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UNITED STATES NUCLEAR REGULATORY COMMISSION
BRIEFING ON EQUAL EMPLOYMENT OPPORTUNITY, DIVERSITY
MANAGEMENT AND SMALL BUSINESS PROGRAMS

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TUESDAY

December 9, 2008

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The Commission convened at 9:30 a.m., the Honorable Dale E. Klein, Chairman
presiding.

NUCLEAR REGULATORY COMMISSION

DALE E. KLEIN, CHAIRMAN

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1 NRC STAFF

2 WILLIAM BORCHARDT, Executive Director of Operations

3 MIKE WEBER, Director, Office of Nuclear Material Safety and

4 Safeguards (NMSS)

5 MARC DAPAS, Deputy Regional Administrator, Region I

6 AUTUMN SZABO, RES, Committee Spokesperson and Chair, NAAC

7 CORENTHIS KELLEY, Director, Office of Small Business and Civil

8 Rights

9 JAMES McDERMOTT, Director, Office of Human Resources

10 DALE YEILDING, President of the local National Treasury

11 Employees Union

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CHAIRMAN KLEIN: Good morning. Well, this morning we get to hear about the EEO and small business activities. I think we have a lot of data that we will get to see today; a lot of facts, figures and numbers. This is always a good program. We'll hear from NMSS and also Region I, so we'll have a busy day.

Obviously, this was, I think, a good year for our EEO activities. I looked at the list of all the activities and the NRC was recognized as a Best Diversity Company by the readers of *Diversity Magazine*.

We were recognized by the White House for our support for minority serving institutions and was designated a top supporter of historically black colleges and universities.

And the U.S. Small Business Administration recognized us for outstanding achievement in the area of small business opportunity. So, I'd like to thank all the staff for all their hard work for achieving these accomplishments during this past year and we look for great things in the future.

Any comments from my fellow Commissioners before we start? Bill, would you like to begin?

MR. BORCHARDT: Good morning. Go to slide 2, please. Today the staff's going to brief the Commission on the NRC's Equal Employment Opportunity, Diversity Management and Small Business Programs. This slide shows the agenda.

1 Our program, Diversity Management and Small Business Programs, are
2 integral to our strategy to welcome diversity and foster the kind of open and
3 collaborative work environment that we need to have in order to successfully meet
4 our mission.

5 I'd like to start off by acknowledging the efforts of Ren and the SBCR team,
6 as well as the entire NRC leadership team for their very proactive and personal
7 involvement that they spend in supporting these activities on a day-to-day basis.

8 Chairman, you've read off a few of the awards and recognitions that we've
9 gotten recently and I believe these are just examples of us moving in the right
10 direction in these kinds of programs.

11 As I know the Commission is well aware, about 50% of the NRC staff has
12 been with the NRC for less than six years. Almost a quarter of the staff has
13 changed jobs within the last year or so. Those kinds of numbers reflect both an
14 opportunity and a challenge for the management and leadership team within the
15 NRC and for the staff itself.

16 I'd like to just take one second to acknowledge the very positive contribution
17 of the various advisory committees in helping bring on these new employees, help
18 foster an environment that maximizes the potential of each and every employee
19 within the NRC.

20 Many of these advisory committees have very informal but highly effective
21 programs that they use to outreach to their membership -- all employees, really --
22 to help educate them on what the mission is, how to be successful, how to further

1 your career, how to write an application package for a job vacancy.

2 I think this is a really fine complement to the more formal programs that the
3 agency has in place and the formal relationship that exists between first-line
4 supervisors and employees. But these committees are really making a very
5 positive contribution to our mission through that work and I'd like to just to
6 acknowledge and thank them for those efforts.

7 Having said that, I'll turn to Mike Weber who will begin the formal part of the
8 briefing.

9 MR. WEBER: Good morning, Chairman, Commissioners. It's a
10 pleasure to be here today and I send greetings from the 220 or so NMSS
11 employees who, of course, are next door in the Executive Boulevard building.

12 EEO and managing diversity are all about people, so it's important that we
13 reflect on the people that make up the NRC. Our office vision is to protect people
14 and the environment as a world-class, high-performing organization that optimally
15 taps the full potential of each employee consistent with our organizational values.

16 We work hard every day to fulfill this vision. Our vision also aligns well with
17 the vision that's described in the agency's Comprehensive Diversity Management
18 Plan. Our vision also links to the organizational values that we subscribe to.

19 Success for NMSS is not just what we accomplish, but it's how we get the
20 job done and diversity is a fundamental component to several of our values,
21 including respect, integrity, excellence, service and openness.

22 We believe in diversity and we value differences and ideas, thinking and

1 approach. Our diversity is a source of strength for the office and it increases our
2 organizational capacity.

3 In my brief remarks today I'll focus on how we work to achieve diversity
4 within the office by leveraging partnerships and by practicing continuous
5 improvement.

6 I would point out, I believe, your background materials has an assessment
7 report, which I'll refer to later in my presentation. So, I'll be brief in my remarks
8 because I know you have lots of information that you'll be hearing this morning
9 and I want to save my time for some of the other presentations. Can I have the
10 next slide, please?

11 Several years ago my office, NMSS, convened an internal diversity panel
12 that helped the organization to embrace diversity and clarify our vision and our
13 values.

14 One of the first challenges that the panel grappled with was, what is
15 diversity, coming up with a definition. The panel quickly recognized that diversity
16 encompasses much more than what we traditionally equate with diversity under
17 the Equal Employment Opportunity attributes of gender, race, physical ability and
18 age.

19 It also includes attributes that cannot be seen, such as differences in
20 knowledge, skills, values, thinking and behavior. The broader recognition of
21 diversity is reflected in the agency's Comprehensive Diversity Management Plan in
22 describing diversity management as creating a workplace where differences in

1 heritage, backgrounds, style, tradition and views are valued, respected and used
2 to increase organizational capacity.

3 We manage diversity by both designing and executing procedures and
4 practices that accomplish the goals that are established in this CDMP. Recruiting
5 diverse employees at all levels, including management and supervisors and senior
6 staff, as well as developing and retaining diverse employees, promoting an
7 environment that values the differences.

8 We leverage internal partnerships peer to peer, mentor to mentee, staff to
9 supervisor and organization to organization to enhance our diversity and our
10 organizational capacity. Next slide, please.

11 This leveraging helps to accomplish the desired results for the office
12 working in partnerships with staff and organizations across the agency. What you
13 see pictured here are several of these interfaces in reaching out to concerned
14 citizens and stakeholders that surround nuclear fuel facilities; inviting affected units
15 of local government, the state and the affected tribe to participate in the licensing
16 review for the proposed geologic repository; communicating and informing
17 vendors, licensees and other stakeholders about the safety and security of
18 transportation and spent fuel storage; and encouraging staff to raise safety,
19 security and safeguards issues so that they can be resolved in an open,
20 collaborative working environment.

21 Our diversity has made us stronger, better prepared and more effective in
22 licensing, inspecting, assessing, responding and communicating. We individually

1 and collectively come to the table ready to share the wisdom and insights that are
2 unique to each of us to contribute to protecting people and the environment.

3 We employ strategies listed in the Comprehensive Diversity Management
4 Plan to accomplish our mission and our diversity goals while remaining flexible to
5 adopt other strategies that help to accomplish the mission, working in partnership
6 with offices like SBCR, Human Resources, the other program offices, the regional
7 offices and the corporate support offices. Next slide.

8 So, how are we doing? SBCR recently completed an assessment of equal
9 employment opportunity, affirmative employment and managing diversity in NMSS
10 using the same methodology that the office used in assessing the regional offices
11 earlier.

12 NMSS had the honor of being the first headquarters office to be assessed
13 and based on our experience I highly recommend it to the other headquarters
14 offices. The objectives of the assessment, which you have in your background
15 materials, included to determine the depth and quality of management's
16 commitment to EEO, affirmative employment and diversity management to
17 recommend improvements in those programs to encourage the strengthening of
18 successful programs and inform agency management on recommended program
19 changes.

20 The assessment was mutually beneficial. We learned about various
21 agency initiatives and the assessors became more familiar with our programs,
22 thus leveraging through the partnerships building on our improvements and our

1 practices and meeting our challenges.

2 I'm pleased to report that the assessment concluded that we do have a
3 model program for EEO, affirmative employment and diversity management in
4 NMSS. Our initiatives and programs help to create an open and collaborative
5 working environment, enhance diversity and utilize our diverse talent. Next slide,
6 please.

7 Of course, the assessment also pointed out several opportunities where we
8 can continue to enhance the effectiveness and the efficiency of our operations,
9 which is of course consistent with the strategy of practicing continuous
10 improvement.

11 We are currently assessing the recommendations in the report in parallel
12 with related initiatives to encourage staff awareness and leverage diversity by
13 providing training to staff on diversity management and reactivating in some form
14 the NMSS Diversity Panel to enhance our organizational effectiveness and provide
15 a forum for discussion, ownership and alignment on the related initiatives.

16 Actions speak louder than words, so we will also continue to demonstrate
17 our commitment to these principles of EEO, affirmative employment and managing
18 diversity through the actions we take to recruit, retain and develop as well as
19 advance our diverse employees.

20 At this point I'd like to turn it over to a colleague, Mark Dapas, the Deputy
21 Regional Administrator for Region I. Thanks.

22 MR. DAPAS: Thank you, Mike. Good morning, Mr. Chairman and

1 Commissioners. Let me first begin by introducing Judy Royal, who is our Human
2 Resources Officer in Region I. Judy works very closely with our Diversity
3 Management Advisory Committee and she's played a key role in ensuring their
4 success, which I will be talking about a bit later. First slide, please.

5 We have been highly successful in Region I in advancing Equal
6 Employment Opportunity or EEO through effective application of the four
7 affirmative employment principles listed on the next slide and the following slide.

8 We have achieved this success by leveraging our partnerships to produce
9 meaningful results with respect to each of the affirmative employment principles as
10 well as with respect to the elements of the NRC's Comprehensive Diversity
11 Management Program. Next slide, please.

12 Collectively, through the various partnerships we exercise, we have
13 afforded opportunities for all levels of the Region I organization to be actively
14 involved in achieving our EEO goals and diversity management objectives. It is
15 this inclusiveness that has been our greatest strength in terms of establishing and
16 maintaining a robust diversity management program. Next slide, please.

17 As I noted when I began, our success in the area of Equal Employment
18 Opportunity or EEO is the direct result of our ability to leverage the partnerships
19 we have created and sustained through a broad spectrum of committees, forums
20 and programs.

21 For example, the Region I Diversity Management Advisory Committee or
22 DMAC has fostered a strong and productive working relationship with regional

1 management.

2 The committee meets quarterly with me, in my role as the Deputy Regional
3 Administrator, and also periodically briefs the leadership team through the
4 Directors Council Forum on various EEO and diversity management topics. The
5 Directors Council consists of the four regional division directors and their deputies,
6 our Human Resources Team Leader, Judy, and our regional counsel.

7 Topics discussed include employee concerns, recruitment, retention and
8 staffing issues, training and development opportunities, diversity management
9 program accomplishments, and special events that support diversity awareness in
10 the workplace.

11 We have also established several decision-making and communication
12 forums in Region I that routinely endorse and uphold affirmative employment and
13 diversity management principles.

14 The leadership team meets weekly in the Director's Council to discuss a
15 myriad of staffing and corporate issues. We have also been disciplined in
16 scheduling various communication forums to keep the regional staff fully and
17 currently informed, while our "Ask Management" process, which I will describe in a
18 bit more detail later, provides a forum for staff to anonymously raise questions or
19 express concerns and receive a comprehensive response that is shared with all
20 regional employees.

21 In addition, we have a very effective productive partnership with the union
22 and this partnership has been leveraged to develop tools and processes to

1 facilitate more effective employee and supervisor relationships.

2 Finally, we have worked hard to establish an organizational culture in
3 Region I that is open and supportive, as well as that encourages employees to
4 express different perspectives. The differing view program is visible and has been
5 successfully used by our staff.

6 In fact, one of our staff will be recognized tomorrow with a team award at
7 our annual awards ceremony for having demonstrated exemplary behaviors and
8 fostering differing views. Next slide, please.

9 Let me elaborate on how we have been successful in leveraging our
10 partnerships to support each of the affirmative employment principles. A key
11 element of creating and maintaining an environment that is free of discriminatory
12 practices is awareness and education.

13 To that end, the Region I Diversity Management Advisory Committee or
14 DMAC has been instrumental. The DMAC promotes diversity awareness through
15 special emphasis programs and it's ownership of the Annual Diversity Day
16 celebration.

17 The DMAC organizes the annual Diversity Day event to include
18 presentations on current diversity issues by highly motivating keynote speakers,
19 culturally focused entertainment and ethnic foods samplings to celebrate heritage
20 and diversity.

21 The program serves to educate the staff and provide for a dynamic day of
22 staff interaction and experience sharing. To promote inclusive communications,

1 the DMAC maintains the Region I Diversity Management Website, which serves
2 as an excellent information resource.

3 Committee members have also proactively sponsored inclusiveness and
4 communicated to management opportunities for staff appreciation to reinforce
5 positive behaviors.

6 Of note, the Region I Diversity Management Advisory Committee was
7 recently recognized for their significant contributions in outstanding achievements
8 in support of the NRC's Comprehensive Diversity Management Plan and the
9 overall effectiveness of the Region I Equal Employment Opportunity, Affirmative
10 Employment and Diversity Management Program.

11 During the 12th annual day of EEO training diversity two weeks ago, the
12 Region I DMAC was presented with the Philadelphia Federal Executive Board
13 Partners in Equality Annual Group Achievement Award. This was a significant
14 achievement for the DMAC as they were chosen from a field of six other Federal
15 agency nominees upholding excellence in support of EEO and diversity at their
16 respective agencies. Next slide.

17 We have instituted several forums in Region I to enhance communication
18 and decision-making. Integral to these forums and their associated processes is a
19 strong emphasis on full access of information for all employees.

20 The Training Council, which is comprised of senior regional leadership,
21 union officials, a representative from the Diversity Management Advisory
22 Committee, an employee at large and human resources staff and supervision

1 develops a plan for the full and effective use of allotted training funds to ensure
2 employees obtain the requisite training in order to be successful in their current
3 positions and to have the opportunity to further develop their skill sets for career
4 advancement.

5 I previously mentioned the Directors Council Forum where senior
6 management from each of the divisions interacts to collaborate on personnel
7 actions and develop proposed next steps with respect to significant issues
8 impacting the regional staff. With the expert advice of the human resources staff,
9 the Directors Council seeks opportunities to provide for diverse candidate pools
10 when sponsoring various developmental and rotational assignments.

11 The Awards Board, which consists of either the Director or Deputy Director
12 for each division, and in which I chair with Human Resources support, provides for
13 employee recognition through both monetary and non-monetary awards ensuring
14 parity and fairness in the nomination and approval process.

15 The Partnership Council has been an effective forum to propose, discuss
16 and reach alignment on initiatives to improve the Region I work environment. For
17 example, to help provide for meaningful discussions during the mid year and end
18 of year performance appraisal reviews, union leadership on the Partnership
19 Council sponsored an initiative to develop checklists, one for supervisors and one
20 for employees being appraised to guide and constructively focus the appraisal
21 discussions. This initiative has been very well received by the staff. Next slide,
22 please.

1 The Branch Chief Forum was established to provide a means for Regional
2 Branch Chiefs and team leaders to exercise a greater role in regional governance
3 decisions. Branch chiefs and team leaders meet formally on a quarterly basis to
4 discuss and resolve issues impacting the effectiveness of the first line supervisory
5 function.

6 Through chartered task groups, this forum has been leveraged to critically
7 examine various regional programs and processes with the overarching goal of
8 identifying improvement opportunities.

9 Examples include the hiring process and expanding Telework. The Region
10 I office administrative staff have worked closely with management to establish
11 communication forums and to use these forums to discuss issues impacting the
12 administrative support function and provide for management awareness.

13 For example, training requirements have been identified and feedback
14 provided to management on the recently developed Secretarial Qualification
15 Program. Next slide, please.

16 As the demographics of the labor force change so must the NRC. In this
17 regard the Diversity Management Advisory Committee or DMAC has been a
18 valuable resource in augmenting Region I's recruitment efforts. The participation
19 by committee members in both regional and headquarters recruitment activities
20 have provided for increased recruitment team diversity.

21 The DMAC is active in the on-boarding process, meeting with and briefing
22 newly hired employees about the Equal Employment Opportunity and the

1 committee's activities.

2 Almost a year ago we initiated a recruitment effort to fill an administrative
3 position for succession planning purposes. By targeting recruitment of disabled
4 veteran candidates, we partnered with government agencies and veteran affairs
5 organizations and attended career fairs focused on hiring disabled veterans.

6 To date, we have attended three "Hiring Heroes" career fairs and
7 interviewed several candidates. In fact, I interviewed a promising candidate just
8 this past Friday from the "Hiring Heroes" program. We are also currently
9 reviewing resumes referred to us from headquarters in connection with the
10 "Wounded Warriors" program.

11 In addition, our staff routinely recruits at various minority serving institutions
12 as part of the agency's efforts to increase staff diversity. Next slide, please.

13 We also have several staff who voluntarily reach out to schools and to
14 promote career opportunities in the NRC. This includes encouraging high school
15 students to pursue math and science courses as part of their curriculum.

16 Regarding networking, with our other Federal partners, the Philadelphia
17 Federal Executive Board or FEB is a strong ally to the Region I office in promoting
18 EEO and diversity management initiatives.

19 In announcing external vacancies the FEB network is tapped for wider
20 distribution in the commuting area. The FEB Partners in Equality has been an
21 excellent resource with its awards program and annual EEO Diversity Day of
22 Training.

1 Regarding the FEB sponsored Diversity Day, Region I has participated in
2 this high quality and informational event with several managers and staff members
3 each of the last three years. While in turn, we have shared the strategic work
4 force planning tool with the FEB membership. Next slide, please.

5 The Region I "Ask Management" Process, which I previously mentioned,
6 provides employees an opportunity to ask questions and raise concerns
7 anonymously. We look at each question, task the appropriate organizational
8 element with developing a comprehensive response, review the response by
9 either myself or the regional administrator, distribute the response to the entire
10 region via e-mail and post a response on the Region I Website.

11 While the "Ask Management" Process can involve a significant amount of
12 time and effort to effectively implement, this initiative has been very well received
13 by the staff as noted in the EEO assessment that was conducted earlier this year
14 by the Office of Small Business and Civil Rights. This is the same assessment
15 that Mike was referencing earlier in his remarks.

16 To instill trust you need open and honest communications. As such, we
17 have institutionalized several communication forums in Region I for employees
18 and supervisors. For example, we conduct quarterly All Supervisor Meetings as
19 well as quarterly All Employee Meetings to keep these respective stakeholder
20 groups informed of agency and regional activities, discuss relevant issues and
21 entertain questions.

22 We also host informal brown bag lunches with the Regional Administrator

1 and/or the Deputy Regional Administrator to provide a forum for frank discussion.

2 This is another initiative that has been very well received by the staff.

3 As I mentioned previously the Partnership Council, which meets quarterly,
4 provides a forum to discuss issues impacting the overall work environment. Next
5 slide, please.

6 The Diversity Management Advisory Committee sponsors what we call
7 "Lunch & Learns" where outside speakers are invited to deliver a presentation on
8 a particular topic of interest. The committee also sponsors occasional after hour
9 social gatherings to further promote positive working relationships and encourage
10 networking.

11 We continue to leverage the regional seminar which we conduct twice a
12 year to promote inclusiveness, work/life balance and teamwork as well as to
13 recognize the increased organizational capacity we have achieved through our
14 diversified regional workforce.

15 In fact, our winter seminar started just this morning with the seminar theme
16 being "Teamwork: It Divides the Task and Multiplies the Success".

17 In keeping with our inclusiveness theme, we held a senior management
18 retreat in July that involved representatives from the Branch Chief Forum and
19 leadership from the administrative staff.

20 As I mentioned earlier we have strongly emphasized the importance of
21 offering and listening to different views and perspectives as we execute our
22 regional mission. Our success in this regard is reflected in the results of a recent

1 survey by the Union of Concerned Scientists in the area effective dealings with the
2 media.

3 The survey report contains a quote from one of our employees stating that
4 "management encourages its inspectors to voice their opinions."

5 The Region I organization has also benefited from the many and diverse
6 views and perspectives that have been offered by various individuals who have
7 worked in our regional office as part of their rotational assignments in connection
8 with the Nuclear Safety Professional Development Program, the Leadership
9 Potential Program and the Senior Executive Service Candidate Development
10 Program.

11 Over the past three years Region I has hosted approximately 40 individuals
12 in these programs. This has provided a rich environment of views and
13 perspectives. Next slide, please.

14 As I noted in the first part of my presentation we have been highly
15 successful in leveraging our various partnerships to further EEO and diversity
16 management in our regional office.

17 Through the teamwork exercised in various partnerships I described earlier,
18 Region I staff and management have worked diligently to achieve and maintain a
19 strong EEO program. While the results of our dedicated efforts have been
20 recognized by SBCR, through their assessment earlier in the year and more
21 recently via the Federal Executive Board awards process, we continue to focus on
22 continuous improvement.

1 For example, we developed an action plan in response to the EEO
2 assessment conducted by SBCR to address those areas where additional
3 enhancements might be realized.

4 In addition, the Diversity Management Advisory Committee partnered with
5 our human resources staff to conduct an analysis of separation trends associated
6 with employees that left Region I but remained with the NRC. The results of this
7 analysis were inconclusive in terms of any significant trends; however, we plan to
8 continue to analyze information regarding the reasons employees decide to leave
9 the Region I organization, or the NRC for that matter, to determine if any trends
10 become apparent.

11 As noted on this slide, one of the most significant outcomes from leveraging
12 our many partnerships has been the great appreciation that has developed among
13 the staff for the diverse talents and perspectives that exist within the Region
14 I workforce. These talents and perspectives have led to more effective
15 organizational performance. Next slide.

16 As noted on this last slide, these partnerships and the inclusive
17 communications that they have fostered have led to optimal approaches in
18 addressing the mission-related challenges facing our organization.

19 This concludes my remarks. Thank you. Let me turn it over to Autumn.

20 MS. SZABO: Greetings, Commissioners. How are you? I want to
21 first say thank you very much to all of the Commission as well as the senior
22 management for all of their continuous support over the fiscal year 2008 for the

1 Diversity Management Advisory Committees.

2 I'm going to briefly summarize some of the major accomplishments and
3 some potential areas for improvement recommended by me and my fellow
4 committee members directly behind me. You'll see the Chairs.

5 The Comprehensive Diversity Management Plan was actually recently
6 updated, which wound up being a significant help for the rest of the advisory
7 committees. It actually reflects all of the changes from the recent leadership. So,
8 everyone's looking forward to seeing what the updates are now going to represent.

9 We also implemented an Administrative Qualification Program, as Marc had
10 mentioned, in Region I as well as in NRR. This ensures consistency as well as
11 common knowledge amongst the administrative staff that works across the
12 agency. So, it was a true success.

13 Moreover, we also are working on supporting the mentoring program. A lot
14 of the senior management has dedicated a lot of time and energy to improving not
15 only their skills, but also the skills of the folks that they intend to mentor as well.
16 So, there's been a lot of success in that program. I'll get into that more later on.

17 Finally, we also had a lot of successes in the hires as well as the
18 developmental programs. This year we actually hired 50% or more diversity over
19 the whole year as compared to previous years. So, that was a major success over
20 the course of this past year.

21 Some potential additional areas for focus -- next slide, please -- would be to
22 expand the Administrative Qualifications Program across all of the agency based

1 off of those successes and we believe that will add some consistency and allow for
2 some more mobility.

3 Moreover, we would also recommend that you increase diversity at the GG
4 13-15 levels. These are the key positions in order to encourage and motivate
5 upward mobility throughout the SES and SLS programs. Those positions are
6 pretty key for getting more diverse folks.

7 There was an increase in diversity in the -- or a slight increase, I'm sorry, or
8 a maintenance if you will of the same levels in the Senior Leadership Service as
9 well as the Leadership Potential Program and the SESCO. However, there was
10 a slight decrease -- sorry, I misspoke -- there was a slight decrease in the
11 SESCO; however, the SES, SLS and LPP programs either maintained or had a
12 slight decrease in the overall diversity representation. My apologies.

13 Finally, we also recommend an increase in recruiting for diversity. There
14 were gains in overall hires this year, but we recommend that that trend continue
15 commensurate with agency growth to try to encourage some more diversity in the
16 upper ranks.

17 And also, one more time, please continue the trend of 50% or more in hires
18 and diversity as a final closing statement. So, I just want to say thank you.

19 MS. KELLEY: Good morning, Chairman, Commissioners. May I
20 have the first slide, please?

21 Leveraging through Partnerships. I will be talking about the topics that you
22 see there. For the sake of this slide, I want to emphasize that we have there

1 valuing differing views.

2 Over the last several EEO Commission briefings this topic has come up and
3 working with the Office of Enforcement we decided to add some information in this
4 briefing. And Renee Pederson, who is the Differing Views Program Manager, is
5 behind me and will provide information that I don't. So, I wanted to bring attention
6 to that. Next slide, please.

7 We've heard a lot about how this office has partnered with other offices to
8 advance the agency's EEO diversity and small business goals. So, we will talk
9 about some of that further and also talk about the external partnerships that we've
10 had where the agency has gotten a lot of mileage out of teaming up with other
11 Federal agencies, the private sector, minority serving institutions and majority
12 institutions.

13 One of the things that we did was to revise the Comprehensive Diversity
14 Management Plan and that document has been rolled out to offices and to the
15 Commissioners. If you have not received it, it's in the mail.

16 What we did is make some minor revisions to the document in accordance
17 with our discussions with other managers in the agency. The changes to the
18 document are very minor. We did some updates to the Chairman and the EDO's
19 message. We included, of course, an update of the pictures for the individual
20 where there have been changes in positions and, of course, the EDO message on
21 the DVD has been updated.

22 In terms of the agency's accomplishments, overall the agency is green in

1 it's accomplishments from the CDMP measures that are in the operating plans.
2 This does not mean that every office has done everything. There are different
3 offices that are still making progress in different areas, but overall as an agency
4 we've done very well.

5 In terms of employee diversity management, to keep this topic fresh we are
6 beginning to re-rollout -- if I may use that term -- the CDMP to offices and we're
7 beginning that effort in NRR. This was as a request from them and we are
8 ensuring that their employees hear the message again to keep the message
9 refreshed. Next slide, please.

10 With regard to valuing differing views, as I mentioned, this topic has come
11 up in several EEO and diversity briefings. During the SRM for one of those recent
12 briefings the Commission requested that the staff take steps to enhance
13 awareness and the use of differing views. And the staff and the Office of
14 Enforcement responded to that direction.

15 They increased communications by enhancing the web and also
16 implementing training across the agency. They've established a Differing Views
17 Liaison Program, having a liaison in the various offices. These individuals serve
18 as advisers to promote participation in this program. And the agency, of course, is
19 recognizing those team players who have marked themselves in a distinctive way
20 to be awarded. And, of course, that serves as an incentive for the rest of us.
21 You've heard about recent -- an award that will be given to someone in Region I.
22 Next slide, please.

1 We've continued to advance in terms of hiring a diverse group of NRC
2 employees. Women and minorities made up about 54% of the hires for 2008. In
3 terms of overall representation in the agency, women and minorities are roughly
4 50% of the NRC work force.

5 In terms of the diversity in the feeder group, that group has increased
6 somewhat as well with the hires for this year and for 2008. NRC's hiring at that
7 particular level was right at 50%, I believe. Next slide, please.

8 In terms of women and minority hires, exceeding 50% in the agency. We
9 are challenged though when it comes to representation of individuals with
10 disabilities. This is a focus for the entire Federal government. That percentage
11 goal for the government is 2%. Right now, NRC is a little under 1% and we saw a
12 little bit of a dip in that percentage. It's still under 1%, but we saw a little bit of a
13 dip because we lost at least two individuals; one, of course, from Jim's office who
14 had been with the Agency for quite some time. But this continues to be a focus for
15 the agency. Next slide, please.

16 Managers and staff serve in mentoring programs. We have a very viable
17 mentoring program and even though the program has been very successful we
18 are taking steps to enhance that program and to look at what the opportunities
19 may be to make it even more of a program that helps the Agency to develop it's
20 employees and the employees to manage their career and contribute to the
21 agency's mission.

22 During the year, we held a senior level -- managers from the senior level

1 shared with the employees at large their successes in terms of the career paths
2 that they've taken individually. This was a very successful exchange and the staff,
3 of course, gave us very positive feedback from that information.

4 Through our Minority Serving Institutions Program, we were able to build
5 partnerships and enhance the summer hires through some of our outreach
6 activities. These individuals were added to our list of potential summer hires and
7 some of them were picked up. So, we continue to encourage offices to look for us
8 to do that because while we are not going directly to the WINS Program, which is
9 hiring of Native Americans, as we did in the past, we are populating the list of
10 individuals or employees for our summer program that HR provides to you with a
11 diverse group of students from all demographic groups. Next slide, please.

12 With regard to our Civil Rights Program, the agency continues to resolve
13 issues at the lowest level. I'll mention again that we continue to have managers
14 and staff come and discuss issues in the workplace that are not included in our
15 formal or informal complaint activity, but that are resolved without using that
16 process.

17 I say thanks very much to the staff and, of course, my own efforts to try --
18 and those of managers and staff that bring these issues early to try to resolve
19 them prior to them becoming a major issue and even resulting in a filing. Those
20 issues do get addressed really early.

21 And, of course, we have a good group of counselors that work with SBCR
22 and the managers, of course, to resolve issues early in the process when we do

1 get filings. We continue to not have a backlog of EEO complaints. Our processing
2 has been very timely and in accordance with EEOC requirements.

3 Both the offices, of course, NMSS and Region I, mention the assessments
4 that we've done. So far we've completed five of those and our plan is to continue
5 those. And we believe that they've identified some good information and been a
6 good sharing of information for our office as well as the offices that we've
7 assessed.

8 What we will do in the final analysis, though, is provide the information out
9 for all offices because there have been some good practices identified in each of
10 the offices and we believe that that's something that everyone can benefit and at
11 least knowing that something has worked in another organization to see whether it
12 fits in your organization.

13 With regard to the reasonable accommodation matter, the agency
14 established a Reasonable Accommodation Task Team. Marty Virgilio was the
15 executive champion for this effort. Out of that, we have trained -- the team was
16 made up of, of course, OGC, HR and SBCR working with Marty.

17 One of the things that we've done is to train all managers and supervisors.
18 I think we've held nine sessions so far. We've got one or two sessions to be
19 conducted in '09, but this is very timely because not only did we need to just make
20 sure that everyone has current information on the requirements and the
21 responsibilities of managers for reasonable accommodation issues, there's been a
22 recent development in that there have been amendments to the Americans for

1 Disabilities Act that will take place in January and that the terms and changes of
2 that Act were included in that training that we've just conducted. So, that's very
3 timely and it kind of puts the agency ahead of the curve. Next slide, please.

4 We did see an increase in our informal complaint activity from roughly 14 to
5 24 cases for this year. And, of course, we've given that some thought as to what
6 may have contributed to that. We know that the agency has been in a growth
7 mode; however, we think that the primary contributor, if we can take a guess, is
8 that the agency established in 2007 an anti-harassment policy. That gave
9 employees another option in terms of where they might take an issue and some
10 employees exercised that option. So, in 2007 we saw somewhat of a dip in our
11 informal complaint activity.

12 Within 2008, the numbers went back to the 2006 and prior levels. So, we
13 think that it's probably because of that, but we will watch this in 2009 to see
14 whether there's another trend or something else that is percolating that would be
15 causing the variation in the numbers.

16 In terms of what is the frequent issues: non-selection for promotion,
17 non-sexual harassment and assignment of duties continue to outpace the others in
18 terms of the things that are raised. And age and race are the two most cited basis
19 for bringing complaint activity. Next slide, please.

20 We've worked very hard with our external outreach program and that's
21 through the Minority Serving Institutions Program. And, of course, Chairman Klein
22 mentioned some of the acknowledgments that the agency has gotten with regard

1 to our events.

2 I will mention two things, though, with our outreach program. We
3 sponsored a minority showcase where we brought, I guess it was probably 40 or
4 so different minority institutions to NRC and they got an opportunity to pair with
5 NRC managers to learn more about what NRC does, what research would be
6 helpful for them to conduct that may be supportive of the agency's mission and we
7 believe that was a very successful event. They went away a lot more
8 knowledgeable in terms of what the needs of the agency might be and how they
9 may meet those needs.

10 And conversely, the managers here at NRC got an opportunity to hear
11 about some of the research programs and activities that the institutions have
12 under way. So, we did get very positive feedback on that.

13 In addition, we again held a capacity building workshop where minority and
14 majority institutions participated. This was in Dallas, Texas. This gave an
15 opportunity for us to give information on how to increase your opportunities to --
16 your chances of getting a grant from the Federal government; how to write a
17 grants proposal. There were any number of topics that were included in that.

18 Through this capacity building workshop, which we did along with the
19 Department of Commerce and U.S. AID, the participants learned a lot. And out of
20 that has come all kinds of partnerships that we don't know where it will lead, but
21 we did kind of take the hand of minority institutions and paired them up with
22 majority institutions, with other Federal agencies who happen to have a lot more

1 money than NRC. But they were looking for places to give it. So, we believe that
2 a lot of good will come out of that opportunity as well.

3 The agency increased its giving to minority institutions in terms of grants
4 from a little over \$1 million to a little over \$2 million in 2008 and, of course, the
5 Office of Human Resources certainly contributed to that effort.

6 I want to mention two special recognitions that NRC employees got. One is
7 that our very own Luis Reyes was recognized as one of the Top 100 Most
8 Influential Hispanics and Victor McCree was recognized as one of the Top 16 Most
9 Influential African Americans in Engineering and Science.

10 Region III continues to have a very viable outreach program where they
11 outreach to middle and high school students and get to touch hundreds of budding
12 future workers. So, I think that program is very successful.

13 Other regions and offices have similar programs, but I happen to know that
14 they have had very good success with the accomplishments of that program.

15 If I may just take one more minute on this particular slide because I know
16 that Chairman Klein mentioned the acknowledgment from the White House. I
17 wanted to just read in a letter that they sent to us.

18 It says, "In the past two years the Nuclear Regulatory Commission has
19 made a concerted effort with limited funding to provide opportunities for Tribal
20 colleges and universities through enhanced stem course work through programs
21 you've established. Your Professional Development Program has been identified
22 as one that provides an opportunity for both students and faculty members to gain

1 an opportunity to develop careers within the stem fields and provide this nation
2 with the opportunities to strengthen our science fields."

3 I just wanted to share that message with everyone. Next slide, please.

4 With regard to our Limited English Proficiency services, the agency put in
5 place a contract to translate documents and to provide services when we have
6 meetings -- interpretation services when we have public meetings and to do other
7 things to translate documents such as our Strategic Plan and other key documents
8 in the agency that we're putting in another language.

9 We're starting with Spanish. Obviously, we're going to have to take a
10 crawl/walk/run type of approach because as the funds allow us we will increase
11 that number and of course go to other languages as well.

12 But the offices are aware that we do have this contract in place and they do
13 have a place to go in order to get these services to assist in making sure that the
14 agency meets its compliance requirements there.

15 We also completed over 100 pre-award reviews. These reviews are done
16 prior to the letting and the granting of money out to various institutions to ensure
17 that they meet the civil rights requirements by law. Next slide, please.

18 We put in place as a request -- a direction from the last EEO briefing, we've
19 developed Minority Serving Institutions performance measures and those
20 measures have been finalized. They are in the operating plan, but before we
21 really start holding offices accountable, we will look to make sure that these are
22 the appropriate measures and they were vetted with offices.

1 And we are taking a closer look at these measures to make sure that they
2 are the ones that will give the agency the greatest amount of accountability and
3 information in terms of its progress. Next slide, please.

4 Regarding our Small business Program, I will mention, of course, our
5 "Helmets to Business" Program. The Chairman mentioned that the agency did get
6 "green" with regard to our "Helmets to Business" Program. This is to place
7 emphasis on the one goal that we have not met - the Service Disabled Veteran
8 Owned Business goal. We are looking at every possible thing that we can put into
9 our "Helmets to Business" Program.

10 We've had a consultant working with us to come up with ideas of things that
11 we might do, but one of the things is that we will be reinvigorating the Small
12 Business Innovation Research Program and, of course, there's also a technology
13 program that we can take part in and we'll be establishing that program. NRC
14 used to do the Innovative Research Program. We've never done the Technology
15 Research Program and that is something else that we're looking at putting into
16 this.

17 Of course, we're looking at also every opportunity to examine our
18 procurement strategies and see those that are appropriate for Service Disabled
19 Veteran Owned Businesses and we're looking to implement a mentor/protégé
20 program, which will help us to grow our own, you might say; to pair small business
21 with large business. They may have to start off initially getting not prime contracts,
22 but subcontracts, and in the long run as they grow and develop, those companies

1 may be in a position to handle prime contracts themselves.

2 So, we're looking at a number of different options for including in our
3 "Helmets to Business" Program. Next slide, please.

4 We've talked about a number of successes and we are very appreciative of
5 all the help from management at the top and throughout the organization, the staff
6 alike and everyone in order to obtain those successes. But we do have
7 challenges.

8 Challenges remain and this list provides -- this is not a complete list, but
9 these are the things that we know face us. And so, we do have to continue to take
10 a hard look. This is a journey and we must remain committed in order to continue
11 to keep the level or the pace where we are and also to make grounds and
12 increase our accomplishments even more.

13 With that, I will share something with you. We've talked about lots of
14 different leveraging through partnerships. We'd just like to share a few clips that
15 kind of put this in pictures of some of the different programs and projects that
16 we've had. So, with that, it should not take but a couple minutes. With that, the
17 pictures please.

18 [Music playing with slide show]

19 CHAIRMAN KLEIN: Well, thank you very much. It's always great to
20 have a lot of good success stories. I think you all and the entire staff really do a
21 great job in this area.

22 It looks like according to my list I get to start with the questions today. I

1 guess, Jim, a question for you. In terms of if we look at diversity for our SL and
2 SES programs what does it look like five years from now? In other words, if we
3 look at our projections are we on the right track?

4 MR. McDERMOTT: If we continue to do what we're doing we'll
5 increase diversity there very slowly and we'll go up a percentage point a year or
6 so. Probably no faster than that. That's what it looks like to me looking at the data
7 that we've gathered so far.

8 One thing that will change that in my view is diversity begins at the entry
9 level and we've been doing well there for a number of years. So, as these
10 employees develop and reach mid and more senior level positions I think that will
11 at least slightly accelerate the rate of improvement in both the SLS and the SES.

12 CHAIRMAN KLEIN: Ren, I think your program on working with
13 disabled veterans owned businesses is really one, you've done a great job on
14 outreach. It's a very tough program and we really always have to keep working
15 hard. I don't know of any agency that has the numbers that they would like, but it's
16 one in which we always have to work in that area.

17 Any indication of how we stand compared to any other agencies in terms of
18 -- I know our numbers are not where we'd like to be, but do you know how we
19 compare with other agencies?

20 MS. KELLEY: As you mentioned, there's only been very few, if any,
21 agencies, I believe there's one agency that met that goal of 3% and that is the
22 requirement of 3% of all contracting activity to go to that particular group.

1 The agencies tend to be anywhere from zero -- some are even very close to
2 zero in terms of dollars and percentage. Of course, dollars as a percentage of the
3 base varies. So, some are a little bit over 1%, maybe 2%, but we were very close
4 to 2% for our accomplishments for 2007.

5 The numbers for 2008 appear that we will go down in terms of our
6 percentage, but our overall contracting activity increased. And in order for you to
7 keep pace percentage-wise the numerator has got to keep up with the
8 denominator. And in this case, it did not.

9 But I think overall we're in the hunt. We're right along. We're in good
10 company. There are a lot of other agencies with us, but no one is really satisfied
11 with our accomplishments overall in that area.

12 CHAIRMAN KLEIN: That's one I think we always just have to work
13 in that area. Well, Autumn, in terms of our advisory committees are they pretty
14 pro-active?

15 MS. SZABO: Hello, Chairman. I believe they actually are. From the
16 limited information that I've received talking to the folks from DMAC, I do believe
17 they're active, but I don't want to speak for all of the committees. They are behind
18 me so they can answer for their own.

19 MR. BORCHARDT: Chairman, I meet with them at least twice a
20 year and we have a discussion about what activities they've self initiated. It's a
21 self directed, self initiated program. And while there's some differences between
22 each of the committee's, there's a lot of similarities. I think they're very proactive.

1 They look at their constituency, see what the needs are, where some of the
2 frustrations might be and very quickly address -- come up with some programs to
3 engage their constituency and help them enable their success.

4 In fact, some of them when I met with them most recently were going to
5 consider on an agency-wide basis to see if we can't have a larger program
6 building off of some of the fundamental concepts they've come up with. The
7 balance I'm trying to strike is some of the benefit is that it's informal and it's small
8 groups. If we try to do something on an agency level and you fill the auditorium to
9 have a small discussion it just doesn't work.

10 We don't want to undermine the benefits of these ideas, but they've come
11 up with some really good ideas. And like I said earlier it's a very strong
12 complement to help bring people on board and make them feel part of the family
13 and part of the team and remove some of the mystery about what other offices do.

14 I know one group -- several groups have this "Day in the Life of" I think they
15 call the program. It's an informal discussion bringing someone in from an office
16 and explaining to people from other offices what they do and their job. That's a
17 knowledge management tool that you can't beat. It's a really tremendous activity
18 and that was a self initiated effort.

19 CHAIRMAN KLEIN: Marc, obviously Region I is pretty active. Do
20 the various regions share information among themselves?

21 MR. DAPAS: I was just going to mention in follow-up to Bill's
22 response that just yesterday I met with the Diversity Management Advisory

1 Committee in Region I and they had met together as a group earlier in the morning
2 and then they presented me with the results of their discussions.

3 One of the goals that the committee is looking at over the course of this
4 year is to benchmark with the other regional Diversity Management Advisory
5 Committees to identify best practices and look at where they might be able to
6 leverage those. So, I commended the group for that strategic vision and wanting
7 to share best practices.

8 So, I would offer, yes, and then there, of course, have been some
9 discussions that the committee has had on selected issues in terms of a
10 recommendation they might want to provide to Region I management and they'll
11 initiate some discussions with their counterparts in the other regions. But I think
12 the focus this year on identifying best practices and leveraging that is definitely
13 under way.

14 CHAIRMAN KLEIN: Mike, within the NRC do various program
15 offices get together and discuss these programs, both small businesses and EEO
16 activities?

17 MR. WEBER: We haven't done it formally, but the Program Office
18 Directors get together on a monthly basis and we often will exchange new ideas,
19 things that are working, things that are providing progress within our respective
20 programs. Then I take that back and the other office directors take that back and
21 we explore within our own leadership teams how might we implement that. And
22 then, do we have a good practice that we want to share with our colleagues in the

1 other offices?

2 I'm looking forward to the compiled version of the office assessment reports
3 because just looking at Region I and the NMSS report there's a lot of good
4 practices documented right there and we ought to be able to mine those for other
5 ideas about what might work for specific purposes.

6 If I could build on what Bill said earlier a lot of the benefit of the advisory
7 committees isn't manifested in the formal activities that are conducted by those
8 committees. There's a lot of networking and mentoring that goes on through those
9 committees and it's important to keep track of that intangible benefit because that's
10 priceless.

11 CHAIRMAN KLEIN: Well, I think the successes that our agency has
12 had, as I've said before, we don't make widgets, so people are our strength. I
13 think all of our employees have done a great job in this area.

14 I guess, Ren, obviously you have an opportunity. The question that we
15 often have as Commissioners is what should the Commissioners be doing
16 differently or more of that we're not doing? Anything that you would recommend?
17 Any actions that we might take?

18 I think we're all pro-active, but are there any things that you see that you
19 would like us to do that we're not doing?

20 MR. BORCHARDT: Chairman, if I can interrupt Ren for a second.

21 CHAIRMAN KLEIN: EDOs always do that.

22 MR. BORCHARDT: One of the things I'm beginning to think about is

1 that there appears to be more good ideas, more program requirements and more
2 demands government-wide then you can possibly fulfill on a given yearly basis.
3 And what I think we need to do, this side of the table first, is to look at the current
4 situation that the agency is in.

5 Today, we're in a flat staffing level, so we're not doing so much hiring. We
6 have other issues that we're dealing with. And to prioritize the various programs
7 on a yearly basis so that there's kind of an ebb and flow for what gets attention in
8 any given year.

9 I think when we do that we'll submit that to the Commission and get your
10 guidance and direction. And that's where I think we can benefit from your insights
11 and direction on what things ought to receive priority because it's the typical
12 situation. If everything's a high priority, then nothing is and we're just not going to
13 be able to meet a reasonable set of expectations. Now, I'll let Ren talk.

14 [LAUGHTER]

15 MS. KELLEY: I agree. One thing that we will also take a look at,
16 policies and procedures. We know that right now we are not performing with
17 regard to the use of participation in ADR for responding to EEO complaints.

18 The government has a 50% goal there and EEOC has stated to all
19 agencies we want you to meet that goal in 2009. So, we will prepare something
20 for the Commission to reaffirm the policy of using ADR as a way to respond to
21 workplace issues. So, that will be something else that will help.

22 As always, of course, your continuing to champion this area is of utmost

1 value and importance to its success. Thank you.

2 CHAIRMAN KLEIN: Thanks. Commissioner Jaczko?

3 COMMISSIONER JACZKO: The first thing, Ren, you touched on the
4 performance measures a little bit. The staff is looking at ways to modify those or
5 improve those. I always think it's certainly a good thing to do.

6 I don't know that the Commission routinely gets the performance measures,
7 but I think if we don't get them it would probably be useful maybe on a quarterly
8 basis to send those to the Commission. I have the FY '08 in front of me and it's
9 certainly is -- there's a lot of green on here. There's also, I would note, that for the
10 Commission there's a lot of "no data". So, that's something that is interesting to
11 me. I guess we have to figure out exactly why we're not reporting, although there
12 is some areas where we're reporting data, but not exclusively.

13 So, that's something certainly we can take a look at or I can take a look at
14 certainly in my office about that. I do think it's useful to have these kinds of tools
15 just to get a good indication of where we are.

16 As you indicated, we're generally all green and I assume if you look across
17 the agency we are, but certainly individual offices there are yellows and reds. So,
18 almost kind of a fairly colorful chart, I guess, that we have. So, it's not all green.

19 I think those are useful kinds of things for us as we look to see how we're
20 doing in these areas. So, hopefully, as we continue to use it and perhaps when
21 the '09 first quarter is available that this could be updated say every four quarters
22 on a rolling basis and that could just be provided to the Commission. Not in a

1 paper or anything, but just in a TA note or something like that, I think, would be
2 really useful just to keep track of where we are on these measures. I do think
3 they're important for us to have.

4 I certainly welcome opportunities to improve them and make them more
5 useful to us, I think, as an agency. So, hopefully, that's something that the staff
6 can do and we can perhaps put that in SRM language if the Commissioners are
7 comfortable with that.

8 I did want to ask a question about an area that is a relatively new area I
9 think for us as an agency and that is in the compliance and coordination program.
10 Maybe this is a question for you, Ren, or actually for anyone else. Maybe you
11 could talk a little bit about how that program is working right now.

12 You touched on some of the areas a little bit in the presentation, but I
13 thought maybe you can expand on that because as I said that's a new program for
14 us and I know it's -- as I think Bill you said -- there's a lot of these requirements
15 that we have. This is one that we had previously not fulfilled. We now have a
16 program in place. I'm just wondering if you can comment on how it's going and
17 what the resource demands are for it and things like that.

18 MS. KELLEY: We do have a program. The compliance
19 requirements on Federal agencies are quite extensive. That program actually has
20 about 10 subprogram areas that cover any number of topics from Limited English
21 Proficiency to overall monitoring role in compliance reviews. There are a number
22 of things that are required.

1 Our program is in place. We're making progress. Right now, we have four
2 people who work in that program area. Actually, it will probably be the largest
3 program in my office if and when we get everything in place in order to cover those
4 10 subprogram areas. So, we are taking a crawl/walk/run approach to that.

5 COMMISSIONER JACZKO: Where would you say we are? Are we
6 still crawling?

7 MS. KELLEY: We are in between the crawl and the walk. I think if
8 you look at it -- we have to look at it almost by subprogram area. If you look at
9 compliance reviews, which is one of the things that we started with because it was
10 of utmost importance. It was also an area -- the pre and post reviews was
11 something that Congress was calling agencies to the heel for. So, we thought
12 that's the place to start.

13 We have a very viable program, but even that is enough to keep the staff
14 busy because we did over 100 pre-award compliance reviews and as those are
15 put out there now we're going to be in the post award compliance review. And so,
16 the level of effort is going to increase.

17 We really have not done any periodic reviews. That's something else that
18 is an option for us, but we do have -- we're out of the gate and that program is
19 working very well.

20 If I were to do a summary of all 10, we are putting in place guidance and
21 we're looking at what other agencies are doing and how might we do enough to be
22 compliant and not over do what we need to in any given area.

1 So, we're in the process of doing that. We've made progress in other
2 areas. As I mentioned the Limited English Proficiency area. We've put in place
3 something that we believe will be of great advantage to the agency. We work very
4 closely with the Department of Justice to check us as we go along. This is what
5 we're doing and they give us feedback. And so, I think that we're definitely making
6 progress, but we cannot declare victory totally in that area.

7 COMMISSIONER JACZKO: Well, I think this is an important
8 program and certainly we're going to have to be mindful of our progress and
9 improvement. Of course, a lot of these questions always come down to budget
10 resources. It's certainly important that as the Commission reviews these budgets
11 that we keep in mind that -- and again, in your office in particular small increases
12 can have a significant -- can have big impacts on program accomplishment and
13 achievement.

14 So, I think sometimes the few FTE there can be very, very valuable. I
15 personally will keep an eye on that. I appreciate your thoughts on that.

16 The one area that I wanted to touch on a little bit and this is something I
17 guess I've asked about at several of these types of meetings. It has to do with
18 how we're doing in terms of recording exit data as employees leave or transfer
19 within the agency.

20 Perhaps you can give me an update on where we stand with those. I
21 periodically hear anecdotally that either I'll talk to someone who's left the agency
22 or talked to someone who has transferred who I'm expecting is getting some kind

1 of exit interview and it doesn't seem to me that that's happening on a uniform
2 basis. I don't know if you can comment, anyone, on where we stand with that --
3 Jim or Bill?

4 MR. McDERMOTT: Yes, we've been working on this. The
5 Chairman and I've talked about this in the past. We gather better data than we do
6 and we are leaning -- than we used to. We're leaning forward in the trench. It
7 used to be purely voluntary and purely anonymous and therefore purely useless
8 by and large.

9 So now, we orchestrate a face to face interview whenever we can. Some
10 people don't want to talk to us on the way out and some people go abruptly and
11 there's no opportunity and all that. To cut to the chase, work in progress.

12 If you look at the data we gave you in the book about attrition it discovers --
13 it says that more than half our people leave us for no reason at all. You add up all
14 the "No, not that, not that, not that." Well, nobody had a reason for leaving. So,
15 obviously, we haven't got it quite right yet.

16 We have much more information and the culture is changing, so the people
17 are more open, I believe, about their reasons for leaving and so forth. It's
18 obviously essential information.

19 COMMISSIONER JACZKO: Well, it's certainly -- and as I said it's
20 one that I think almost every time we have one of these meetings I do ask about it.
21 I think it's one that we've been working on for some time. So, I certainly think it's
22 really an important area that we have to get good data on because managing our

1 workforce is extremely important in particular in the current period where we have
2 done a lot of hiring and we have assumptions about attrition and understanding
3 those properly is very, very important as we balance the various increases in staff
4 and make sure that we have the right size for our workforce.

5 It is one that certainly if we need to put resources to this it's something that
6 I'm very interested in putting resources in because I do think we need to get good
7 data here that we can really have a good understanding to the extent possible.
8 Again, it may be limited by the people's interest to talk.

9 MR. BORCHARDT: Commissioner, I can't resist the opportunity to
10 put in a little plug for the employee surveys that are coming up pretty soon
11 because those are absolutely essential for us to be able to identify what issues
12 there are that need to be addressed.

13 The one that was done several years ago we've taken a lot of actions to
14 address those. A high response rate to those are very valuable. I'm not really
15 talking to the Commission here, but encouraging the staff to fill those out and put
16 serious thought and honest feedback in it because it's incredibly useful for us to
17 move forward.

18 COMMISSIONER JACZKO: I appreciate that. I think it's a very
19 good comment. It's another opportunity to collect data and understand.

20 One of the points on that -- something that we've also talked about in the
21 past is the importance, I think, of collecting data. We've traditionally collected a lot
22 of demographic data and one of those data points has been, I think, age of

1 employees.

2 Certainly, with the new work force that we have and the fact that as you
3 said that 50% of our work force has been here six years or less, I hope that we will
4 collect this part of this as well, tenure or length of service with the agency because
5 that may be a much more telling statistic.

6 I think in many ways age and length of service were fairly well correlated
7 because we had a work force that had come to the agency and stayed here for a
8 long period of time. So, we could glean those kinds of correlations between those
9 things. I don't think that's the case anymore and I think it is useful to see that there
10 may be differences in newer employees and how they perceive the agency and
11 how they're viewing different things versus employees who have been with us for
12 some time. Hopefully, that will be something that we'll be able to address in the
13 survey.

14 MR. WEBER: Commissioner, if I could. Jim and HR distributed the
15 exit survey data to all the senior leaders at the senior leadership meeting this past
16 fall. I know myself and others left there and analyzed those data. I didn't really
17 see any surprises in the data.

18 In fact, most of the reasons why people left my office were for either
19 medical or they were dealing with an aging parent or their spouse moved out of
20 the area. So, of course, we had that information from anecdotal discussions.

21 I'd also point out that some of the offices go beyond the agency exit
22 interviews and conduct their own interviews. Again, it's subject to the willingness

1 of the employee.

2 COMMISSIONER JACZKO: Did you provide that data?

3 MR. McDERMOTT: The bridge between them is the personal rep
4 that handles the account. For you, Dawn Powell knows everything in NMSS. She
5 really does.

6 MR. WEBER: Some of the offices use it for knowledge management
7 purposes. For example, I know OIS does interviews of some of the employees
8 leaving the library and mines from that information what are the key references
9 that you use on a day-to-day basis so that they can use that as a knowledge
10 transfer mechanism to other existing employees.

11 MR. DAPAS: I just was going to add your comment about looking at
12 the data regarding people that have not been with the agency for an extensive
13 period of time. With respect to Region I when you look at the last three years we
14 have hired 47 professionals, which includes 18 entry levels, which represents 38%
15 and we've had three external losses from those 47 professionals.

16 The reasons vary. One was due to retirement. An individual had a lot of
17 service with another government agency before she came to work for us. Another
18 individual, a white male, left due to -- resigned, and that was because he had a
19 very lucrative offer from one of the licensees and he really vacillated with that. He
20 really enjoyed his experience at the NRC. He just couldn't pass that up. And then
21 we had another individual that transferred to another government agency.

22 So, those were the three reasons that we had external losses and then we

1 had two internal, which represented promotions, which was a good thing. That
2 skill set was leveraged in another office. That's the Region I statistics for the last
3 three years.

4 COMMISSIONER JACZKO: I appreciate that.

5 MR. McDERMOTT: I would like to add a statistic if I may. The
6 fastest growing group -- growing group -- at NRC is the age 40 to 49 bracket and
7 we hire a lot. And the second fastest growing group is over 56 and we hire at that
8 level. It's astounded me. I've told you that. More than half of all our new hires are
9 well over the age of 40. I don't understand that, but that's what's happening. I'm
10 all for it.

11 COMMISSIONER JACZKO: I had two more questions. I don't know
12 if we're going to do another round or I can do them now?

13 CHAIRMAN KLEIN: Why don't we do another round. Commissioner
14 Lyons?

15 COMMISSIONER LYONS: Well, certainly, first my thanks to the
16 presenters. My compliments to each of you and to the staff, the hard-working staff
17 who I know have contributed to the quality of the presentations you make.

18 I think in a very real way the areas that all of you have been discussing are
19 absolutely vital in creating and establishing and maintaining the climate, the work
20 climate that we have at this agency.

21 As we are very proud of being recognized as a great place to work I think
22 the programs that you have described today are really an absolutely integral part

1 of gaining that recognition.

2 I have just a few questions and a few comments. Ren, I was very
3 interested in the "Helmets to Business" Program that you described and Marc, you
4 mentioned some variation, I'm guessing variations, on similar programs of hiring
5 heroes and wounded warriors.

6 I'm just curious, Ren, maybe Jim, if you see anything else we could do in
7 terms of increasing the opportunities for hiring in this "Helmets to Business"
8 Program. What I'm particularly thinking of is anything that we can do in the way of
9 scholarships or training that would help take individuals coming out of the services
10 who may not have quite the skill set that we need here.

11 I'm curious if we have programs that can be directly tapped into or if other
12 agencies do. Mainly I'm asking if you see things we can do more in those areas.

13 MS. KELLEY: In terms of hiring, the "Helmets to Business" Program
14 that we've been fashioning we've been focusing on contracting, but I do know that
15 the Department of Labor has a "Helmets to Jobs" Program where they do have a
16 program to assist in bringing servicemen and women into the civilian work force.

17 So, we've looked at that. If you're saying are there opportunities for us to
18 use some of the things that they have in that program here, that's something that
19 we can certainly take a look at. I don't know that it would really be a part of the
20 "Helmets to Business" for our contracting efforts.

21 COMMISSIONER LYONS: I see that that might be different, but the
22 general idea, which may be more along what Marc was talking about.

1 MS. KELLEY: Yes. Where we do have another opportunity is the
2 "Operation War Fighter", which is a DOD program that we recently got a briefing
3 on from an individual from DOE who leads -- DOD who leads that program and it
4 has taken servicemen and women who are recuperating from injuries and they are
5 still sometimes on active duty. They come from all over the world and to maybe
6 our hospitals, like for instance Walter Reed.

7 And while they are recuperating DOD's program allows them to work for
8 civilian agencies. Because they are recuperating and getting treatment and what
9 have you they can't work full-time, but some of them can work even two to three
10 days. So, they come on board for an internship, you might say, or a rotational
11 assignment, usually three to five months. And then they need to go back.

12 But as a part of that program they also have a component where there are
13 servicemen and women who are interested in full-time employment. And so, there
14 are other opportunities through that program. Many agencies have used that
15 program to even hire people even beyond the five month program.

16 COMMISSIONER LYONS: Did you want to add to that, Jim?

17 MR. McDERMOTT: We've got a plan. We've been over a couple of
18 times to Walter Reed. It's been kind of like our standard job fair. I think it's the
19 wrong thing to do. I don't want to begin at some job -- I want to go over there and
20 we've talked about this. Ren has given me the contact. Who's over there? Just
21 go over and meet some of the people. What could they do? And then fashion a
22 job for them. This is a freebie from DOD. Fashion a job for them over here and

1 enlist a couple of heroic supervisors who will take this on because these people
2 are going to be very high maintenance in the workplace.

3 We're going to have to have special arrangements for them, but if we do
4 that we'll establish a link and we'll establish -- you talk about a partnership. We
5 can build a partnership with Walter Reed because this is like politics. It's local.
6 That's what Region I has been very effective at. Going out to folks they know.
7 That's what I want to do. It's three or four miles. That's what we're trying to
8 launch.

9 COMMISSIONER LYONS: I would sure encourage that we really try
10 to emphasize approaches like that and ask not only what skills an individual may
11 have today that they can bring that are relevant to the NRC, but what skills we can
12 build on with educational programs to find other ways they can contribute.

13 MR. DAPAS: I just was going to add one comment, Commissioner.
14 We have been challenged with the different individuals that we brought in to
15 interview in terms of identifying a match with their skill set. One of the things that
16 we are looking at as you mentioned is can we provide training opportunities so that
17 those individuals can acquire the skills that would be necessary to fulfill the
18 positions that we have carved out in the administrative function.

19 COMMISSIONER LYONS: Well, I appreciate that. I just would very
20 much encourage it. I wanted to ask a few questions, too, as Greg did about the
21 exit interviews.

22 I noted in the information you provided, Jim, that we interviewed last year

1 83% of the individuals and that's certainly an impressive number. And if I look at
2 the reasons why those 83% have left nothing jumps out at me as indicating a
3 particular issue or a problem, but I worry that we didn't get 17%.

4 If there's any hint or any concern that those 17% do have particular issues
5 and for any reason are unwilling to participate in the exit interview and there could
6 be something hidden in the 17%, I don't know what can be done to try to reduce
7 that number.

8 On the one hand 83% is a good number. I hate to be critical, but I also
9 think 17% is a large enough number that we're not hearing from that certainly as
10 one Commissioner I'd like very much to see us try to find ways, whether it's
11 greater anonymity or what, to try to get information from the 17% that aren't
12 represented in that sample.

13 MR. McDERMOTT: There's some things we can do. Bill mentioned
14 the surveys. We look for correlations. You can drill down through the survey, get
15 down to some sub organizational levels and see are we losing from here or there.
16 Are there some local trends going on?

17 In the past we have discovered that. It's always a management problem
18 usually when you discover. People leave supervisors. So, we're looking at that.
19 Bill is talking to me more than once lately about supervisory training is huge if we
20 want to keep these people. We've got to look for data like that. We're only talking
21 about a couple hundred people.

22 So, the anecdotal information if you can get it and handle it discreetly is

1 invaluable. Never mind making a chart. Write it down. Give me a note. What
2 was the real cause? People are sometimes more comfortable with that.

3 COMMISSIONER LYONS: I'd certainly add to the comments that
4 Greg made that I think the exit program however you get the information is really
5 important. And if you can use any of these approaches to increase your already
6 impressive 83% I think that would be positive. Maybe we'll find that there's no
7 trend among the 17 that we're missing, but to me 17 is big enough that we ought
8 to continue to press on this.

9 I have one other question, Mr. Chairman, but it's going to go longer than my
10 time. So, let me do it in the second round.

11 CHAIRMAN KLEIN: Commissioner Svinicki?

12 COMMISSIONER SVINICKI: Thank you. Thank you, Mr. Chairman.
13 I'm sitting here still thinking about Mr. McDermott's comment that he's amazed that
14 people in the age cohort of 40 to 49 would join this agency and have something to
15 contribute. I know you didn't mean it that way. [LAUGHTER] So, I'll let that go. I
16 really debated to having a reaction to that. But I'm sure you meant that people in
17 that age group have much to contribute and that you're appreciative of that.

18 Speaking as one I think everybody on this side of this table has been
19 here -- what was it -- less than six years, but I've been here less than 12 months.
20 So, one thing I wanted to comment on. I take Bill's point that the work of the
21 advisory committee is -- a lot of it is informal and we benefit from their self
22 identified, self initiated activities, but they do have a rather formal event, which is a

1 dinner event that I think almost all of them hold at least annually.

2 The Chairman had mentioned to me early on privately he had said these
3 dinners -- I think in my first few weeks here there might have been one and he said
4 these are wonderful opportunities and he wanted to highlight it to my attention.

5 I want to say that although it is, I think, a wonderful event where the
6 Advisory Council can celebrate its own activities it's also something that I think
7 strengthens our sense of community here. As a new employee and with so many
8 new employees I would just put my personal pitch in for participation in those
9 dinners. I think we celebrate our differences, but we also learn how similar we all
10 are. It's a wonderful opportunity to strengthen the NRC community, so I've
11 enjoyed participating. I think I've gone to them all.

12 At every one there's been a Commissioner who's been invited to speak.
13 I've had that opportunity. Autumn and the Native American Advisory Council
14 provided me that opportunity and I think it's wonderful. We all enjoy it, I know, in
15 speaking informally with my colleagues.

16 I just had some reactions to the presentations today and so this isn't in any
17 particular order, but I wanted to add my voice to a couple of comments that were
18 made. There may be a question or two in here somewhere, but we'll find out as
19 we go along.

20 I appreciate that Ren and Autumn, I think, touched on a really important
21 point which is increasing diversity at the GG 13-15 level. It's going to position the
22 agency to have at least the opportunity for the SES ranks to have the kind of

1 diversity that we all desire. So, as I look at the reports that Commissioner Jaczko
2 talked about I looked keenly at our statistics in those ranks.

3 Being such a technical agency the demographics are against us and a lot of
4 the skill sets that we need to hire are not as diverse, so our pool to draw from, to
5 me, that means we just need to try that much harder. I know we are, so I'm
6 appreciative of the progress that we're making there.

7 Ren, you had mentioned this. It just perked up my ears; reinvigorating the
8 SBIR here. I have some background in working with the DOD and the military
9 services on the Small Business Innovative Research Program and what DOD and
10 the services use that for is to really build their corporate base of people that they
11 can contract with.

12 Often you have small businesses that with access to a very modest amount
13 of research dollars could take a technology that's of use to the government in
14 some capacity and that they can break through from that bench scale to a
15 commercialization and it's that opportunity. So, I'm excited to hear that mentioned
16 here. I wasn't really aware of NRC's involvement. I think that's very promising for
17 us, so I encourage that.

18 I did also read -- there's been reference to the diversity assessments, Ren,
19 that your folks did. I appreciate that Mike mentioned for NMSS it was a positive
20 experience. I thought that they were from the write-up very well done and I
21 wanted to compliment all those who worked on doing the two assessments for
22 Region I and NMSS that I read.

1 What was nice about it is it wasn't just areas for improvement. It was best
2 practices as Mike mentioned. So, I think a greater dissemination of those
3 assessments I think a lot of managers would benefit from reading what's in there,
4 even if it's not their own organization.

5 We've talked a lot about surveying. I had maybe a couple of questions in
6 that area. Marc, you mentioned NSPDP and I wasn't going to be saying a lot of
7 acronyms is that Nuclear Safety Professionals Development Program. I think I
8 have that right.

9 What I think the opportunity there is that you've got folks that in a short,
10 compressed period of time have rotated through a lot of organizations. If there
11 was some way to tap into any feedback that they have and they are folks earlier in
12 their career generally. They may have some really good perspectives for us if
13 we're getting stale in any of our perspectives.

14 I don't know how we might -- I'm not looking to burden those folks. I think
15 that they have a lot of administrative obligations that they already have
16 participating in that program, but there may be an opportunity there. I appreciate
17 that you mentioned trying to capture the participant feedback as they rotate -- if
18 they rotate through Region I. You guys are trying to tap into that.

19 I would encourage that if there's any way -- there may be some unique
20 perspectives there that would be helpful to us since we have so many new
21 employees. What else here?

22 And then, Region III -- I can't recall who mentioned this that Region III has

1 outreach to middle and high school students. Again, drawing on my own
2 experiences in working with DOD and the military services, they've done some
3 research in terms of increasing diversity in science and engineering and found that
4 middle school was really the key time to reach out if you want to capture student's
5 imaginations and have them take the course work that would then position them
6 to, in college, undertake a scientific or engineering undergraduate degree. Middle
7 school was really -- you really needed to reach. High school was almost too late.

8 I'm interested in that. I encourage it. I don't know much about it. I did not
9 know that Region III was doing that, but that's very positive and I encourage that.
10 So, I'll just throw it open and say if anyone wants to react to anything I said.
11 Maybe not.

12 MR. DAPAS: I just was going to comment regarding the Nuclear
13 Safety Professional Development Program and obtaining feedback. The
14 supervisors usually establish a good working relationship with those individuals
15 and there's an opportunity to provide feedback.

16 And then another initiative that we have -- although we haven't had a
17 meeting in some time -- is getting together either Sam Collins, my boss, or myself
18 in meeting with the new employees and offering them a forum to provide
19 perspectives. What I find is usually when one individual starts to speak others join
20 in and offer a similar perspective. So, it can be a very effective communication
21 forum in terms of obtaining feedback. So, that's been valuable.

22 COMMISSIONER SVINICKI: There's one other -- I might ask you

1 because I do recall that this was your comment. You talked about All Employee
2 Meetings in Region I quarterly. Something I've been curious. I've only been
3 through one of the All Hands Meetings that the Commission holds with the
4 headquarters employees. Principally, I think there is a video feed to the regions.

5 It's very formal because it's such a large group and I personally am curious
6 and some of my colleagues may be as well. In an All Employee Meeting how can
7 you make that more of a dialogue? Does Region I have any feelings on that?
8 Mike's kind of nodding his head. It's difficult because I think you want to gather all
9 employees and have that kind of exchange, but it doesn't turn out to be much of a
10 two-way communication. Do you have any promising ideas?

11 MR. DAPAS: One of the things that we've done we've evolved with
12 our All Employee Meetings. Initially when I first came to the region there was a lot
13 of information transmittal and we'd have the division directors communicate key
14 activities that are going on in the division. We'd open it up for questions and
15 answers.

16 What we've evolved to is meeting with the team and obtaining feedback
17 from our Branch Chief Forum regarding particular topics that we would like -- they
18 would like us to discuss. We'll have an All Supervisor and Team Leader Meeting
19 usually reasonably in close proximity in time frame to our scheduled All Employees
20 meeting.

21 And then we get feedback from the Branch Chiefs on things that they think
22 there staff would be interested in hearing. So, we've structured the agenda to

1 support that. And then we open it up for questions and answers and we, of
2 course, ask if anyone has a question during any of the discussion items to go
3 ahead and offer those.

4 Then we have an individual called our Technical Communications Assistant
5 that will canvass for any questions that the staff would like us to address at the All
6 Employees Meeting because sometimes people are reluctant to speak up at a
7 meeting and ask a question. So, they'll submit a question to our Communications
8 Assistant and then we'll be prepared to answer that. And that's worked reasonably
9 effectively and we, of course, continue to seek feedback on how we can continue
10 to improve that forum.

11 COMMISSIONER SVINICKI: I appreciate that. Mike?

12 MR. WEBER: I would agree with Marc. I think selecting the topics is
13 key. In my All Staff Meetings we feature topics that are relevant and of great
14 interest to the staff. As you know, we had the tragic loss of an NRC employee in
15 my organization this year.

16 Shortly after that, we had an All Staff Meeting where we talked about
17 emergency response and medical procedures. You should have heard the
18 exchange between the staff and the management as well as the other office
19 representatives from Human Resources.

20 Barbara Williams came and talked about the EEO program. Bill Borchardt
21 came and spoke to the staff and the staff came away and said, "Wow! That was
22 such a refreshing presentation." Very informal, but very informative. I think it was

1 inspirational to the staff to see that level of candor and that level of willingness to
2 exchange with the staff. You were there; you might want to comment on it.

3 MR. BORCHARDT: I think going to your point with the Commission
4 meeting there's some magic number that when you get it bigger than a certain
5 number of people that it just impedes that kind of two-way communication. That's
6 somewhere around 200, I think. Any larger than that, people are just less apt to
7 ask a question or to make a comment.

8 COMMISSIONER SVINICKI: I don't mean to indicate that's the
9 Commission's only meeting with employees. Obviously, I and all of my colleagues
10 are invited to and eagerly participate in the various All Hands Meetings that the
11 offices hold. And that has a whole different tone because, I think, like you said, of
12 this tipping point on the numbers.

13 So, if there are any ways to strengthen the All Employee Meeting that the
14 Commission conducts annually I'm certain that I would be interested in knowing
15 any of your thoughts or any best practices that you can share. I will certainly be
16 giving that some thought myself.

17 I just thought of one other comment I'll making in closing. I don't need a
18 second round. I appreciate that Commissioner Lyons talked about -- or got us
19 onto the topic of Operation War Fighter. Ren, you and I had talked about that in
20 our most recent periodic meeting. I think it's an exciting opportunity, but I
21 appreciate too that you also, Ren, talked about in looking at areas to improve the
22 representation of persons with disabilities more generally.

1 So, obviously, we are committed to veterans with service related
2 disabilities, but I think we need to look -- I think you said diminished a little bit in
3 our percentages on representation of persons with disabilities generally. So, both
4 those categories, one being a subset of the other, are very important and I just add
5 my voice. I'm glad you highlighted it and we need to work as hard as we can.
6 Thank you.

7 CHAIRMAN KLEIN: Well, I just had a follow-up question for you,
8 Mike. Were your employees surprised that Bill came or that he was positive in his
9 comments? [LAUGHTER]

10 MR. WEBER: I think a little of both.

11 CHAIRMAN KLEIN: One thing when I first came -- I'd like to
12 comment a little bit on Bill's encouragement on the survey. When I first came, Jim
13 and I had met about really getting the data for the people that leave, why they
14 leave, what are their issues. But I think Bill's comment is really good.

15 So, for all the managers and all the employees in the audience and listening
16 in make sure you fill out those surveys because we have a lot more people that
17 stay than leave. We want to hear as much from those that stay as those on why
18 they left. So, I think it's really important that we encourage everyone to fill out
19 those surveys so that we really can hear how we can be a better agency.

20 As Senator Carper has told us, "If we're not perfect, work to get better." I
21 think while we're a great place to work we can always get better. One of the ways
22 we get better is get feedback from our employees. So, I'd encourage everyone to

1 fill those out and encourage your employees to fill those out.

2 Just a final question, Jim. In terms of data and our diversity and our
3 activities do you have any metrics of how we compare with other Federal agencies
4 in meeting our goals in our recruitment and practices that we have? It's always
5 good to measure others as well as what we want to do internally.

6 MR. McDERMOTT: This is a little bit from the hip, but the brain trust
7 over there will wave me off. We compare ourselves particularly to three or four
8 other technical agencies because as Commissioner Svinicki mentioned we are
9 challenged in some of our skill sets. We're looking at the Navy. We're always
10 looking at NASA. A couple of others; DOE, of course, and see how we do.

11 I think none of us do that well, but we hold our own. We're very good at the
12 lower -- at the entry levels in recruiting. Our recruiting models and the way we go
13 after -- we target schools where we think we'll at least get a good supply of women
14 and minority candidates. Imitation is a great form of flattery and DOE has been
15 right behind us using the same techniques that we do to go and try to get some
16 folks in.

17 Tangible results -- you've got to wait two years to get government-wide
18 data, so I don't really know how we're doing now. If you look at the old data we're
19 doing okay. I think we're actually doing better. We've got 50 more Hispanic
20 employees in this agency in FY '08 then we had in FY '07. And not as large, but
21 increases right along the board in other minorities.

22 The thing I look at is the percentage of white males in all these categories

1 to the extent that that's going a little bit south we're getting more women and
2 minorities. It has consistently gone down over the last five years, whether it's in
3 SES, whether it's in the SLS or whether it's in the overall population. We are
4 getting a little more diverse.

5 MS. KELLEY: If it's okay. GAO recently issued a report that talks
6 about diversity in the Federal government. Their focus was on the 14/15 level and
7 SES. We took a look at that report and one of the messages is that overall the
8 entire Federal government has increased for women and minorities at the senior
9 levels including SES. That increase has been slight.

10 The same is true for NRC. We've increased slightly in those categories as
11 well, but one of the things we did is to just kind of look at how we compare with
12 other Federal agencies. Just for the sake of this discussion I'll focus on SES.

13 Our sister agencies that we normally compare ourselves to, we are a little
14 bit under the levels of SES women and minorities in the SES representation. The
15 differences are not large, but we tend to be -- our representation is less than that
16 of DOE, NASA, EPA, -- what are some of the other agencies? And NSF. NSF in
17 particular is almost 50% women and minorities at the SES level.

18 And so, what we might ask ourselves: where do we want to be? Are we on
19 a path to get there with what we're doing presently? But I just thought that -- this
20 is a recently issued GAO report. They issued a report similar in 2000 and they
21 updated this information in 2008 just at the end of November.

22 CHAIRMAN KLEIN: We used to look at some of the NSF data as

1 well when I was at the University and there they have a lot more diverse group
2 force out of the life sciences, whereas the nuclear Navy has tended to be a little bit
3 different in the past. And so, I think there is a technical reason for part of those
4 differences as well as historical. Marc, did you have a comment?

5 MR. DAPAS: I was just going to mention the Federal Executive
6 Board does provide an opportunity to perhaps obtain some information from some
7 of the other Federal agencies. When I attended the Diversity Day of Training that
8 was hosted by the Philadelphia FEB back the Monday of the week of Thanksgiving
9 I was talking to some of the managers there about sharing some of the information
10 they had regarding the demographic makeup of their respective organization.

11 So, that may be one opportunity to leverage that partnership in obtaining
12 some information on a regional basis because the FEB, of course, does have a
13 presence in the cities where the regional offices are located.

14 CHAIRMAN KLEIN: Thanks. Commissioner Jaczko?

15 COMMISSIONER JACZKO: I guess I would just follow up on this
16 discussion that the Chairman started. I guess I have one specific question. This
17 does get a lot -- it seems we've done a good job at the entry level of achieving
18 diversity and I think some of our challenges are still in ensuring that as people
19 progress in the agency that we continue to have a good diverse work force in all
20 cross sections of the agency.

21 I noted that this was precisely the point that was made by the EEO Advisory
22 Committee in their statement and really the significant challenge -- the three

1 challenges that they identified and one of them was the idea of continuing to
2 ensure diversity in the higher levels or certainly management levels at the agency
3 and the SLS.

4 The question I have I suppose is does the staff -- Bill, do you formally
5 respond to some of these recommendations? How does the staff handle the
6 recommendations from the joint statement of the EEO advisory committee? Is that
7 responded by you? Is there a formal response that's ever presented?

8 MR. BORCHARDT: I don't believe historically we've ever issued a
9 formal response. It's part of the ongoing dialogue we have with all of the
10 committees as they raise issues. We don't disagree with any of them. I think
11 we're trying to implement them and we've been trying to. I think if there was a
12 recommendation that we saw conflicted with the direction we were trying to go
13 we'd probably engage further. But these are really supportive of the overall
14 direction.

15 The programs that Ren has put together under her leadership for the entire
16 agency and the management team's approach for hiring and their support for
17 recruiting, it all fits together. I just don't see any conflict with those.

18 COMMISSIONER JACZKO: That perhaps is a response in and of
19 itself. I appreciate that. The last question or perhaps it's more of a comment does
20 get to one of the real important areas of diversity as well, which is diversity in
21 views and respecting the differing views. We obviously heard a little bit about that.
22 That is an area where I think we continue to make real progress.

1 We have the DPO Office liaisons now, which I think is a real enhancement
2 to help facilitate the use of the differing professional opinions program. We have
3 the concurrence, the non-concurrence program, which has now been implemented
4 which again, is another I think strong avenue for people to raise those kinds of
5 differing views.

6 I think those are all good programs and things that we need to continue to
7 reinforce as crucial elements for our entire diversity program. So, I appreciate all
8 the work that's been done on that and continuing to look at ways that we can
9 improve those. I think we have an effort right now on internal safety culture.

10 Commissioner Lyons and I had a chance to go to a meeting that they had a
11 couple days ago and a lot of that again focuses around diversity and diversity in
12 ideas and how you deal with those diverse ideas in a workplace like this.

13 So, again, I think those are all strong programs and will only make us better
14 in this area. Thank you.

15 CHAIRMAN KLEIN: Commissioner Lyons?

16 COMMISSIONER LYONS: I had one other question that I wanted to
17 ask and I'm not sure if the response might come from Jim or Ren or maybe
18 Autumn or maybe Karen. In preparing for the briefings at this meeting it came to
19 my attention that we really don't have -- to the best of my knowledge -- a formal
20 policy for interactions with Native Americans period.

21 I came across a policy specific to Uranium Recovery for interactions with
22 Native American governmental units and that's certainly positive, but at least from

1 what I managed to gather in preparing for this meeting outside of the Uranium
2 Recovery Area we tend to respond either to specific requests from different Native
3 American groups or staff identifies opportunities and we act on those
4 opportunities.

5 I wanted to at least raise the question of perhaps suggesting that the folks I
6 mentioned and others at least seriously consider and maybe get back to the
7 Commission with the idea of a formal Native American interaction policy. I'd be
8 interested in comments or reactions from any of you or just think about it. But it
9 struck me as something that we probably should have.

10 MR. BORCHARDT: I can't personally -- I don't have the information
11 to be able to respond to you. I think FSME would be the best office to address
12 that. I don't see Charlie or George here. I don't know if there's someone else
13 that's in a position to respond, but we'd be happy to get back to you. I think you
14 certainly raised a valid issue. I know they have certain at least unofficial protocols,
15 but I don't know to what degree they're written down.

16 COMMISSIONER LYONS: Uranium recovery is official, but beyond
17 that I couldn't find it. Autumn, did you want to comment?

18 MS. SZABO: Yes. I actually just want to say that from my personal
19 perspective that I agree with Commissioner Lyons that it's actually an excellent
20 initiative to at least consider. I know our constituency would definitely be affected
21 by a policy like that.

22 While we focus more on some of the internal hiring and retention strategies

1 trying to build those kinds of bridges that the Native American Advisory Committee
2 would be a possible venue for the agency to start developing more formal ties with
3 the Native American Advisory Committee. So, I just wanted to make that
4 comment. I also agree with Bill's comment.

5 COMMISSIONER LYONS: Thank you. Ren or Jim or anyone else?

6 MR. McDERMOTT: The only thing I'd like to do is, again, I need
7 more partners. One avenue we could explore is the Intergovernmental Personnel
8 Act Assignment Process to see if we can get a faculty member from an institution
9 that serves any kind of significant Native American population to see if we could
10 put something together like that to get them in to kind of make a link.

11 It would be just to start, but often that's where you begin. We need
12 advocates in the community sponsoring NRC as a good employment and career
13 choice. I don't know that we have that many at this point. Autumn may know
14 better than I.

15 MS. KELLEY: In terms of the outreach program I can see where
16 maybe a policy of that sort would help to facilitate that effort as well, but we do
17 have a viable outreach program to the extent that we can with that community and
18 Native American institutions. And so, Tribal colleges and universities and that
19 was, of course, one of the things that the White House initiative recognized in
20 RC4.

21 I'd certainly be in favor of considering and looking at such a policy. I
22 believe it would have opportunities to serve the agency well.

1 COMMISSIONER LYONS: Well, if my colleagues agree I'd at least
2 appreciate if there could be some consideration at the staff level on pros and cons
3 of such a policy. I'm well aware that we have a number of specific areas, certainly
4 the Tribal College Outreach is one of them. I was thinking more though from the
5 standpoint -- and certainly not to downgrade that, that's very, very important, but I
6 was thinking more from the standpoint of licensing activities where I think if I'm
7 correct that much of that outside of uranium recovery is more on an ad hoc as
8 request or as some of our staff recognize the need.

9 I'm just suggesting that maybe something more formal might better serve
10 the agency. Once I became aware of this we did look into policies at several other
11 agencies like EPA and DOE and they do have formal policies. I would at least like
12 to put that forward as something to suggest and perhaps get back to the
13 Commission. Thank you, sir.

14 CHAIRMAN KLEIN: Well, normally at this meeting we provide the
15 union an opportunity to make comments. Dale Yielding, would you like to make
16 some comments?

17 MR. YEILDING: Thank you, Chairman, Commissioners. My name is
18 Dale Yielding. I'm the local chapter president of the National Treasury Employees
19 Union. I've noticed a new term of art here at this meeting: partnership and
20 partnering. I think the union probably had instrumental activity in giving birth to
21 that probably about 10 years ago during the Clinton/Gore administration when an
22 executive order instituted labor-management partnerships. So now, since there

1 are so many other type partnerships -- I counted 24 on the slides that were
2 presented here that I'm going to have to instill all our partnerships to put
3 labor-management in front to make sure we differentiate which partnerships are
4 involving the union.

5 We're also hoping for maybe sometime after January 20th to maybe see a
6 new executive order from the administration in the White House that we're pretty
7 confident that one will be coming that will instill some kind of program to promote
8 partnership, even though we've continued it on an active basis and we thank
9 NMSS and Region I for quoting the attributes of your union partnerships in your
10 organization.

11 I'd like to also -- one of the comments was how could the committees be
12 proactive? I'm going to have to take an action item that years ago there was
13 another committee sitting at the chairs here. It was the Joint Labor Management
14 EEOC Committee, which has not been very active for the past few years. It might
15 be on my part because as president I haven't appointed any labor partners for it.

16 I'm going to look out in the audience here and people that are listening on
17 the regional link that if anyone is interested in getting that labor management
18 partnership with similar motives and goals and mission as the existing
19 partnerships more on a generic basis, I'd be willing to get that partnership back in
20 an active status and contributing into the joint statement like it had been in the
21 past.

22 Ren commented there were 14 to 24 cases, EEO discrimination cases and

1 brought in a statement that there is a new anti-harassment program. I'm not sure
2 if that supports the increase from 14 to 24, but I think I've asked in previous
3 Commission statements here at this podium that this new anti-harassment
4 program maybe should be statistically tracked.

5 I'm not sure what's in your information booklets, but you see that there's 14
6 to 24 EEO cases. But since we have this new anti-harassment program maybe
7 the HR representative for the anti-harassment program should be part of the panel
8 or part of the contribution with Ren to report on how many cases were handled in
9 this lower level environment that did not escalate up to an actual EEO
10 discrimination case.

11 And on the same tone, a grievance could be possibly considered in the
12 same light. A grievance is sometimes reporting the same -- alleging the same
13 wrong -- merit selection, appraisal, whatever the subjects are of grievances and a
14 lot of time an employee that files a grievance would not want to come forth and
15 claim that the cause of that grievance was discrimination. They'd rather just tackle
16 it on the merit saying I deserve the merit selection. I deserve the higher appraisal.
17 And so a closer look at the grievance process might also show some attributes of
18 maybe unrest or how the agency could be improved.

19 Ren mentioned that there's a goal to increase Alternate Dispute Resolution
20 to 50%. The choice of whether or not to use Alternate Dispute Resolution is the
21 employee's choice and they can either use the EEO counselor or not. And
22 basically if they choose Alternate Dispute Resolution they have a one or two day

1 event with a mediator and we've dismissed the EEO counselor.

2 Alternate Dispute Resolution extends the process of resolution from 30
3 days to 90 days. A lot of employees that have a conflict are trying to resolve it
4 quickly and at the first meeting with your EEO counselor having to sign a form
5 saying I choose Alternate Dispute Resolution and I extend the 30 day period to 90
6 days, employees usually want to resolve something quickly if it can be done.

7 Ways of improving the agency. Hopefully, the union and HR can shape the
8 future of this agency and we're entering into collective bargaining in February.
9 We've already exchanged proposals. You can look at the union's proposal. I'll
10 probably be publishing these pretty soon to where the union is trying to shape the
11 agency and then we can look at HR or the agency's proposal to see what changes
12 HR is making to shape the agency.

13 Hopefully, we will reach agreement and we each won't get our own way, but
14 that will be a few months down the road, but maybe the Commission might keep a
15 look over Jim's shoulder and my shoulder to see how we're doing in collective
16 bargaining.

17 The EEO discrimination flow chart. I mentioned it to some of Ren's staff
18 and I've always had a little bit of disgruntlement that the process to resolve an
19 EEO complaint is pretty well defined in the web page and it shows a flow chart of
20 all the various stages of required counseling and all, but it is lacking the portion
21 where an employee can choose to resolve their EEO complaint down the road a
22 little bit through the Negotiated Grievance Process.

1 I've asked Ren to put that part of the flow chart in there and it hasn't been
2 put in there. Because it is a statutory process, if you look in the EEO statute it
3 shows the Negotiated Grievance Process as an employee choice after the
4 counseling phase eliminating the need to go into a formal complaint stage.

5 Just three quotes I heard at this meeting: open, collaborative work
6 environment; valuing, differing views; instilling trust and honest and open
7 communications. I don't want to sound like a complainer, but in the past three
8 months I have been basically silenced by Human Resource in issuing my
9 traditional once or twice a month network e-mail announcement from the union.

10 I've had to resort to litigation and lately I think everyone has seen in their in
11 box I've resorted to cutting down trees because now I'm issuing my
12 announcements via a newsletter. Right now, I'm not asking for any Commission
13 help because I'm going to go to litigation. We're claiming it's an unfair labor
14 practice. But to me, by taking my view and silencing it and not issuing the network
15 announcement is not valuing the union's differing view. Thank you very much.

16 CHAIRMAN KLEIN: Well, I'd like to thank all of you for your great
17 presentations. We have, our glass is more than half full as opposed to being half
18 empty. I'd also like to thank all of our advisory committees for all the work that you
19 all do to help us.

20 I think in terms of our diversity and our success in the small business area
21 and all of that is due to our people, our employees. I think the real thanks go to all
22 of our employees for all of their participation, discussion to make us the great

1 place we are to work. Thank you very much. The meeting is adjourned.

2 (Whereupon, the meeting was adjourned.)