accommodations and opportunities to grow and function effectively at the NRC.

RES has a proposal underway to reorganize the office to (1) achieve a supervisory-to-staff ratio of 1 to 8, (2) reduce the number of SES positions, (3) align functions to be consistent with Commission decisions on the FY 2000 budget, and (4) maximize the effectiveness and efficiency of the organization by grouping functions that require similar staff technical skills to achieve synergisms and to be able to respond to changing work loads. We are also performing an office-wide self-assessment to improve efficiency and effectiveness of our processes. **As we proceed with these changes, we will involve the staff, through the Partnership, as appropriate, and be mindful of human resource issues. Specifically, I have instituted quarterly all-hands meetings to enhance communications within the office. These meetings are used to update the staff on recent developments, discuss topics of interest to staff, and to exchange views and ideas.** The November 1998 meeting agenda included; (1) results of the RES management retreat, (2) the status of the RES reorganization, and (3) RES actions to be taken in response to issues raised within the context of the Senate authorizations and the July 17, 1998, Stakeholder meeting. I also conduct weekly staff meetings with RES managers which periodically include discussions with senior managers outside of RES. The first meeting in November included a discussion by the EDO on the challenges facing the NRC and the role of RES and a discussion by the Director, SBCR on managers' responsibilities in the EEO program.

STATEMENT BY: JESSE L. FUNCHES, CHIEF FINANCIAL OFFICER

**EEO PROGRAM POLICIES AND PERFORMANCE IN THE
OFFICE OF THE CHIEF FINANCIAL OFFICER**

Jesse L. Funches, Chief Financial Officer

The Office of the Chief Financial Officer is committed to the goals and practices of **equal employment opportunity** (EEO) for all employees. We fully support the agency's *Equal Employment Opportunity and Diversity Policy*, the agency's affirmative action objectives and initiatives.

Current Demographics:

The Office of the Chief Financial Officer currently has 106 full-time and part-time employees. Table 1 depicts the workforce ethnicity and gender. Sixty-nine percent of our staff are female; 33 percent of our staff are minorities, two-thirds of the staff are Caucasian. Asian-Pacific Americans, and Hispanics make up about 3 percent of our staff. As a whole, our staff is also increasing in average age. Currently, 73 percent of the entire staff is over 40 years of age, and among supervisors, 82 percent of our current supervisors are over 40.

Table 1

Overview of Ethnicity			
Ethnicity	Female	Male	Totals
African American	26	6	32
Asian Pacific Amer.	2	0	2
Hispanic	1	0	1
Caucasian	44	28	71
Total	72	34	106

The demographics of our managers mirrors that of the staff, the specifics are as follows: 35 percent (6 of 17) of our managers are African-Americans, 59 percent (10 of 17) are women.

During the past year, 8 new employees were hired into the Office of the Chief Financial Officer. 5 were female, and 3 were male. Minorities made up 25 percent of the hires.

Communication of Assessment of Individual Employees:

The CFO is taking steps to provide more honest and realistic performance appraisals to our staff. Performance reviews stressed performance ratings that were consistent with the standards of the Management Directive.

Extended staff meetings, which include all supervisors, included reminders of supervisors' obligation to explain the evaluation process and any perceived changes to the rating standards.

The Office held a "All Hands" meeting. While other topics were discussed, a major topic with the staff was performance appraisals. I discussed steps taken to facilitate equity in the uniform application of the evaluative standards, and the value of appraisals as an effective interchange of information between employee and supervisor.

Eliminate the Perception of Pre-selection in the Merit Process:

The selection process comprises the posting of a position for competitive selection, the rating of qualified candidates by a rating panel, and the interview and selection process itself. The Office of the CFO reviews job descriptions prior to posting positions to insure that no artificial barriers to employment are part of the position description. The Office takes great care to assure that rating factors are as broad as the requirements of the positions will permit.

It is the policy of the CFO to assemble rating panels that are reflective of the diverse backgrounds of the staff. We have been successful in including females and/or minorities as members of **all panels**.

All "A" candidates are interviewed by the selecting official, with additional interviews by other management officials, when appropriate.

Providing screening and evaluation panels of diverse makeup better assures that merit selection and affirmative action are joined for the same purpose. Also, stressing diversity in review panels assures that a broad cross-section are exposed to the process, and the recognition of the acceptance of diversity encourages all qualified candidates to consider application. We have encouraged OCFO employees, including minorities and women, to apply for positions to be filled.

Enhance Career Opportunities for Women, Minorities and Those with Disabilities:

The Office continues to support career training for staff at all levels. In addition to recommended and mandatory training, our management encourages training for job enhancement, skills and career development. The Office continues an active program of rotational assignments - both internal assignments as well as providing a forum for career development for staff from other offices.

During the past year, the Office sponsored 8 rotational assignments internally, including 1 African American female, 4 Caucasian females, and 3 Caucasian males.

The Office of the Chief Financial Officer has identified the need to create entry-level professional positions to enhance career development opportunities for administrative and support staff who have demonstrated interest in career development and on-the-job expertise. These "bridge positions" have been used in situations where the future direction of the Office indicates a benefit for more professional staff. During the past two years, the Office has staffed several of these positions, and is planning to staff one position during the first quarter of FY 1999.

Recruitment Initiative for Financial Management Positions:

The OCFO, in coordination with HR and SBCR, is participating in a recent CFO Council, government-wide initiative to improve recruiting at minority colleges (specifically Hispanic) for financial management positions in the Federal government. We are looking into methods that will better market the Federal government as a potential employer in the colleges, as well as working with the colleges to ensure their curriculum includes adequate instruction in Federal financial management. Possible methods to have the students see how Federal financial management works include shadowing assignments, short term details, and summer assignments. This initiative is already underway. We expect return on this within the next 2 to 4 years.

The CFO encourages and supports employee participation in EEO Advisory Committee activities, and employees serving as EEO Counselors. As a result, 3 employees have served on these important committees.

Provision of Monetary Recognition

Appropriate recognition (both monetary and non-monetary) is an important part of the Office of the CFO work environment. Recognition aids team-building, provides motivation to staff, and is an appropriate gesture from management to those staff that contribute to the achievements of the Office and agency goals. There were 105 staff on board during the past year; of those, 58 were given monetary rewards in recognition of their performance. 42 awards (72 percent) were given to females, and 16 (28 percent) to males. Eighteen (36 percent) of awards were made to minorities.

ATTACHMENT 4

EEO ACCOMPLISHMENTS FOR THE PERIOD OCTOBER 1, 1997, THROUGH SEPTEMBER 30, 1998

**EEO ACCOMPLISHMENTS FOR FY 1998
OCTOBER 1, 1997, THROUGH SEPTEMBER 30, 1998**

1. ENHANCING OPPORTUNITIES FOR RECRUITMENT/ADVANCEMENT OF WOMEN AND MINORITIES IN PROFESSIONAL POSITIONS

During the period October 1, 1997, through September 30, 1998, 71 of 116 new hires were for professional positions. Professional positions were filled by 43 white men, 7 white women, 2 Hispanic men, 1 Hispanic woman, 12 Asian Pacific American men, 2 Asian Pacific American women, 3 African American men, and 1 African American woman. The remaining 45 new hires included 29 administrative positions (14 white men, 12 white women, 1 Hispanic man, and 2 African American women); 5 technical positions (2 white women, 2 African American women, and 1 Native American man); and 11

clerical positions (9 white women, 1 African American woman, and 1 Asian Pacific American woman).

There was a decline in hiring and promotion activity during FY 1998. We had 3,047 permanent employees on-board at the end of FY 1997 and 2,961 permanent employees on-board at the end of FY 1998, a decrease of 86. The number of employees in supervisory positions decreased by 31 (from 430 to 399). This trend is expected to continue, at least over the short term. Even though hiring and promotion opportunities may be limited, we must not lose sight of our goal to ensure fair and equal opportunity for minorities and women in hiring, promotions, and other career enhancing opportunities.

The FY 98 recruitment plan focused on attracting women and minority applicants for entry-level and higher-level positions in the fields of science and engineering. This specifically supports the Agency's goal to increase diversity in the applicant pools for professional positions. The plan included 36 recruitment trips and advertisements in 175 newspapers, journals, and websites. Sixty-eight of the ads were targeted for women/minorities.

Twenty-six recruitment trips were made to minority schools and career fairs sponsored by women/minority technical organizations. From these events, the resumes of highly qualified applicants were forwarded to managers in Headquarters and the regions to fill current and future vacancies. Recruitment teams were comprised of an Office of Human Resources (HR) representative and one or two technical representatives from program offices. Every effort was made to assure that team participants reflected the diversity NRC is seeking.

Advertisements were placed in 25 Hispanic newspapers, journals, and websites. NRC participated in eight diversity career fairs which focused on Hispanic applicants. Likewise, contact was made with the Hispanic Association of College and Universities (HACU) to discuss ways to enhance cooperative efforts with Hispanic colleges.

During this reporting period, the recruitment display used at career fairs was updated. The updated display presents photographs that portray the diversity of NRC employees representing a variety of NRC positions. These photographs will also appear in a new recruitment brochure under development.

In March, the Intern Program was reinstated. The focus is to attract highly qualified women and minority applicants. Intern Program applications and Intern Program brochures were distributed to potential candidates during recruitment visits to college campuses and professional career fairs. Five interns were hired including 2 Asian Pacific American men, 1 Hispanic man, 1 Asian Pacific American woman, and 1 white woman.

Recruitment brochures for the Intern Program were sent to all universities with a large Native American population identified on the recruitment plan. Likewise, NRC participated in career fairs sponsored by the Society for Advancement of Chicanos and Native Americans in Science (SACNAS) and the American Indian Science and Engineering Society. Advertisements were placed in Native American publications, including the *Native American Yearbook*, *Winds of Change*, *American College Guide for Native Americans*, *Indian Report*, and *Indian Country Today*. Advertisements were also placed in 12 newspapers in areas having a high Native American population.

Nineteen employees participated in the three developmental programs for secretaries, clerical employees, and administrative assistants. These programs enable clerical, secretarial, and administrative support staff to enhance their knowledge and skills by taking training and college level courses.

NRC participated in the Women's Executive Leadership (WEL) Program, a developmental program that helps prepare high-potential Federal employees at the GG-11/12 level for future leadership positions. During this period, NRC supported one Asian Pacific American woman, one white woman, and one white man for the 1998-1999 WEL program.

One female employee at the GG-14 level participated in the Congressional Fellowship Program for 1997-98. Sponsored by the American Political Science Association, this program affords participants an opportunity to learn more about the legislative process through an eight-month assignment as a legislative aide in the Congress.

NRC provided career counseling and life planning activities to all NRC employees who wished to participate. The program enables counselees to discover, through counseling, their unique set of traits, characteristics, and interests, and to identify occupations within the NRC that are a good fit with the counselees' skills, abilities, and interests. The goal of the program is for participants to realize greater success on the job as well as increased productivity and job satisfaction.

At headquarters, during the October 1, 1997, to September 30, 1998, time frame, 33 employees participated in the individualized career counseling program. Eight of the counselees were managers who gained new insights on career planning that they can use to advise employees on career planning strategies. Participants included 20 women and 13 men, comprising 9 white women, 11 white men, 6 African American women, 2 African American men, 1 Hispanic woman, and 4 Asian Pacific women.

A career counselor also provided a training session on how to develop an Individual Development Plan (IDP). IDPs are used to help employees set realistic career goals and map out plans to meet those career goals.

Managers have continued to use rotational assignments to develop their staff. From October 1, 1997, through September 30, 1998, the Agency supported 215 rotational assignments filled by 120 (55.8%) white men, 53 (24.7%) white women, 7 (3.3%) African American men, 17 (7.9%) African American women, 7 (3.3%) Asian Pacific American men, 5 (2.3%) Asian Pacific American women, 1 (.5%) Hispanic man, 2 (.9%) Hispanic women, and 3 (1.4%) Native American men.

The Upward Mobility Program provided employees at lower grade levels developmental opportunities that will eventually qualify them for technical and administrative positions within the agency. This program is open to current NRC employees who hold permanent appointments at the GG-9 level or below and have completed a probationary period. Office Directors and Regional Administrators must establish upward mobility positions within their FTE allocations, and applicants must be competitively selected for these positions. Once selected, employees typically complete training and development

assignments for 12 to 24 months, depending on the initial qualifications and experience of the participants. Upon completion of the program, an employee will be considered fully qualified for his or her position.

Seven upward mobility positions were established in FY 98. Four white women and two African American women were selected. The seventh selection (a white woman) was made in FY 99. One employee completed the program during FY 98. The agency currently has seven employees in the program.

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

The total number of minority employees eligible for supervisory, management, executive, and Senior Level positions (minority employees at grades GG-13 through GG-15) increased from 349 to 361. However, the number of women (including minority women) in grades GG-13 through GG-15 remained at 421.

At the end of FY 1998, the total number of employees in Senior Level Service (SLS) positions was 38 including 26 white men, 6 white women, 1 African American man, 1 African American woman, 3 Asian Pacific American men, and 1 Hispanic woman. Nine selections were made during FY 1998. Selectees included 7 white men and 2 white women.

The total number of women in the Senior Executive Service (SES) increased from 20 in FY 1997 to 21 in FY 1998. The number of minority men remained at 15 for both FY 1997 and FY 1998.

The Executive Resources Board (ERB) EEO Review Group continued its activities reviewing Best Qualified Lists for 17 GG-15 positions and 12 SES positions. The Chairperson, ERB EEO Review Group, discussed with Office Directors and Regional Administrators their responsibility to ensure that selecting officials provide appropriate consideration to well-qualified minority and women applicants. Strategies to achieve diverse applicant pools and rating panels were also discussed with Office Directors and Regional Administrators.

3. ENHANCING OPPORTUNITIES FOR ATTRACTING, DEVELOPING, AND RETAINING DISABLED EMPLOYEES

Recruitment continued for persons with disabilities. During this period, contacts were made with several potential applicant sources including the President's Committee on Employment of People with Disabilities, Job Ready Disabled Veterans Connection, Able Beneficiaries Link Employees, Job Accommodation Network, National Association of the Deaf, National Information Center on Deafness, American Foundation for the Blind, and the Lighthouse. A total of 42 applications were received from these organizations, 10 applicants were considered for employment, and 1 candidate was hired. In addition, 6 other persons with disabilities were hired.

Agency representatives participated in the following job fairs and career conferences that target persons with disabilities:

- National Conference on Employment of People with Disabilities
- Conference on Working with Employee Disabilities
- Annual American with Disabilities Act Conference
- Prospective Employment of Employees with Disabilities Conference
- CAREER FAIR '97, sponsored by the ABILITIES EXPO and Careers & the Disabled Magazine
- National Training Conference on Employment of Federal Employees Who Are Deaf or Hard of Hearing

Vacancy announcements for technical and management development opportunities were sent to colleges, universities, and state rehabilitation service offices. In addition, NRC vacancies were advertised in America's Job BANK, a nationwide automated bulletin board for advertising vacancies to disabled persons. Advertisements were also placed in professional magazines such as *Careers and the disABLED* and in newspapers. Training in new capabilities of TTD/TTY equipment was conducted for telecommunications personnel and the program coordinator for persons with disabilities.

Reasonable Accommodations

The Program Coordinator for Persons with Disabilities served as liaison with other NRC offices to provide reasonable accommodation services required by persons with disabilities. During this period, several services or products were provided to employees with disabilities such as automatic door opening devices, a variety of bathroom modifications, ergonomic chairs for employees with back problems, computer monitors for employees who are visually impaired, ergonomic keyboards, ergonomic wrist pads, footrests, desk top rests, and telecommunications devices for hearing-impaired employees.

To heighten the awareness of employees with disabilities, the brochure *NRC Information Guide for People with Disabilities* was revised and distributed to all employees.

4. IMPROVING COMMUNICATION ABOUT EEO AND AFFIRMATIVE ACTION OBJECTIVES, IMPROVING MANAGEMENT RESPONSIVENESS, AND EVALUATING PROGRESS

A brochure on merit staffing was issued to all employees in November 1998. The brochure includes questions and answers on the application process, qualifications process, and selection process. The objective of publishing the brochure is to lessen perceptions of pre-selection by communicating in layman's terms the many facets of the merit staffing process.

The agency provided diversity training to managers and supervisors in FY 1998. The objectives of the session were:

- To define diversity management and discuss the value of effectively "managing" a diverse workforce,

- To identify and discuss the nature of subtle biases and related impacts within an organization,
- To assist managers in understanding factors that contribute to a specific organizational climate,
- To provide insights relating to management skills and practices, individual attitudes, organizational values and policies that impact the success of organizational performance.

The next phase of managing diversity will focus on answers and advocacy sessions for employees in FY 1999. Management and staff participation is critical to the agency's effort to move toward long-term organizational change.

ATTACHMENT 5

EEO WORKFORCE PROFILE DATA

Table 5

POPULATION DISTRIBUTION AND AWARDS BY ETHNICITY				
	FISCAL YEAR 1998			
	NUMBER OF EMPLOYEES	PERCENT OF POPULATION	NUMBER OF AWARDS	PERCENT OF AWARD RECIPIENTS
TOTAL	2,961	100%	1622	100%
White	2317	78.2	1298	80.1
African American	374	12.6	192	11.8
Asian Pacific American	200	6.8	88	5.4
Hispanic	62	2.1	39	2.4
Native American	8	.3	5	.3

ATTACHMENT 6

EEO COMPLAINT ACTIVITY

EEO COMPLAINT ACTIVITY

At the end of FY 98, the Agency had 29 collateral-duty EEO counselors (18 Headquarters; 11 Regions). EEO counselors have been provided an EEO Counseling Administrative Procedures Manual, which includes standard operating procedures and resource material to assist them in performing their duties more effectively and efficiently. The new procedures and materials were discussed with the counselors during a video conference in September 1998.

Eighteen individuals sought EEO counseling (12 resulted in formal complaints). Two informal complaints and one formal complaint were closed with settlement agreements. Physical disability (10), national origin other than Hispanic (9), and race (9), were the bases most frequently raised in these complaints. Reprisal was raised as a basis in 4 complaints, which is a significant decrease from FY 1997, when reprisal (9) was the basis most frequently raised. The data also reflects that non-selection for promotion (12) was the issue most frequently raised. In FY 1997 assignment of duties (4) and appraisals (4) were the issues most frequently raised.

SBCR continues to work with managers, employees, and the EEO Counselors to effectively resolve issues before they become formal discrimination complaints. It is incumbent upon all managers and supervisors to ensure that employees are kept informed as the Agency re-invents itself through downsizing and reorganization; to continue to address EEO and affirmative employment concerns raised by employees; and attempt to resolve issues without undue delay at the lowest level possible. The table below and those on the following page provide detailed data on complaints filed and bases alleged.

EEO DISCRIMINATION COMPLAINTS FISCAL YEARS 1994-1998	
1998	12

1997	7
1996	11
1995	17
1994	9

**ISSUES ALLEGED IN FORMAL EEO DISCRIMINATION COMPLAINTS
FISCAL YEARS 1994 - 1998**

Issues	1998	1997	1996	1995	1994
Promotion/Non-Selection	12	3	4	27	4
Assignment of Duties	4	0	6	6	0
Evaluation/Appraisal	3	4	4	0	0
Other	6	3	2	0	0
Appointment/Hire	3	4	0	0	0
Other Disciplinary Action	0	0	2	0	4
Non-Sexual Harassment	0	0	1	2	2
Time and Attendance	5	0	0	0	0
Training	3	1	0	0	0
Awards	1	2	0	0	0
scope="row"Sexual Harassment	1	0	1	0	0
Termination	0	0	0	2	0
Reprimand	0	1	0	1	0
Terms/Conditionsof Employment	0	0	0	0	1

**BASES OF FORMAL EEO DISCRIMINATION COMPLAINTS
FISCAL YEARS 1994 - 1998**

Bases	1998	1997	1996	1995	1994
Reprisal	4	9	6	7	4
Race and Color	9	5	1	8	3
Age	4	3	4	8	1
Disability	10	0	3	4	3
National Origin	9	0	2	5	0
Gender	2	1	3	4	0
Religion	0	0	1	2	0

JOINT STATEMENT BY: THE EQUAL EMPLOYMENT OPPORTUNITY ADVISORY COMMITTEES

STATEMENT BY: THE JOINT LABOR MANAGEMENT EQUAL EMPLOYMENT OPPORTUNITY COMMITTEE

November 9, 1998

MEMORANDUM TO: Irene P. Little, Director
Office of Small Business and Civil Rights

FROM: EEO Advisory Committee Chairpersons

SUBJECT: EEO ADVISORY COMMITTEES' JOINT COMMISSION BRIEFING STATEMENT

Attached are statements from the following Advisory Committees:

Brian Thomas & Raymond Holt, Co-chairs, Advisory Committee for African Americans (ACAA)
Elliott Greher, Chairperson, Affirmative Action Advisory Committee (AAAC)
David Diec, Chairperson, Asian Pacific American Advisory Committee (APAAC)
John Wilcox, Chairperson, Committee on Age Discrimination (CAD)
Charlene Raddatz, Chairperson, Federal Women's Program Advisory Committee (FWPAC)
Jose Ibarra, Chairperson, Hispanic Employment Program Advisory Committee (HEPAC)
Janette Copeland, Chairperson, Paraprofessional Subcommittee
David Diec, Chairperson, Performance Monitoring Subcommittee
John Minns, Chairperson, Selection Subcommittee

[Attachment A](#) includes the EEO Advisory Committees' joint statement. [Attachment B](#) includes the individual Advisory Committees' briefing statements. [Attachment C](#) includes the individual Subcommittees' briefing statements.

Please contact Jose Ibarra at (301) 415-6345 or Vonna Ordaz at (301) 415-2833 if you have any questions.

Attachments: As stated

Attachment A

**EEO ADVISORY COMMITTEES' JOINT STATEMENT
DECEMBER 1998**

The Committees, in consultation with the Office of Small Business and Civil Rights (SBCR) and the Office of Human Resources (HR), have continued to work toward addressing and resolving the open Joint Statement issues and questions raised during the June 25, 1998 EEO Commission Briefing. Briefing statements that summarize the current issues and concerns of the individual Committees and Subcommittees are attached. The Performance Monitoring Subcommittee and the Selection Subcommittee have completed their tasks and are now absorbed into the EEO Advisory Committees.

The EEO Advisory Committees appreciate management's efforts in terms of hiring and providing opportunities for minorities, women, persons over age 40, and persons with disabilities. However, due to the impact of downsizing and reorganizing in the Agency, we are very concerned about the retention and career enhancement of these individuals. Some minority employees leave the Agency due to lack of management support. We recommend that serious consideration be given to creating a positive work environment that supports constructive feedback, coaching, and mentoring of all employees. Additionally, we continue to support encouragement of women, minorities, persons over age 40, and persons with disabilities for developmental or rotational assignments. We also recommend implementing a succession plan to help preserve valuable corporate memory and institutional knowledge of our senior staff.

The EEO Advisory Committees and Subcommittees continue to work with SBCR and HR on the following issues:

- Enhance representation of women (especially minority women), minorities, persons over age 40, and persons with disabilities in SES, management, and supervisory positions.
- Strengthen and broaden upward mobility efforts to improve opportunities for paraprofessionals.
- Assess and address the potential adverse impact of downsizing and reorganizing on women, minorities, persons over age 40, and persons with disabilities.
- Encourage developmental and rotational assignments for women, minorities, persons over age 40, and persons with disabilities in more visible positions including the Offices of the EDO, Commissioners, and the Chairman.

- Continue to strengthen recruitment of highly qualified women, minorities, and persons with disabilities.

We are confident that with management support these issues can bring NRC to a more equitable position with respect to EEO matters. The EEO Advisory Committees and Subcommittees appreciate the attention that the Commission has given to our concerns in the past and we implore your support of our current issues and concerns.

Attachment B

**EQUAL EMPLOYMENT OPPORTUNITY (EEO)
ADVISORY COMMITTEES' STATEMENTS**

**ADVISORY COMMITTEE FOR AFRICAN AMERICANS (ACAA)
BRIEFING STATEMENT**

The Advisory Committee for African Americans (ACAA) appreciates the opportunity to present to the Commission EEO-related issues that affect the African American community at the NRC. We continue to strive to better communicate and coordinate our efforts with members of the other EEO Advisory Committees, staff of the Office of Small Business and Civil Rights (SBCR), the Office of Human Resources (HR), and the African American community at-large in the NRC.

Since 1995, ACAA's emphasis has been on three focus areas. These areas and our recommendations are discussed below:

5. **Develop more specific and substantive criteria for evaluating managers and supervisors.** ACAA has worked with the other EEO Advisory Committees and SBCR to identify options in support of this goal. Our recommendation is that a separate EEO sub-element be included in the elements and standards of all SES'ers, managers and supervisors.
6. **Increase the number of African American women in SES, supervisory, management and Senior Level positions; and the number of women in the feeder groups for these positions.** We would like to report that over the past two years, two minority females have moved into SES positions. Although the numbers are not outstanding, they are significant in view of the Agency's downsizing efforts. The Agency's continued efforts should be focused on making sure that during downsizing and reorganizations, we do not lose a disproportionate number of women and minorities in the SES, managerial and supervisory ranks.
7. **Encourage the establishment of Upward Mobility positions for paraprofessional jobs to provide opportunities for advancement of African Americans and other minorities.** In FY 1998, seven upward mobility positions were established. Four white women and two African American women were selected. The seventh selection (a white woman) was made in FY 1999. We recommend that all offices continually be encouraged to give serious consideration to staffing positions via Upward Mobility.

ACAA has recently included in its area of emphasis a fourth concern:

8. **Increase the number of minorities on Commissioners staffs.** ACAA will work with SBCR to offer up suggestions to improve diversity in this area.

The ACAA is cognizant of the many challenges facing the Agency and is committed to support cooperative interface with SBCR, HR, and the other EEO Advisory Committees to improve equal opportunity for African Americans and other minorities and women in the Agency's effort to meet these challenges.

**AFFIRMATIVE ACTION ADVISORY COMMITTEE (AAAC)
BRIEFING STATEMENT**

The AAAC can only function when there is on-going and successful communication between AAAC members, members of the other EEO Advisory Committees and Subcommittees, and the Office of Small Business and Civil Rights (SBCR). We believe that such communications have been successful with both other EEO advisory committees and with SBCR during these last six months, mainly because of initiatives undertaken by SBCR. However, we are still frustrated about quickly obtaining the data needed to allow us to provide the proper advice.

Based on official data provided for FY 1998, AAAC has the following recommendations: encourage the NRC to very affirmatively search for (1) women and African Americans to fill professional positions, and (2) Hispanics to fill professional, technical, administrative, and clerical positions. AAAC recognizes that based on evidence from other agencies and local governments, continued failure to find Hispanics may flow from cultural and societal characteristics. AAAC also recommends that there be an affirmative effort to bring currently employed women, African Americans, and Asian-Americans into supervisory/management positions.

AAAC continues to support strong NRC programs for UPWARD MOBILITY and for INTERNS. Available statistics show that the Agency designated seven upward mobility persons in FY 1998 and had five intern hires in FY 1998. We believe that the Agency must do more in future years.

The AAAC plans to devote considerable effort during the next six to eighteen months on persons with disabilities, on monitoring the Agency's effort on cultural diversity, and on assessing the affects of early retirement/buyout initiatives and reorganizations on women, minorities, and persons with disabilities, particularly in management and supervisory positions. We also expect to have more involvement in reviewing statistical information on employment and on related benefits, such as training, rotations, awards, and promotions.

**ASIAN PACIFIC AMERICAN ADVISORY COMMITTEE (APAAC)
BRIEFING STATEMENT**

The Asian Pacific American Advisory Committee (APAAC) appreciates the opportunity to address the Commission on EEO-related issues that continue to affect Asian Pacific American (APA) employees. In the past, the APAAC has expressed concerns regarding (1) lack of APA in SES positions, (2) longer than average time-in-grade for APAs in certain grade levels, and (3) reduction of APA supervisory and managerial positions from reorganizations and downsizing.

On the basis of our review of recent data provided by HR, we note that one APA has been appointed to an SES position and two APAs have been promoted to Grade-15 positions, one of which is a temporary promotion. We are encouraged by this progress. However, we remain concerned that this temporary position may not become permanent. In addition, the longer than average time-in-grade for APAs in certain grade levels remains to be of a concern.

Although the overall number of Asian Pacific Americans employed with the NRC remains constant, number of APA women is relatively low compared to other employee groups. We recommend recruitment efforts be enhanced to increase representation of APAs within the NRC work force.

We recognize that the Agency is in the process of implementing its reorganization plans, and that future opportunities for and potential impacts on minorities and women are unclear. We, however, view this period as an occasion for employees to be empowered and provided with opportunities to gain experience above and beyond their normal duties. We recommend that the Agency encourage more participation of APAs and other minorities in high-level assignments and that careful consideration be given to those APAs in management positions in light of office reorganizations and downsizing.

**COMMITTEE ON AGE DISCRIMINATION (CAD)
BRIEFING STATEMENT**

The Committee on Age Discrimination (CAD) continues to enjoy the cooperation and successful communications between its members, its external communications with the other EEO committees, and with its interactions with the Offices of Small Business and Civil Rights and Human Resources.

Our Data Analysis Subcommittee has continued to review EEO statistical information to identify indications of age discrimination within the NRC. As a result of these efforts, a review of fiscal year 1996 data indicated a concern for promotion rates for staff aged 50 and older. Our review of fiscal year 1997 data now indicates a concern for the equity of performance appraisal evaluations for staff in that age bracket. The CAD analysis evaluated trends in performance appraisals and noted that older engineers in the top three grades received a much smaller percentage of outstanding ratings than younger staffers. A similar trend was found for scientists. CAD recommends that senior NRC management provide information about adverse EEO trends to managers and supervisors in the agency to assure that lower-level management is aware of and can take appropriate corrective actions or certify the validity of these appraisal performance trends.

The CAD has also been concerned that government-sponsored downsizing has caused the loss of technical staff, many with years of experience that have not been equivalently replaced. This problem also exists in the resident inspector ranks with even greater potential significance. This is largely because downsizing has been accomplished by attrition. Attrition, in turn, has been accomplished primarily by retirement-eligible personnel electing that option. CAD recommends that a formal, visible program of "site succession planning" be instituted to assure the preservation of corporate memory and hard-earned institutional knowledge and competency at the sites. That would provide for a smoother regulatory transition, mitigate licensee trauma and could reduce the overall impact to the agency from the loss of senior workers.

Caution is warranted regarding the loss of experience within the agency. CAD suggests that the NRC consider enhancing the existing mentoring program to make it sufficiently broad-based to moderate the "experience-drain" that the agency is undergoing. Volunteer senior workers could be assigned to expedite and assure the transmission of agency knowledge to more junior workers.

The CAD asserts that increased longevity will intensify trends toward a longer working lifetime, aging issues, and professional advancement concerns. These issues will be shared by an increasing percentage of the NRC workforce regardless of their ethnic origins, gender, or other differences. These trends can only enlarge the aging issue and present a continuously increasing policy challenge to NRC leadership.

The CAD previously noted that the framers and authors of the Strategic Plan would be exercising appropriate foresight to consider and integrate these issues of aging. The CAD continues to recommend that the Strategic Plan be revised to incorporate concerns for NRC's aging workplace, including the concomitant loss of experience and competencies, and devise methods of resolution. The CAD continues to believe that a meaningful review and application of remedies to any discovered problem areas will be a necessary element in the adherence to The Age Discrimination in Employment Act.

**FEDERAL WOMEN'S PROGRAM ADVISORY COMMITTEE (FWPAC)
BRIEFING STATEMENT**

FWPAC appreciates the opportunity to address the Commission on EEO-related issues that affect women in the NRC. We have continued to foster successful communication between FWPAC, members of other EEO Advisory Committees, the Office of Small Business and Civil Rights, and the Office of Human Resources.

Our focus has remained on supporting efforts to enhance representation of women in management and senior level positions, especially minority women;

and on helping employees find satisfaction in their jobs in an environment where fewer promotional opportunities exist. Some progress has been made. We would like to note that over the past two years, two minority women (African Americans) were promoted into the SES.

Additionally, we encourage continued support and commitment in managing a diversified workforce at the NRC. It has become increasingly urgent to, not only obtain, but to retain a highly qualified and highly motivated staff. We recognize that there is great potential in employees which must be appreciated and maximized to successfully carry out the Agency's objectives.

We will continue to support efforts to make employees, especially women, aware of family-friendly programs already in place, such as work-at-home, flextime, part-time, credit hours, and others. We also encourage support for additional educational programs to help parents deal with both family and health related issues.

FWPAC will continue to support these and other measures to promote a positive NRC work environment that encourages each employee to perform at their maximum potential.

**HISPANIC EMPLOYMENT PROGRAM ADVISORY COMMITTEE (HEPAC)
BRIEFING STATEMENT**

In our last briefing statement six months ago, we noted the loss of four experienced Hispanics. Since then, we have lost two more experienced Hispanics. This is in addition to another professional Hispanic, who left the NRC in October. NRC is a good place to work, however, some Hispanics left the Agency due to lack of supportive work environments, and limited career advancement and developmental opportunities. We recommend additional measures be considered to retain Hispanics and other minorities in the workforce.

Hispanic representation (62) in the NRC workforce is very low. There are only six Hispanics in managerial positions and this number has remained constant over the past two fiscal years. We recognize that downsizing and reorganizing efforts have reduced the number of promotional opportunities for all employees, including Hispanics. As the Agency continues its downsizing trend, targeted efforts to improve succession of Hispanics into senior level positions could improve the retention of experienced Hispanics at the Agency. To address this problem, HEPAC recommends that management increase rotation of Hispanics throughout the Agency, especially in high visibility positions, such as in the EDO and Commission Offices; and encourage their participation in the Supervisory Development and SES Development Training Programs.

HEPAC believes that retaining the existing experienced Hispanics is of the utmost importance. Providing these types of opportunities for Hispanics, other minorities, women, and persons with disabilities will help the NRC retain valuable talent.

Additionally, we recommend continued efforts to identify, attract and hire highly qualified Hispanics via targeted recruitment efforts.

Attachment C

**EQUAL EMPLOYMENT OPPORTUNITY
SUBCOMMITTEES' BRIEFING STATEMENTS**

**PARAPROFESSIONAL SUBCOMMITTEE
BRIEFING STATEMENT**

The Paraprofessional Subcommittee appreciates this opportunity to speak to the Commission about EEO-related issues that affect the paraprofessional staff at the NRC. The subcommittee members continue to work to resolve many challenges facing paraprofessionals at the Agency.

Since the subcommittee's inception in November 1997, we have worked with the Office of Small Business and Civil Rights and Human Resources in obtaining and assessing data related to three issues as follows:

- Awards given to professionals versus administrative support staff;
- NRC's grade structure for secretarial positions as compared to the National Aeronautics Space Administration (NASA), Environmental Protection Agency (EPA), National Science Foundation (NSF) and the Department of Energy (DOE); and, comparison of grade structure and complexity of licensing assistant positions in the Office of Nuclear Material Safety and Safeguards and the Office of Nuclear Material Reactor Regulation; and
- Upward mobility opportunities within the Agency.

The award data for FY 1998 is shown below (Award data for FY 1997 reflects a similar distribution).

AWARDS SUMMARY FY'98					
Information Provided by PATCOB*			Data as of September 30, 1998		

Type of Award	Professional	Administrative	**Technical/Clerical	Blue Collar	Other	Total
Distinguished Service	1 (100%)	-0-	-0-	-0-	-0-	1
High Quality Increase	100 (56%)	57 (32%)	23 (13%)	-0-	-0-	180
Instant Cash Award	252 (58%)	79 (18%)	96 (22%)	3 (1%)	1 (0%)	431
Meritorious Service	17 (53%)	8 (25%)	7 (22%)	-0-	-0-	32
Special Act/Achievement	284 (75%)	37 (10%)	60 (16%)	-0-	-0-	381
Performance	403 (55%)	184 (25%)	146 (20%)	5 (1%)	-0-	738
Suggestion	11 (39%)	8 (29%)	9 (32%)	-0-	-0-	28
Time-off	6 (100%)	-0-	-0-	-0-	-0-	6
TOTALS	1074 (60%)	373 (20%)	160 (18%)	8 (0%)	1 (0%)	1797 (100%)

* PATCOB is the agency's workforce categories of professional, administrative, technical, clerical, other, and blue collar.

** Awards given for Technical and Clerical categories were combined due to small numbers received.

PATCOB categories:

1) Professional - occupation that requires knowledge in a field of science or learning characteristically acquired through education or training equivalent to a college degree in a particular field. NRC examples: engineers, scientists, attorneys.

2) Administrative - occupation that involve exercise of analytical ability, judgement, discretion, and personal responsibility an 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, human resource specialist.

3) Technical - occupation that involves work, typically associated with the support 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, human resource assistants, program assistants.

(Note that "technical" describes technician and paraprofessional support positions. The NRC uses "technical" to refer to engineers and scientists who are included in the "professional" category.)

4) Clerical - occupation 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 task to be performed. NRC examples: secretaries, office clerk, mail and file clerks.

5) Blue Collar - occupation that involve work typically associated with manual labor, trade and craft.

The Technical and Clerical staff in the Agency comprise 18% (542) of the total number of NRC employees on board (2961). High Quality Increase (HQI) and Special Act/Achievement (SA/A) Awards received by Technical and Clerical support staff are below this 18% baseline. HQI awards given to this group is 13% and SA/A Awards is 16 percent, both of which are below the 18% representation of this group. We recommend that the use of HQI's and SA/A be closely reviewed by each Office/Region to ensure fair and equitable treatment in these award categories.

We have compared NRC's secretarial grade structure with four other Federal agencies. The secretarial grade structures for NASA, NSF, and EPA are similar to NRC. However, we found that DOE's secretarial structure is unique in that some secretaries at the same grade levels report to different levels of management. We, therefore, believe that NRC's secretarial grade structure is compatible and adequate when compared to other agencies.

The Subcommittee is still in the process of reviewing Licensing Assistant positions and will provide a statement at the next EEO briefing.

During FY 1998, seven Upward Mobility positions were posted of which six were filled; and one was recently filled in FY 1999. We, therefore, recommend management continue to encourage the establishment of these positions when possible.

PERFORMANCE MONITORING SUBCOMMITTEE BRIEFING STATEMENT

The Performance Monitoring Subcommittee appreciates the opportunity to present to the Commission a follow-up discussion of EEO-related issues presented in our last statement. We have continued to foster successful communication between our members, members of the other EEO Advisory Committees, the Office of Small Business and Civil Rights (SBCR), and the Office of Human Resources (HR).

During the past six months, we have focused our attention on five areas. These areas and our recommendations are discussed below:

1. **Assess the impact on women and minorities due to office reorganizations.** Proposed reorganizations are reviewed by agency partnerships which includes a review by the Director, SBCR. SBCR is to assess the impact of reorganizations on EEO accomplishments and ensure that the gains achieved by women and minorities are not disproportionately affected by adverse actions. We recommend that SBCR continue to serve in this capacity.
2. **Ensure that management is accountable for supporting the goals and objectives of the Agency's EEO Program.** SBCR recently developed a multi-year Affirmative Action Plan (PLAN) for use as guidance in pursuit of EEO and workforce diversity at NRC. The objectives of the Plan are also included in the Operating Plan Guidance distributed to managers to assist them in developing planned accomplishments in all functional areas including EEO. Office Directors and Regional Administrators are required to report on these accomplishments for review by SBCR. We recommend that SBCR continue to review and assess all office-specific EEO-related planned accomplishments against actual outcomes, and recommend modifications, as appropriate.
3. **Enhance representation of women and minorities in SES, executive, and supervisory positions.** We recognize that opportunities in these areas will be limited but encourage focused attention on these areas when possible via targeted recruitment, review by the Executive Resources Board Review Group, and succession planning.
4. **Enhance use of Upward Mobility positions for paraprofessional staff.** In FY 1998, seven upward mobility positions were established. Four white women and two African American women were selected: the seven selections (a white woman) was made in FY 1999. We recommend that all offices continually be encouraged to give serious consideration to staffing positions via Upward Mobility.
5. **Identify the root causes of EEO complaints.** Based on information provided in the last EEO briefing, reprisal was the basis most frequently raised in EEO complaints. SBCR routinely reviews for trends, and ensures awareness and responsiveness by managers and supervisors. We recommend that this effort continues.

The Performance Monitoring Subcommittee has completed its review of stated issues and is now absorbed within the EEO Advisory Committees.

SELECTION SUBCOMMITTEE BRIEFING STATEMENT

The Selection Subcommittee, which consists of EEO committee members and representatives from HR and SBCR, received management's responses to 21 recommendations submitted by the subcommittee regarding the merit selection process. We are pleased that serious consideration was given to the implementation of most of our recommendations.

Over the next few months, the EEO Advisory Committee Chairpersons should assess the impact on EEO of changes being implemented. The Selection Subcommittee has completed its task and is now absorbed within the EEO Advisory Committees.

Statement for the December EEO Briefing from the JLMEEOC

The Joint Labor-Management Equal Employment Opportunity Committee (JLMEEOC) was established by the Nuclear Regulatory Commission and the National Treasury Employees Union (NRC/NTEU) to advise the NRC on matters about equal employment opportunity (EEO). The Committee is currently chaired by Cheryl A. Trottier and co-chaired by Rateb (Boby) Abu-Eid. The current members are Cynthia Carpenter, Doris J. Curseen, Rateb (Boby) Abu-Eid, Michael Stein, Sandra Frattali, Michael F. Weber, and Samuel L. Pettijohn. We thank you for the opportunity to present our observations and comments to you.

As a major re-organization of the NRC is underway, the JLMEEOC is concerned that important progress made recently in providing equal employment opportunities for all of NRC's employees, and in increasing diversity in the workforce, not be lost in the process. The number of management positions is being reduced to achieve an 8:1 staff to management ratio. The selection of management positions for elimination should be based on organizational function, span of control, efficiency, and demonstrated individual performance, rather than arbitrary factors such as seniority. This approach would be expected to have less of an adverse impact on EEO for management positions. In addition, managers placed into Senior Level Service and GG-15 positions could adversely impact promotion opportunities for current grade 14 staff and erode many of the EEO gains made in recent years.

The JLMEEOC does not believe that any new programs need to be developed, but simply that the Commission needs to ensure that programs currently in place are not overlooked in designing, evaluating, and implementing office reorganizations. The impact of the reorganizations on EEO should be explicitly considered by the Office of Small Business and Civil Rights by examining impacts on both management positions and promotion opportunities at GG-13 and above. Care should be taken to avoid penalizing staff members by maintaining opportunities for promotion based on merit selection principles and the needs of the agency. In addition, the staff should be requested to explore ways to continue to progress on NRC's affirmative action efforts in a "right-sizing" environment in the following four specific areas:

1. Enhancing opportunities for advancement of minorities and women in professional positions.
2. Expanding the pool of women and minorities for supervisory, management, executive, and senior level positions.
3. Enhancing efforts to attract, develop, and retain disabled employees.

4. Improving communication about EEO and affirmative action objectives, improving management responsiveness, and evaluating progress.

The JLMEEOC is encouraged by the Chairman's August 20, 1998, announcement of the NRC's Equal Employment Opportunity and Diversity Policy Statement, and believes that if this policy is followed through the upcoming office reorganizations, we will maintain an effective EEO program within the NRC.