



# **Commission Briefing on Equal Employment Opportunity, Diversity and Small Business**

December 15, 2016

# **Communicating Safety Across Many Cultures**

Pamela R. Baker  
Director

Office of Small Business and  
Civil Rights

# Communicating Safety Across Many Cultures

- Civil Rights
- Affirmative Employment and Diversity Management
- Small Business
- Office of the General Counsel
- Region I
- EEO Advisory Committees' Joint Statement

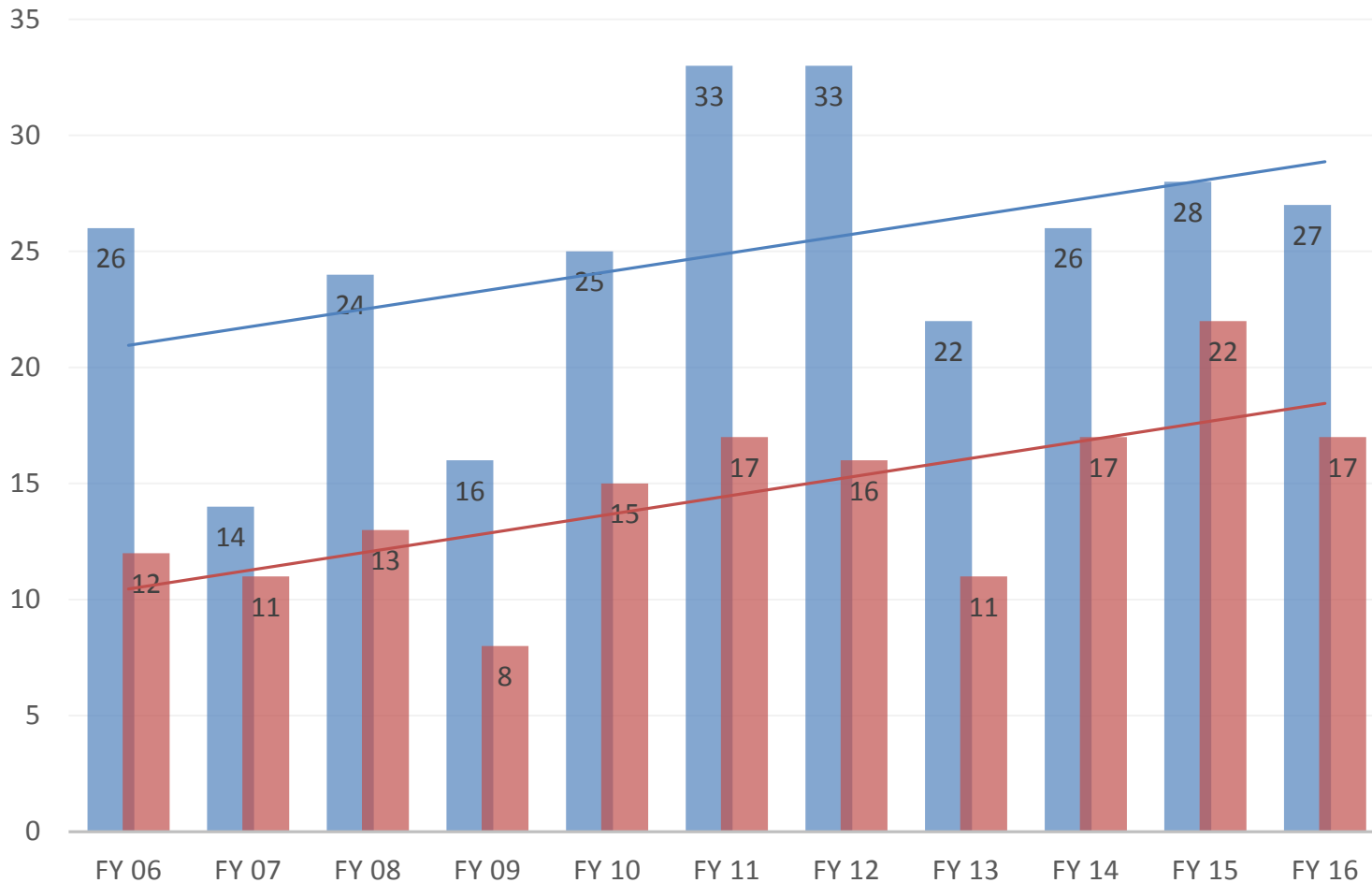
# Aligning For The Future

- Focusing on Core Work
- Acquiring Required Skills
- Enhancing Agility

# Ensuring Civil Rights Program Integrity

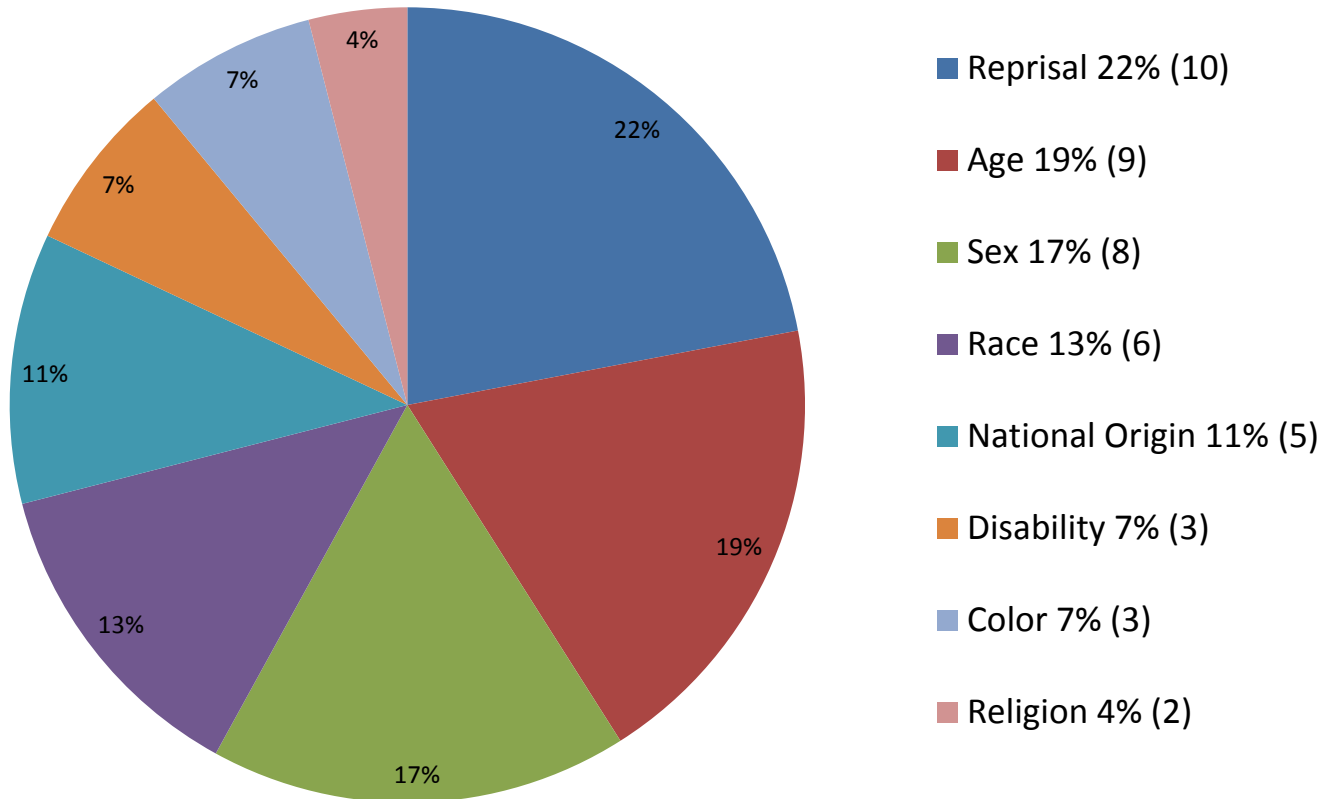
- Assessing Activity and Workload
- Examining Case Complexity
- Proactively Resolving Complaints

# All Complaints (Informal and Formal) Filed FY 2006 - FY 2016

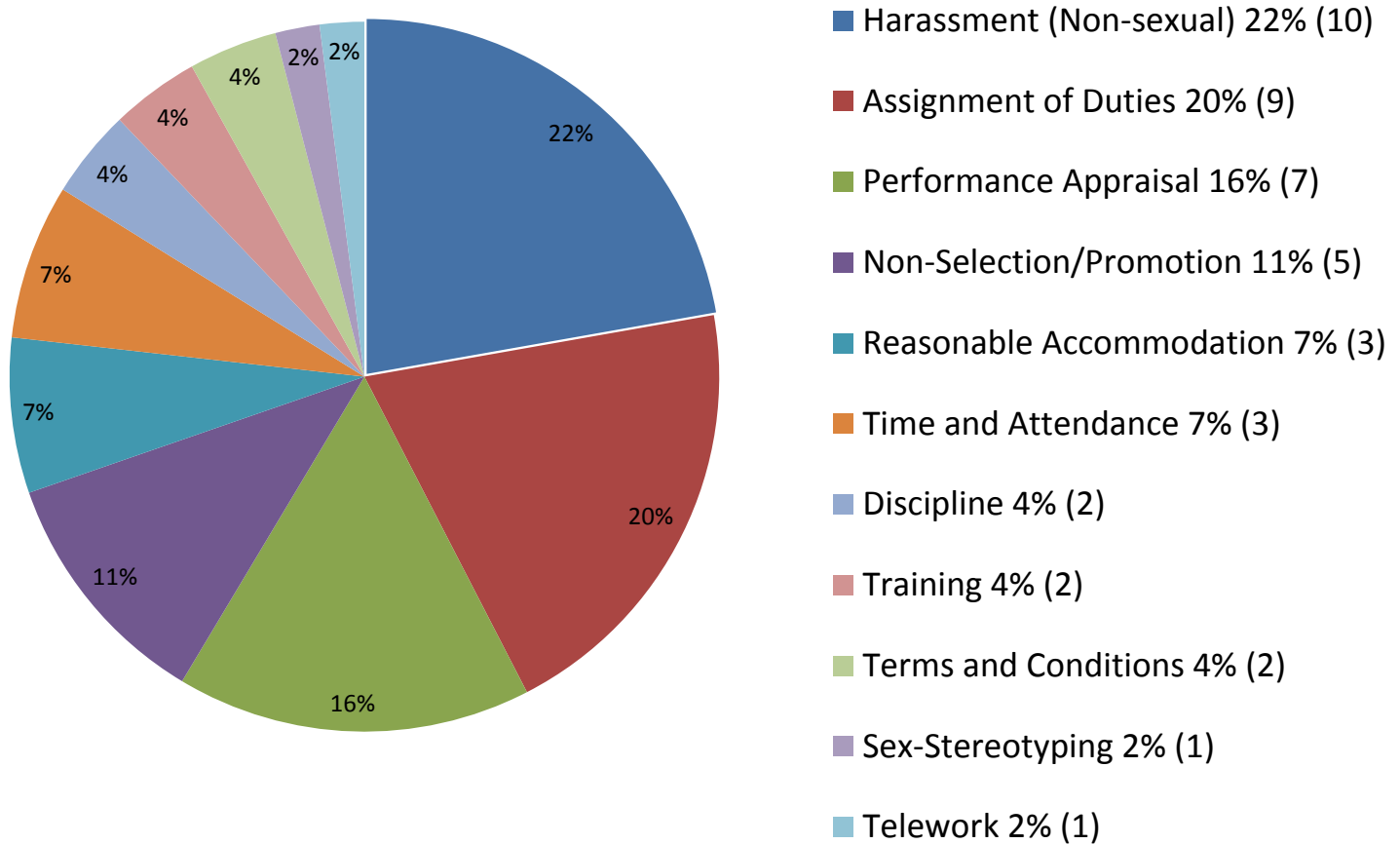


■ Informal                      ■ Formal  
— Linear (Informal)            — Linear (Formal)

# Formal EEO Complaints Filed During FY 2016 by Bases



# EEO Complaints Filed During FY 2016 by Issues





# Resolving EEO Complaints

- Settlements:
  - Mutual agreements
  - Occur at any time
- Alternative Dispute Resolution (ADR) Program
- Encourages Open Communication

# Strengthening Communication Through Cultural Awareness

- Increasing Understanding
- Expanding DIALOGUE



# Affirmative Employment and Diversity Management Program

Anthony Barnes  
Program Manager

# Diversity and Inclusion

- Workforce Demographics
- Understanding Implicit Bias/ Micro Inequities
- Continued Commitment to the New Inclusion Quotient (IQ)
- New Government Wide D&I Strategic Plan



# Workforce Demographics

- In FY2016 the NRC workforce was 8.8 percent smaller than it was in FY2015 and 14 percent smaller than its peak size in FY2010
- Despite the smaller size, the race, gender and national origin representation is either at or within 1 percent of its five year average
- FY2016 saw the smallest number of NSPDP hires since FY2012

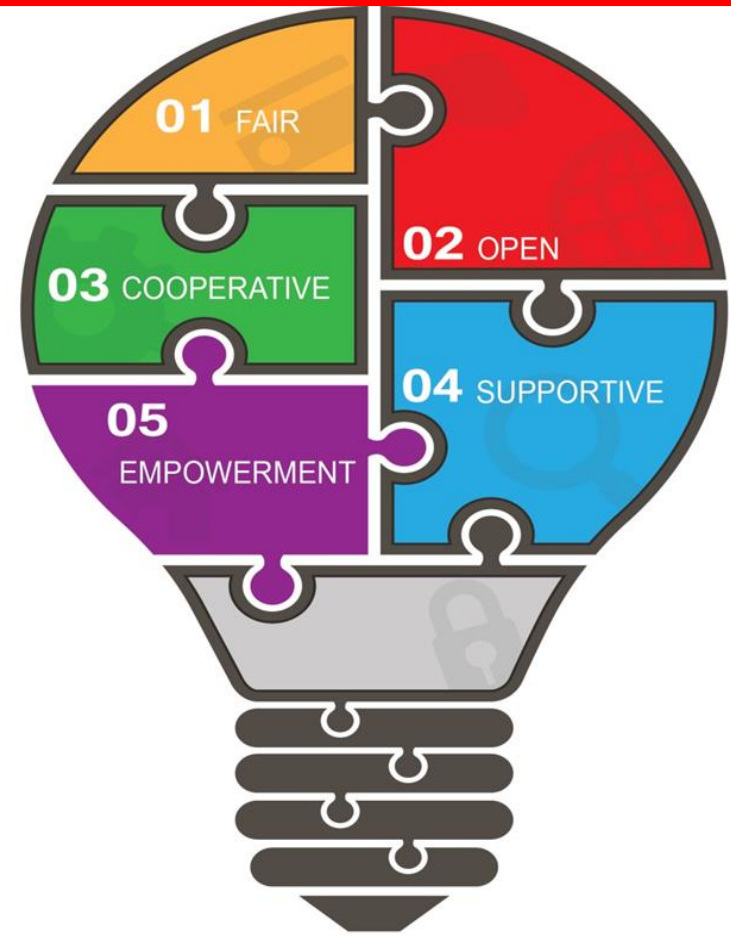
# Understanding Implicit Bias/ Micro Inequities

- Why is it Important?
  - Affects us in an unconscious manner
  - Challenges even the most well intentioned and fair minded individual
  - Results in actions and outcomes that don't always align with stated intentions
  - Everyone has Implicit Bias regardless of Race, Gender, Ethnicity, or Age
    - No one is Immune

<https://implicit.harvard.edu/implicit/iatdetails.html>

# USING THE NEW IQ TO BOOST DIVERSITY AND INCLUSION

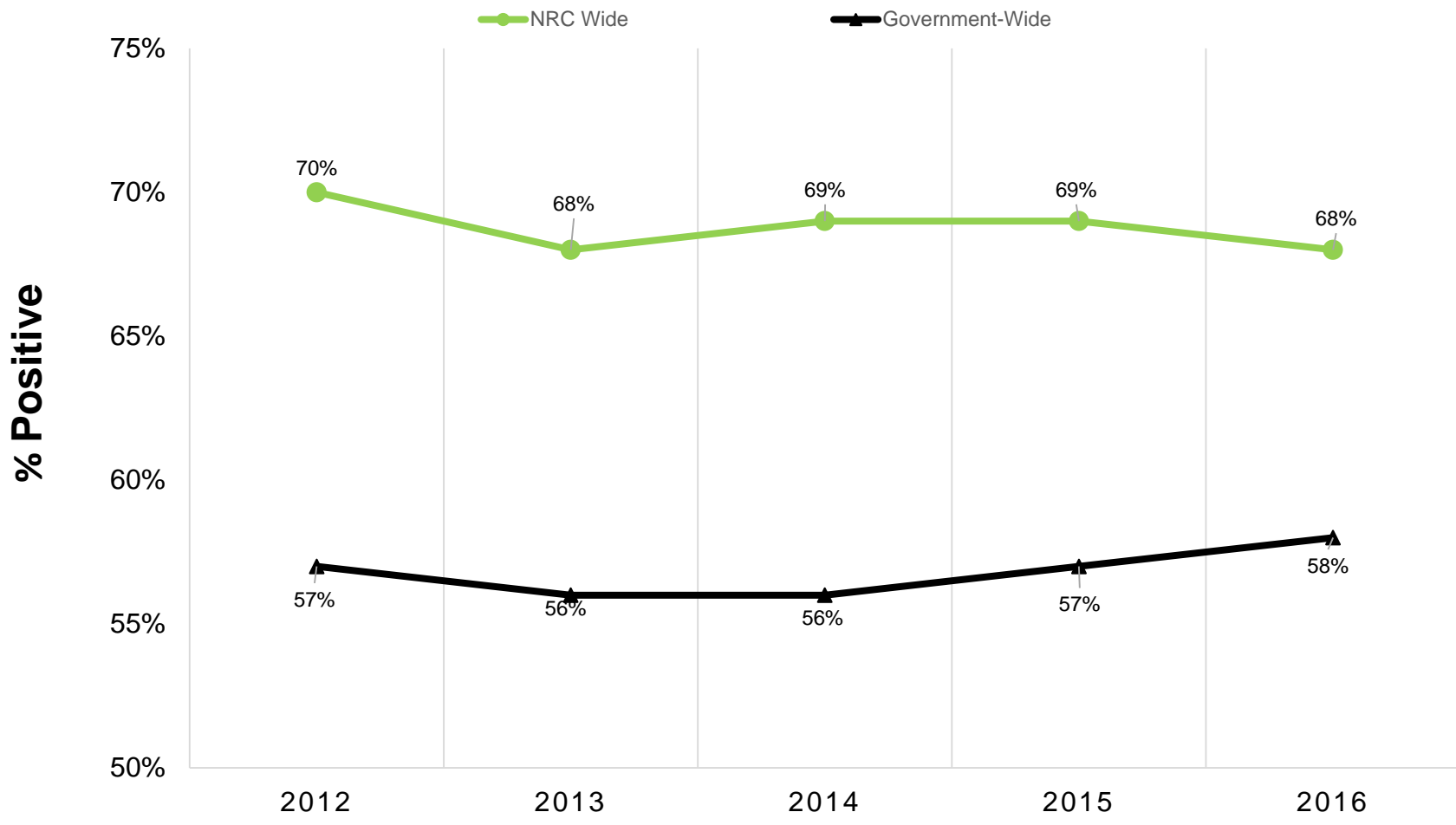
1. **FAIR:** No favoritism, Coercion for Partisan Political Purposes, or Prohibited Personnel Practices Tolerated
2. **OPEN:** Creativity and Innovation is Rewarded and Poor Performer's are Addressed
3. **COOPERATIVE:** Collaboration and Communication is Supported and Promoted
4. **SUPPORTIVE:** Respect and Support for work life balance and Performance Management feedback and accountability
5. **EMPOWERMENT:** Information, Personal Encouragement and Respect needed to do jobs well



**THE NEW IQ**  
inclusion quotient  
WE ARE SAFER TOGETHER

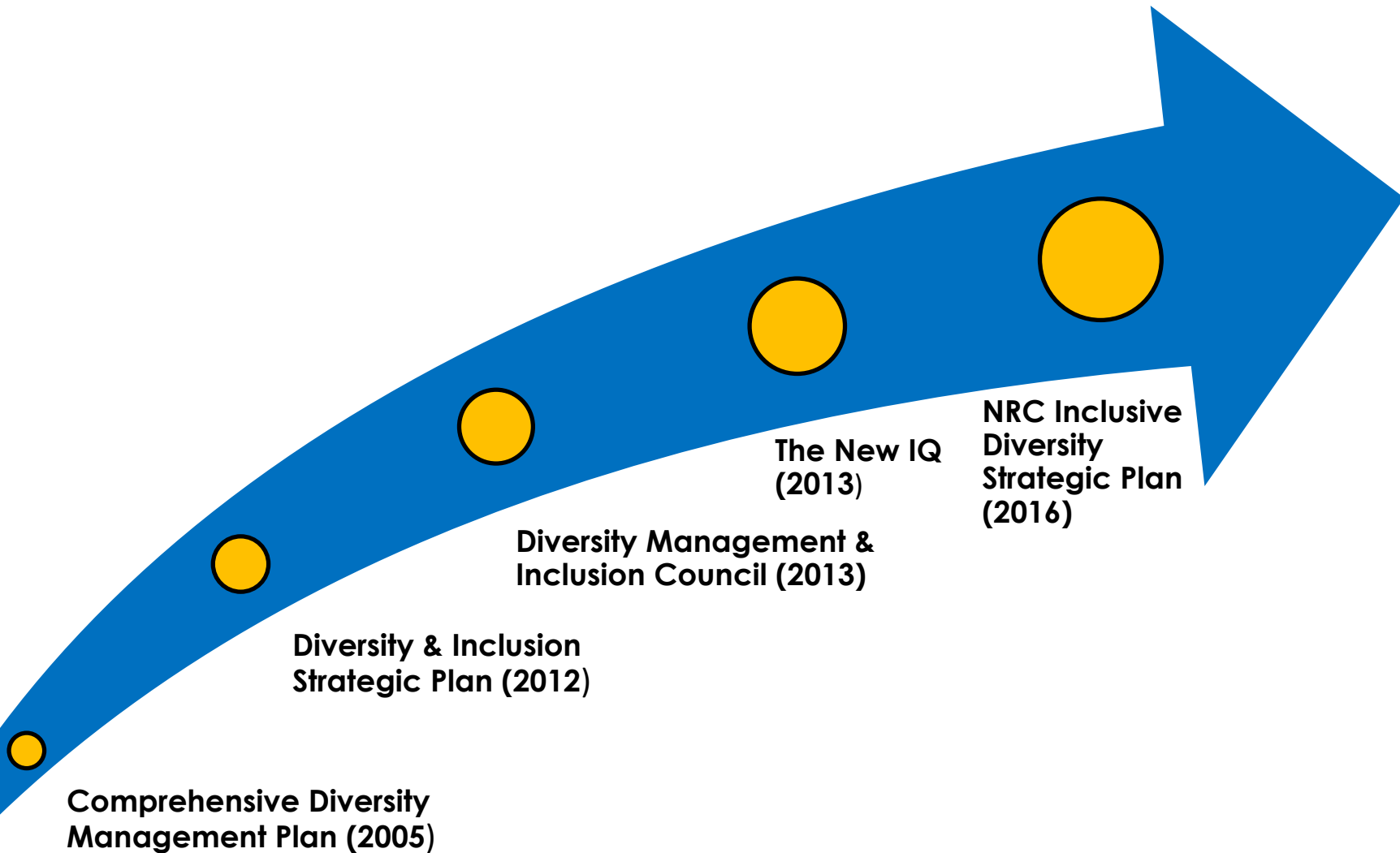


# 5 YEAR IQ TRENDING NRC VS. GOVERNMENT





# Journey to Inclusive Diversity



# **New 2016 NRC Inclusive Diversity Strategic Plan**

- Goal #1: Diversify the Federal Workforce Through Active Engagement of Leadership
- Goal #2: Include and Engage Everyone in the Workplace
- Goal #3: Optimize Inclusive Diversity Efforts Using Data-Driven Approaches

# Small Business Program

Anthony Briggs  
Program Manager

# Maximizing Small Business Opportunities in Achieving NRC's Mission

- Compliance
  - ADM, OGC, OIG, and Federal agencies
- Technical Assistance
  - Offices, Regions, and AMD
- Outreach
  - Business Community



# Striving for Small Business Optimal Performance

- FY 2015
  - SBA Scorecard Grade of "A"
  - 5/5 Goals Achieved

- FY 2016
  - Scorecard Grade Pending
  - 4/5 Goals Achieved
  - Largest Percentage to Date to SDVOSBs

## Nuclear Regulatory Commission FY2015 Small Business Procurement Scorecard

**A**  
117.90%

FPDS-NG Prime Contracting Data as of Feb. 20, 2016  
eSRS Subcontracting Data as of Mar. 14, 2016

Prime Contracting Achievement:				94.16%
	2014 Achievement	2015 Goal	2015 Achievement	
Small Business	35.52%	29.00%	31.14% (\$14.4 M)	
Women Owned Small Business	10.08%	5.00%	5.78% (\$21.0 M)	
Small Disadvantaged Business	18.00%	5.00%	18.50% (\$40.6 M)	
Service Disabled Veteran Owned Small Business	4.47%	3.00%	3.89% (\$0.3 M)	
HUBZone	2.55%	3.00%	3.09% (\$7.4 M)	
Subcontracting Achievement:				13.93%
	2014 Achievement	2015 Goal	2015 Achievement	
Small Business	78.20%	42.00%	87.70%	
Women Owned Small Business	3.60%	5.00%	14.60%	
Small Disadvantaged Business	23.60%	5.00%	18.80%	
Service Disabled Veteran Owned Small Business	0.80%	3.00%	3.00%	
HUBZone	0.30%	3.00%	2.80%	
Success Factors				9.81%
<b>Plan Progress Success Factor Grading Scale:</b>				Peer Review Score
Factor Subtotal Score / 7				
1. Commitment to Small Business Utilization - The Agency demonstrated, through action and documented evidence, a commitment to utilize small businesses to obtain goods and services.				1.00
2. Effective Engagement of Senior Level Management in Achieving Small Business Goals - The Agency's senior leadership (i.e. Deputy Secretary, Chief Acquisition Officer, Senior Procurement Executive, senior program managers, and OSD/OU Director) demonstrated, through action and documented evidence, that they have clearly communicated the importance of achieving the agency's Small Business contracting goals through the chain of command to the contracting officer level.				1.00
3. Data Quality of Small Business Contracting - The Agency demonstrated, through action and documented evidence, a commitment to small business contracting data quality.				1.00
4. Training of Acquisitions Staff - The Agency demonstrated a commitment to small business utilization through regular training of acquisitions staff on the issues/procedures/policies/regulations impacting small businesses.				1.00
5. Outreach to Small Business - The Agency demonstrated, through action and documented evidence, a commitment to growing their small business supplier base and increasing awareness of contracting opportunities for small businesses.				1.00
6. Bundling Avoidance, Justification and Mitigation - The Agency demonstrated, through action and documented evidence, a clearly communicated policy to address and mitigate the adverse effects of contract bundling on small businesses. (For applicable dollar thresholds for the agency, see FAR subpart 7.104)				1.00
7. OSD/OU Organization - The Agency demonstrated, through action and documented evidence, compliance with Section 1691 - Offices of Small and Disadvantaged Business Utilization - of the National Defense Authorization Act (NDAA) of 2013.				0.87
<b>Prime and Subcontracting Grading Scale:</b>				Total 6.87
A+ = 100% but ≤ 120%				
A = 100% but ≤ 100%				
B = 100% but ≤ 90%				
C = 80% but ≥ 80%				
D = 80% but ≥ 70%				
F = 70%				

# FY 2017 Action Plan to Continue Strong Performance

- Continuing Direct Awards
- Increasing Local Engagement
- Expanding Regional Outreach



# **EEO, Diversity, and Inclusion in the Office of the General Counsel**

Margaret Doane  
General Counsel

# OGC's Diverse Workforce

- 103 FTEs, including support staff and attorneys in 7 divisions
- Dual role: OGC/ADM advises on EEO and other personnel issues and OGC benefits from agency diversity initiatives to better communicate across the office
- Most recent hires represent positive efforts in diverse recruitment and hiring practices across gender, race, and ethnicity
- Gender composition is notable: 62% females with even distribution of males and females in the SES



# Encouraging a Well-Trained and Motivated Workforce

- Unique career-enhancing assignments focusing on employee advancement and development
  - Internal rotations
  - External details
  - International assignments
- Innovative training opportunities
- Career development focused: mentoring strongly encouraged

# Fostering a Team Environment



Opportunities to establish camaraderie among all staff, like the annual OGC-ASLBP softball challenge; OGC Fun Hike to Great Falls; OGC annual Halloween party and more!

# Soliciting Feedback and Incorporating Change

- SBCR Diversity Assessment in 2015
- Survey Working Groups
  - Communication and transparency is a strategic focus
    - Weekly Office-wide “Stand Up” Meetings
    - Open Door Policy
    - Quarterly All Hands Meetings
    - Dissemination of final documents to staff
- Since 2014, OGC has improved its IQ rating and exceeded the agency average

# Solidifying Awareness of EEO, Diversity, and Inclusion

- High participation rates in agency-required trainings
- OGC self-initiated training, in coordination with our SBCR and OCHCO partners
  - e.g., whistleblower protection and the prevention of harassment
- Proactive approach to the prevention of unlawful discrimination

# OGC Staff Who “Walk the Talk” for Diversity and Inclusion

OGC staff volunteer in significant numbers to support diversity and inclusion activities

- leadership and membership on NRC’s Advisory Committees
- participating in Diversity Day – OGC had two Diversity Feud teams! (OGC won)
- Attending Advisory Committee functions



# OGC Staff Who “Walk the Talk” for Diversity and Inclusion (Cont’d)



- Shelbie Lewman - 2016 Meritorious Service Award recipient for EEO Excellence; FWPAC member; Diversity Management Inclusion Council and co-creator of the Diversity Dialogue Project.



- Beth Mizuno – Asian Pacific American Advisory Committee member and 2016 luncheon keynote speaker; Diversity Dialogue Project participant.



- Mark Maxin – 2016 Meritorious Service Award recipient in part for his efforts to promote diversity at NRC; nationally-recognized expert in disability law; Diversity Dialogue Project participant.

# **Communicating Safety Across Many Cultures**

Dan Dorman  
Regional Administrator  
Region I

# What is Diversity?

- An instance or point of difference
- Includes all of the ways in which people differ including innate characteristics and acquired characteristics
- A collection of individual attributes that together help agencies pursue organizational objectives efficiently and effectively



# Leadership Conversations

- Emotional Intelligence
- Diversity
  - University Champions
  - Mentoring



# Developing Staff and Strengthening the Organization

- Inter-divisional Rotations/Cross Qualifications
  - 9 on-going or completed
- Aspiring Leaders Certificate Program
  - 28 regional participants
  - 6 program completions
- Leaders at All Levels Certificate Program
  - 7 regional participants
  - 2 program completions

# Being Mutually Accountable

***NRC Mission*** = What we do.

***Principles of Good Regulation*** = How we do it.

***NRC Values*** = How we treat each other.

**Region I**



Chairman  
Cherie Crisden



Co-Chairman  
Allyce Bolger

**EEO Counselors**



David Rule



Farrah Gaskins



Marjorie McLaughlin

**Diversity Management  
Advisory Committee  
(DMAC)**

Member-At-Large

Representative for  
FEB

Representative for  
African Americans

Representative for Age  
Discrimination

Representative for Asian  
Pacific Americans

Representative for Employee  
with Disabilities



Shawn Seeley



Marc Ferdas



Pamela Jefferson



John Cherubini



Cherie Crisden



Stacey Horvitz



Pamela Jefferson

Representative for Federal  
Women's Program

Representative for  
Hispanic Americans

Representative for  
Lesbian, Gay, Bi-sexual,  
and Transgender

Representative for Native  
American Advisory  
Committee

Representatives for Veterans Employee  
Resource Group



Gerry Powell



Juan Ayala



Allyce Bolger



Juan Ayala



Colleen Picciotto



Keith Heater



# DMAC COMMUNICATION CORNER

Diversity Management Advisory Committee, Region I

Issue # 2, 2016



## Message from the Chair

Welcome to the Diversity Management Advisory Committee (DMAC) Communication Corner. It has been an exciting time for DMAC and I am delighted to have the opportunity to work with a group of individuals who are devoted to spreading the message of diversity and inclusion. Since stepping into the role as Chair of the Region I (RI) DMAC, I have seen a significant change in the number of DMAC sponsored activities and in the type of activities. I've also seen increased staff participation in those activities. Consistent with the agency's Comprehensive Diversity Management Plan, RI DMAC strives to help maintain a work environment that values employee differences and to enhance employees' cultural awareness by highlighting contributions of persons representing various cultures. If we can do something better, please let us know. Take a moment and read through our second newsletter. Hopefully, you'll be encouraged to join us in promoting diversity and inclusion!

~ Cherie Crisden, ORA



**"Never doubt that a small group of thoughtful committed citizens can change the world: Indeed it's the only thing that ever has."**

*Margaret Mead*

### In This Issue:

- Outreach
- Special Emphasis Observances
- Training Activities
- Book Club Recap
- Diversity Initiatives and Upcoming Events
- What is Diversity & Inclusion?

# DMAC COMMUNICATION CORNER

Diversity Management Advisory Committee, Region I

Issue # 1, 2016



## Message from the Co-Chair

Welcome to the Diversity Management Advisory Committee (DMAC) Communication Corner.

Diversity is essential to the mission of the NRC and in DMAC we strive to celebrate and promote diversity within the Agency. We provide opportunities for staff to reach out to the local community, such as, supporting STEM (Science, Technology, Engineering, and Math) programs starting with the youngest of children all the way up to college students in their final year. We also host fun and collaborative celebrations here in the Region I Office to acknowledge and celebrate our diverse backgrounds. Please take a moment to read through this newsletter and see all the hard work our DMAC members put in and learn how you can promote diversity and inclusion! ~ Allyce Bolger, ORA

**"The DMAC is a small group of dedicated volunteers that make a big difference. The community outreach activities supported by the DMAC say a lot about who we are as individuals and are truly feel good activities. If you can find the time, I would encourage you volunteer."**

~ Jim Trapp, DNMS  
Division Director



### In This Issue:

- Outreach 2015/2016
- Training Activities in 2015
- Meet the RI VERG
- What I learned at...
- Diversity Day 2015
- Diversity Initiatives and Upcoming Events
- African American History Month

# Supporting the Community





# TAKE YOUR CHILD TO WORK DAY



# Special Emphasis Celebrations



February is National African American History Month and the Region I Diversity Management Advisory Committee (DMAC) cordially invites you to join them in a four-part lunchbreak movie screening. Each week DMAC will host an informative video commending the courageous struggle of individuals who fought against and persevered in spite of racial inequality.



Pam Baker will kick off our first screening, "The George Washington Carver Biography" on February 9<sup>th</sup> at 11:00 am. Learn about the fascinating life of George Washington Carver; born a slave, he gained notoriety and even rose to fame for his intellectual pursuits. His contributions to botany made revolutionary strides in American agriculture.

The screenings will be held at 11:00

am in the Grand Canyon Room on the following dates:

- February 9 – George Washington Carver
- February 18 – African Americans in the Military
- February 24 – The Underground Railroad
- February 29 – Frederick Douglass

For your edible enjoyment, popcorn will be provided at each screening!

## The Loudest Duck: Moving Beyond Diversity While Embracing Differences to Achieve Success at Work

By Laura Liswood

Join us on June 28<sup>th</sup> for conversation and chips & salsa.

What I really enjoyed about the book, is that it is a great stepping stone. Diversity can't be achieved simply by addition, nor can it be measured by a metric. Diversity is ensuring the non-dominant groups in an organization are given the

opportunity to express their views and a fair chance to perform. Laura Liswood's portrayal provides self and external awareness, so that WE can start the conversation.

Don't have time to read the whole book? Just read a few chapters; Chapters 1, 4, and 7 provide a good basis and will only take about an hour to read. A PDF version of Chapter 1 is attached, to read more of the book you can find it on **Books 24/7 in iLearn**.

See the attached flyer for more details. Please let me know if you are interested in participating.





# Staff Celebrations



# Diversity Day 2016

Wednesday, November 2

1:00-3:00PM

## Special Presentations

Joel Kravetz, Civil Rights Program Manager, SBCR

Colleen Todd, Branch Chief, HR

## Hispanic Heritage Month (Sept 14–Oct 15)

Salsa & Guacamole Competition

Build Your Own Quesadilla

## National Disability Awareness Month (October)

Panel Discussion: Disability Awareness Exercise

## Native American Heritage Month (November)

Display of Artifacts





# Diversity Day 2016



# WHAT I LIKE ABOUT REGION I:



The friendliness and helpfulness of all of the staff.



The great staff.



The people I work with



The people, especially my awesome group of Timekeepers who keep me honest in my reporting.



The people.



The people! I love how everyone in Region I goes the extra mile to really get to know each other and make connections with each other.



The friendliness of the staff and their willingness to help others at a moment's notice.



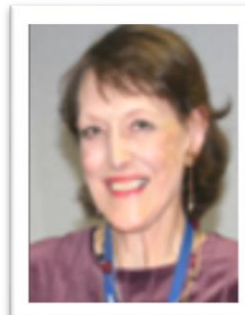
I enjoy my co-workers and my work.



I have felt that every manager I have had thus far has had a genuine interest in helping their people succeed, and cared about them on a personal level.



The professional and friendly people.



I like the dedicated and friendly people with whom I work. They are really dedicated to protecting the public.



The friendliness and family atmosphere in the office.



The Mission. The agency's sole purpose is to protect public health and safety. This display of concern for humanity is a reflection of life's true purpose: To care.

# What is Inclusion?

- A culture that connects each employee to the organization; encourages collaboration, flexibility, and fairness; and leverages diversity throughout the organization so that all individuals are able to participate and contribute to their full potential.
- All the ways in which the agency can utilize the unique talents, abilities and perspectives of its employees to improve the effectiveness and efficiency of the agency
- A relation between two classes that obtains when all members of the first are also members of the second



R. Lynne Finch  
Chair  
Veterans Employee Resource Group





## ***Communicating Safety Across Many Cultures***

# Acronyms

ADM – Office of Administration

AMD – Acquisition Management  
Division/Office of Administration

ASLBP – Atomic Safety and Licensing Board  
Panel

DIALOGUE – Diversity Inclusion Awareness –  
Leading Organizational Growth  
Understanding, and Engagement

D&I – Diversity and Inclusion

DMAC – Diversity Management Advisory  
Committee



# Acronyms

EEO – Equal Employment Opportunity

FTE – Full time Equivalent

FWPAC – Federal Women’s Program Advisory Committee

IQ – New Inclusion Quotient

NSPDP – Nuclear Safety Professional Development Program

OCHCO – Office of the Chief Human Capital Officer

# Acronyms

OGC – Office of the General Counsel

OIG – Office of the Inspector General

SBCR – Office of Small Business and Civil Rights

SDVOSB – Service Disabled Veteran Owned  
Small Business

SES – Senior Executive Service