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UNITED STATES OF AMERICA
NUCLEAR REGULATORY COMMISSION

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BRIEFING ON EQUAL EMPLOYMENT OPPORTUNITY AND
SMALL BUSINESS PROGRAMS

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TUESDAY

NOVEMBER 17, 2009

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The Commission convened at 9:30 a.m., the Honorable Gregory B,
Jaczko, Chairman, presiding

NUCLEAR REGULATORY COMMISSION
GREGORY B. JACZKO, CHAIRMAN
DALE E. KLEIN, COMMISSIONER
KRISTINE L. SVINICKI, COMMISSIONER

1

2 PANEL:

3 WILLIAM BORCHARDT, EDO

4 CHARLES L. MILLER, Director, FSME

5 VICTOR MCCREE, Deputy Regional Administrator for

6 Operations, Region II

7 JANELLE JESSIE, Chairman, African American Advisory Committee

8 DALE YEILDING, Chapter President, National Treasury Employees Union

9 CORENTHIS KELLEY, Director, SBCR

10 LORI SUTO-GOLDSBY, Civil Rights Manager, SBCR

11 TUWANDA SMITH, Outreach and Compliance Coordinator Program

12 Manager, SBCR

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1 P-R-O-C-E-E-D-I-N-G-S

2 CHAIRMAN JACZKO: We will begin the EEO briefing.

3 Good morning everyone, welcome to our semi-annual briefing
4 on Equal Employment Opportunity, Diversity Management, and
5 Small Business Programs.

6 As I think everyone knows by now, the NRC was again awarded the
7 best place to work in the Federal government, and we were
8 also recently recognized in the Washingtonian Magazine
9 as a great place to work.

10 This is one of many accomplishments that the agency has had
11 over the last several years.

12 We recently finished our review of our internal
13 safety culture survey, which had results
14 that showed our staff's high level of
15 engagement and job satisfaction here at the NRC.

16 I think an important message that all of us have taken from
17 that is the importance of us continuing to strive to be
18 better and improve, and that survey gives us a good path
19 forward for how we do that.

20 We were also named one of the best diversity companies and a
21 top supporter of historically black colleges and
22 universities, and we received a green scorecard for our small

1 business accomplishments.

2 We have much to be proud of and are obviously doing great
3 work here in the agency.

4 I want to thank all of the staff for their hard work and
5 dedication for achieving these accomplishments during the
6 past year.

7 I am looking forward to all the presentations today from
8 FSME, from Region II, the staff of Small Business and Civil
9 Rights, the EEO Advisory Committees, and as well as our Union
10 Representatives.

11 We'll hear about how we are progressing in the areas of
12 equal employment opportunity and diversity and in the small
13 business program areas.

14 Any comments from my fellow Commissioners?

15 We will turn it over to you, Bill, and we will start.

16 MR. BORCHARDT: Good morning, go to the second
17 slide, please.

18 I would also like to knowledge the recent Safety Culture
19 Climate Survey and how valuable a tool that is to help us to
20 continuously improve as an agency.

21 In fact, several days this week the senior leaders of the
22 agency will be getting together, and the focus of that

1 meeting is for us to look at the results, agency wide, of the
2 climate survey and identify some actionable items that we
3 can implement going forward over the next several years.
4 Previous surveys have resulted in a number of changes in the
5 way we do business, flex-a-place, expanded work hours,
6 some of those items that have been incorporated into the
7 recent Collective Bargaining Agreement.

8 Some of them had their genesis in some of the feedback that
9 we got back from these surveys.

10 We asked the staff to pay attention to that survey and to
11 make an effort to respond, and they exceeded our
12 expectations.

13 We had a 87% return rate on the survey, which really shows
14 an engaged staff and we are very appreciative of them taking
15 the time to do that.

16 I would like to make two quick points.

17 The committees that will be making a joint statement and
18 that are represented in this room make an exceptionally
19 valuable contribution to the work environment at the NRC.

20 They help individuals not only within their own
21 constituency, but I think the general population of NRC
22 employees and help encourage professional and personal

1 development and really do it on an informal, very
2 interactive manner.

3 We try to provide some support to those programs, but they
4 are highly effective.

5 I would like to congratulate them for doing that.

6 In going along with that, I would like to recognize Kenneth
7 Bailey, who is the Affirmative Employment and Diversity
8 Specialist within SBCR, for his continued efforts.

9 He has been at the job for some time now, and really does an
10 exceptional job from my perspective, of coordinating the
11 many activities of these groups having a very open and
12 collaborative work environment, and it has been a very
13 productive engagement I think largely due to his personal
14 energies.

15 I would just like to thank him in this format.

16 Go to the next slide, please.

17 This shows the agenda for today's meeting.

18 It is quite full, but I would like to take a minute to
19 introduce the speakers for today and also the chairs of the
20 various committees that are in attendance at today's
21 meeting.

22 Of course, Ren Kelley, Miriam Cohen, Charlie Miller and

1 Victor McCree, you are very familiar with.

2 Lori Suto-Goldsby is the Civil Rights Program Manager in
3 SBCR.

4 Tuwanda Smith is the Outreach and Compliance Coordination
5 Program Manager.

6 Janelle Jessie is the Chair of the African-American Advisory
7 Committee.

8 Joseph Ashcraft is the Chair of the Native American Advisory
9 Committee.

10 Kelly Reiner is the Chair of the Federal Women's Program
11 Advisory Committee.

12 Ada Rivera-Verona is the Chair of the Hispanic Employment
13 Program Advisory Committee.

14 Carol Revell is the Chair of the Diversity Advisory
15 Committee on Ageism, I believe she is out sick today though.

16 Rue Lee is the Chair of the Asian Pacific American Advisory
17 Committee.

18 Alicia Mullins is the Chair of the Advisory Committee for
19 Employees with Disabilities.

20 Dale Yeilding will be also participating in the meeting from
21 the NTEU.

22 I will turn the presentation over to Charlie Miller.

1 MR. MILLER: Thank you, Bill.

2 Good morning.

3 I am honored to represent FSME today, both the management
4 and staff of FSME as the headquarters office that is in
5 focus today.

6 If I could go to slide 5, please.

7 Chairman and Commissioners, I would like to start the
8 presentation this morning in a little bit of a
9 non-traditional manner as we look at diversity.

10 FSME was created in 2006 and it merged what was previously
11 portions of NMSS with the Office State and Tribal Programs
12 together.

13 Following that reorganization, we had to merge some diverse
14 cultures and yes, we do have some diverse cultures within NRC
15 as we do our daily business.

16 That reorganization presented us with a set of diverse
17 functions that we had to deal with, which helped us merge
18 the offices together.

19 We had materials license inspection, we had rulemaking, we
20 had Agreement State programs, we had emergency preparedness,
21 we had uranium recovery, we had decommissioning, we had
22 licensing, some very diverse activities that were merged

1 together.

2 As we merged these diverse functions together, we had some
3 very diverse skills that we merged together to accomplish
4 this.

5 We had engineers, we had health physicists, we had medical
6 science consultants, we had regulation writers, we had IT
7 specialists, and of course, we had State and Tribal program
8 analysts.

9 Interaction with our external stakeholders requires a strong
10 relationship in building skills both internally and externally.

11 As we melded that together, these skills strengthened.

12 It would be remiss of me if I didn't mention the Regions.

13 The Regions are our partners in this, and we couldn't
14 conduct our programs without the strong support and
15 cooperative nature between FSME and the Regions.

16 I'm happy to say that I think we have a strong mutual
17 support in that and working relationship.

18 A diverse set of skills and the background is critical to
19 our success.

20 Three years into this, the staff has demonstrated a
21 remarkable ability to come together and work as a unit.

22 May I have slide six, please?

1 Looking externally at culture, we have a diverse group of
2 stakeholders, we've got small companies, we've got gauge
3 manufacturers, we've got gauge users, we have hospitals, we
4 have uranium recovery facilities, we have utilities, we deal
5 with the Organization of Agreement States, we deal with
6 states themselves, we deal with technical support and
7 guidance on licensing for these activities, as well as
8 inspection and enforcement and working with our partners in
9 the Agreement States.

10 An example of where we work together with both the states and
11 the industry is our National Source Tracking System
12 Configuration Control Board.

13 We have participation on this from not only the Agreement
14 States by industry as a whole, who are voting members, so we
15 collectively only make changes when they're absolutely
16 necessary and that those changes are well thought out.
17 OIS has been a great help in this regard and working with
18 FSME to achieve success.

19 Our Tribal relationships are extremely important to us.
20 We work directly with the Native American Tribes on uranium
21 recovery, legacy, tailings and restoration of these
22 legacy sites, License renewals,

1 waste disposal and transportation of

2 wastes.

3 Relationships with multiple Tribes have taken place and to

4 name a few, we've worked with the Navajo Nation, we've

5 worked with the Yukon River Intertribal Watershed Council,

6 and of course the National Congress of American Indians.

7 Just to name a few.

8 We signed a memorandum of understanding with the Prairie

9 Island Indian community.

10 We have developed some Tribal protocols into a manual that

11 is almost finalized and the Commission will be receiving

12 this very soon, and I think there was a lot of hard, good

13 work that went into that.

14 If you look externally at some of our Federal partners, we

15 had interactions with the Army Corps of Engineers, the

16 Department of Energy, EPA, the Bureau of Land Management in

17 decommissioning activities just to name some.

18 All of these have different cultures and the staff has to be

19 very knowledgeable and flexible to deal with that in our

20 daily duties, and they do it in a highly professional

21 manner.

22 Slide seven, please.

1 Let me get to a little bit more of the traditional
2 discussion with regard to diversity.

3 We support in FSME, the Comprehensive Diversity Management Plan,
4 the training, the promotions, the rotations, the details.

5 We encourage the staff to develop through training, and
6 we're happy to say that 85% of the FSME staff completed at
7 least 24 hours of training this past year.

8 We've had specialized training in information technology,
9 project management training, we've had two project managers
10 graduate from that course and we have some in the pipeline.

11 Our secretarial program is extremely strong and I would like
12 to acknowledge Kathy Poland who is a member of my staff who
13 has been the founder of the secretarial retreat that we do
14 annually.

15 This takes the secretaries off, I spend a day with them, my
16 Deputy spends the day with them, and we actually show them
17 that we really care about their daily duties.

18 Sometimes our administrative staff is behind the scenes
19 supporting us everyday and they're not always in the
20 spotlight, but they're critical to our success.

21 We have supported many rotations.

22 We have had 35 external rotations from 2007 to 2009, 37% of

1 these were minorities.

2 We support NSPDP program for recruitment and development.

3 Through 2011 we will have 15 participants, 53% of these come
4 from minorities.

5 We support a work environment that promotes work-life
6 balance.

7 Flex-a-place, before we instituted the NEWflex program
8 we had 57 participants out of our 218 employees working in
9 remote locations on some days, some permanently.

10 We have an employee who works from Oklahoma.

11 We have employees in Region I, Region II, and Region III
12 that report to FSME. This allows for interactions with the
13 Regions on a daily basis to support our programs and serve
14 some of these individuals' personal needs.

15 May I have slide eight, please?

16 I would like to get -- pictures are worth a thousand words.

17 So, I would like to focus on these pictures for just a
18 second.

19 If you look at the picture on the left, you will see some
20 individuals who recently graduated from our NSPDP program.

21 I will acknowledge that the individual on the far left
22 attracts from the aesthetics of the picture, but

1 nevertheless, I took the chance of showing it.

2 On the right you will see a pictorial of our most recent

3 secretarial retreat.

4 Slide nine, please.

5 Some of our outreaching communication efforts that we do in

6 FSME, I try to hold an All Hands meeting two or three times

7 a year, recognizing that not all staff is comfortable

8 answering questions or asking questions in a large forum. We

9 try to supplement that by having periodic brown bag

10 luncheons to informally invite people who may have interest

11 in asking questions in a smaller forum, to ask anything.

12 I offer anything on the table in those forums as for

13 questioning.

14 I do meet and greet with new employees on almost a monthly

15 basis so I get to put a face with a name, and we can share

16 some insights about my career, my deputy's career, and their

17 careers and where they're going forward.

18 I try to hold a meeting with every branch once a year.

19 I participate in their branch meetings and have my deputy do

20 the same so we can reach that on a smaller order.

21 What we're trying to do here is not only allow a larger

22 forum for people to be able to interact, but a smaller forum

1 where they might be more comfortable interacting.

2 We've developed a new internal website for better
3 communication, and we've got some quick links to some recent
4 news items, such as the NEWflex program.

5 The FSME management and the LMPC have worked very well
6 together in trying to establish some new initiatives.

7 One I'll mention is the new electronic employee suggestion
8 box.

9 May I have Slide ten, please?

10 More pictures.

11 This is a picture of a celebration.

12 If you look closely at the picture you can probably guess
13 what time of year it took place. It is
14 one of our divisions at a holiday party recently.

15 If I can go to Slide 11.

16 A couple more pictures.

17 Several months ago we hosted a pizza party, and we did it
18 down in the auditorium on one of the rare days that it was
19 available, and you can see on the picture on the left that
20 we invited employees to bring in some of their goodies that
21 they baked.

22 We've got some very talented people in FSME.

1 As you can see from the pictures, people at FSME like to
2 eat.

3 We've got some very talented cooks, we've got some very
4 talented bakers, and believe me, I take full advantage of
5 their capabilities.

6 Slide 12, please.

7 With regard to EEO opportunities, we've got five employees
8 in FSME who participate in the EEO advisory committees.

9 One of the things that I've done recently has had an
10 opportunity to meet with some of them and try to interact
11 with them on some of the things that are important to them.

12 I have made a decision that I want to do this on a more
13 proactive bases in the future, so I touch them on a more
14 frequent basis.

15 We've participated in some recruitment activities with
16 regard to Native Americans.

17 Native Americans is a challenge area that I think that we
18 really need to look forward to trying to get more Native
19 Americans at the Commission.

20 We will continue to try to support SBCR in any way that we
21 can to try to make that happen.

22 With regard to some of the people who have graduated from

1 some of our programs, five of the current managers in FSME,
2 SES managers, are graduates of the most recent two SES
3 candidate programs.

4 It is really showing that we are immersing some of these
5 candidates into the real programs at FSME.

6 We've had a number of summer hires, we have had a number of
7 summer hires and coops who have joined us on a permanent basis.

8 I think that bodes well for the future of the agency.

9 FSME is committed to fostering a respectful environment that
10 offers the staff the opportunity to develop to its full
11 potential.

12 In summary, our employees are our future.

13 Chairman, Commissioners I think our future is bright.

14 Thank you.

15 MR. MCCREE: Thank you.

16 Good morning Mr. Chairman, Commissioner Klein, Commissioner

17 Svinicki

18 Although I don't have photos, I will try to be as
19 illustrative as I can about Region II's performance in this
20 area.

21 We have been highly successful in Region II in advancing
22 equal employment opportunity through the effective

1 application of the agency's affirmative employment
2 principles.

3 Region II is blessed with rich diversity and it is the third
4 largest office in the agency with two centers of excellence.

5 Diversity is the key contributor to our effectiveness.

6 It has enabled us to work seamlessly with other offices to
7 fulfill our safety inspection and oversight

8 responsibilities.

9 Equal employment opportunity success, in Region II, didn't
10 just happen.

11 It has been and continues to be made possible by the steady
12 efforts of the Region II leadership team, as well as our
13 staff in advancing affirmative employment principles
14 outlined in the NRC's comprehensive diversity management
15 program.

16 I would like to briefly highlight our efforts in three
17 areas.

18 First, creating opportunities for staff through affirmative
19 employment.

20 Secondly, fostering a work environment that is inclusive.

21 Thirdly, promoting teamwork and building productive,
22 professional relationships with our staff.

1 Next slide, please.

2 Success in equal employment opportunity and diversity
3 management begins with our work in the area of Affirmative
4 Employment.

5 The Region II leadership team leverages our succession
6 planning process and succession planning tools to confirm
7 our hiring areas and to identify targeted schools and
8 opportunities for recruitment.

9 We utilize university champions to develop and nurture
10 relationships with targeted institutions, and we also have a
11 number of staff who volunteer for our recruitment activities
12 further diversifying our recruitment teams and enabling us
13 to identify diverse pools of potential candidates.

14 We also hold information sessions at a number of our
15 targeted universities and have hosted a faculty member from
16 one of our targeted schools on a summer enrichment program.

17 Through the use of individual development plans as well as
18 what we call a staff development matrix, which identifies
19 all of our staff as well as our supervisors,
20 the leadership team uses training to maximize their work
21 experience.

22 We have a training committee composed of senior leaders and

1 human resources experts that develop our annual plan to
2 fully utilize our training funds.

3 This helps to ensure that employees obtain the training that
4 they need to succeed, both in their current jobs and to
5 prepare for future opportunities as well.

6 Region II recognizes the importance of investing in people
7 to broaden their skills, knowledge, and experience.

8 We work with staff and with our leaders in Region II to
9 identify developmental opportunities and rotational
10 assignments for our staff.

11 Those rotational opportunities may be in Region II, may be
12 out at a site, and are often in headquarters in the EDO staff
13 as well as in the Commission offices.

14 Region II actively participates in formal developmental
15 programs as well, both for administrative and for
16 professional staff.

17 Charlie mentioned a number of the programs and we
18 participate in those actively.

19 We consider these essential means to invest in people and to
20 further develop them and stimulate their growth.

21 In addition, the Center for Construction Inspection uses
22 staff with diverse backgrounds and talent and skills to

1 participate in formal technical exchanges and knowledge
2 sharing activities with other countries. We have
3 done and are doing so with Taiwan and France and
4 Finland.

5 Next slide please.

6 In Region II we recognize that we are a better organization,
7 frankly, when we take advantage of our collective talents
8 and abilities so that we have a strong and engaged
9 workforce.

10 As a result, we use a variety of methods to ensure that
11 staff at all levels in Region II are afforded opportunities
12 to achieve, and to be actively involved in achieving our
13 equal employment opportunity goals and diversity management
14 objectives.

15 One of the basic ways that we do that is through an open
16 door policy.

17 It contributes to an environment where staff are engaged,
18 but we recognize that an open door is more likely to be used
19 when the occupant of that office has an open mind.

20 That is they're actively encouraged and they are receptive
21 to alternative views, which I will speak more to in a
22 moment.

1 Region II has a number of ongoing and recently initiated
2 means to enhance communication and inclusiveness.
3 We continue to hold our monthly current events, all hands
4 meeting.

5 It is a forum for information sharing and dialogue on
6 relevant issues, it ensures staff awareness of agency issues
7 and Regional issues.

8 These meetings are video recorded and we place them, we
9 place a link to them on our website so that remote staff
10 and/or staff who aren't in the office when we hold that
11 meeting, so they are able to view the discussions and we also
12 link any slide presentations to that site as well.
13 Again, to promote information sharing.

14 In 2008, we began issuing the Region II newsletter, we call
15 it the "In Focus", and we just recently issued the seventh
16 edition of that newsletter.

17 This, again, is another opportunity for openness and
18 collaboration and knowledge-sharing.

19 It has been extraordinarily well received by the Region II
20 staff and is a very useful communications tool.

21 Again, it's a redundant means to promote a shared
22 understanding among the staff.

1 It enables us to highlight issues of strategic importance,
2 corporate management issues such as the Region II office
3 move, safety issues that we believe are noteworthy,
4 personnel issues, and even people news, a number of staff
5 write articles about themselves and, again, as the third largest
6 office in the agency, it helps us to be more connected.

7 An additional avenue for inclusiveness is the ask management
8 website which we began a couple of years ago.

9 It provides an open forum for question and answer, and it
10 enables employees to electronically share their questions
11 and concerns anonymously if they choose to do so.

12 Each question is examined by myself, Luis, and Loren, and
13 other managers, and we strive and are often successful at
14 providing a timely and a very thoughtful response to those
15 questions.

16 We place the answers as well as the questions on the Region
17 II website for wide dissemination and during our monthly all
18 hands meeting, we briefly review those questions that have
19 been received and answered in the previous month.

20 This is a, sometimes, time-consuming process but we feel it
21 is very valuable.

22 This is another area where we have gotten a great deal of

1 positive feedback from the staff.

2 To promote alignment and excellence within the Region II

3 leadership team, we hold leadership retreats.

4 We use these to discuss key organizational performance

5 issues and identify areas where we need to allocate

6 additional resources, or give additional attention.

7 We also use it as an opportunity to raise our game in the

8 area of leadership.

9 These retreats are always theme focused.

10 In fact, the theme that Luis just identified for our

11 upcoming retreat is organizational learning; from being the

12 best place to work to being best in class.

13 We really look forward to the learning that we are going to

14 derive from that.

15 We hold inspector counterpart meetings, as do the other

16 Regions, twice a year.

17 We use these forums to promote a shared understanding among

18 the inspections staff and leadership team.

19 Inclusiveness, teamwork and to increase the organizational

20 knowledge, and again, this is very important when you have a

21 diverse workforce.

22 Region II is very mindful of the importance of fostering an

1 open and collaborative organizational culture.

2 One that enables employees to feel comfortable in raising

3 differing views without fear of retaliation.

4 Staff are expected and encouraged to share differing views.

5 Evidence of our success in this area, we've had two

6 employees who were recognized with the team player award,

7 recognizing their willingness to bring forward alternative

8 views in a very constructive manner.

9 The recent IG culture and climate survey, which Charlie

10 spoke to, shows for Region II that our employees are secure

11 in expressing differing views.

12 Notwithstanding that, we do believe there is opportunity to

13 further disseminate and raise visibility of our formal

14 differing professional opinion process, and we intend to do

15 that.

16 Finally, in designing the new Region II office space, which

17 we are looking forward to moving into next spring, we took

18 advantage of what General Service Administration refers to

19 as the work place 20/20 process.

20 That process, for us, identified the need for more common

21 areas.

22 On each floor of our new office building, we will have

1 several areas, common areas, to promote sharing and
2 collaboration and openness in our work environment.

3 Next slide, please.

4 Region II's success in achieving and maintaining a strong
5 equal employment opportunity and diversity management
6 program is the result of an ongoing group effort.

7 It reflects the outcome of strong teamwork and positive
8 relationships among the Region II leadership team, our
9 staff, the NTEU stewards, as well as our human resources
10 experts.

11 Instrumental in this is our diversity management and
12 advisory committee.

13 This committee is composed largely of Region II staff,
14 including our EEO advisory committee representatives. The
15 committee and their efforts foster strong and positive
16 working relationships, and it has been very successful,
17 contributed rather, to our efforts to advance the agencies
18 affirmative employment principles.

19 The committee supports activities that promote teamwork and
20 they inform Regional management of opportunities to recognize
21 staff for their positive performance and for demonstrating
22 the agency's organizational values.

1 The committee also promotes diversity awareness through
2 special emphasis programs, such as our annual diversity day
3 celebration.

4 They organized the event. They identify agency speakers to
5 present on diversity issues that are most recent diversity
6 today, both Bruce Mallet and Ren Kelley were there to assist
7 us. They organized culturally diverse entertainment.

8 This is an area where I wish I had photos to prove that.
9 Ethnic food samplings are also included, but all with the
10 goal of celebrating and recognizing diversity.

11 The program informs staff about cultural issues, but it's
12 also an opportunity to identify ways where differences are
13 valued and it's an opportunity for staff to interact, share,
14 and bond around a different set of issues.

15 The theme for our most recent Diversity Day was, bridging
16 the gap; one world, one vision, one team.

17 One of several very active and productive groups in Region
18 II that advance EEO and diversity management through
19 teamwork and relationships, is our Federal Women's Program.
20 This group has sponsored a number of activities and just
21 briefly if I could identify some.

22 One was bring your child to work day, the holiday angel tree

1 donations, they sponsored a health presentation on how to
2 cook and eat healthy in an unhealthy world.
3 I subscribe to that.

4 The Breast Cancer Awareness seminar, and a very interesting
5 financial series of financial management seminars called
6 "Wise up", which was actually
7 created by the Department of Labor
8 Women's Bureau. That was very
9 positively received.

10 Several of the diversity management advisory committee staff
11 are also members of, or leaders of, the Region II Employee
12 Recreation Association.

13 The REC Committee sponsors two very highly popular
14 activities during the course of a year.

15 One is our holiday party, which is upcoming in December, and
16 also the summer Region II office cookout and again, an area
17 where I wish I had photos, but we had a great time.

18 We also, this year for the first time, participated in a
19 luncheon sponsored by the Asian Pacific American Advisory
20 Committee which we are looking forward to next year in
21 advancing that to other subcommittees as well.

22 Finally, a number of staff in Region II participate in groups

1 meeting Region II staff external outreach activities.

2 Two that we have participated in this year are Habitat for
3 Humanity in Atlanta, and support for our local women's
4 shelter.

5 In closing, one of the most significant outcomes that we
6 have gained from creating opportunities for a diverse
7 workforce in Region II, promoting inclusion and leveraging
8 teamwork, is the recognition and appreciation for the fact
9 that a diverse staff brings a variety of depth, and depth of
10 talent, experience and points of view.

11 As I mentioned in my opening remarks, this rich diversity
12 has been and continues to be a key contributor to our
13 effectiveness.

14 Thank you and that concludes my remarks.

15 MS. JESSIE: Good morning Chairman Jaczko,
16 Commissioners Klein and Svinicki, Mr. Borchardt, and NRC
17 staff.

18 I'm grateful for the opportunity to present a summary of the
19 equal employment opportunity joint statement.

20 For several years, the EEO advisory committees have worked
21 with the Office of Small Business and Civil Rights and the
22 Office of Human Resources to ensure that the agency has

1 success in promoting diversity in the work place.

2 This approach has been an effective way for the committees
3 to assist the agency in ensuring that all employees are
4 afforded equal opportunities to obtain their full potential
5 while working collectively to achieve the agency's mission.

6 Presently, there are seven EEO committees.

7 The Advisory Committee for African-Americans, or ACAA.

8 The Asian Pacific American Advisory Committee, or APAAC.

9 The Hispanic Employee Program Advisory Committee, or HEPAC.

10 The Native American Advisory Committee, or NAC.

11 The Federal Women's Program Advisory Committee, or FEWPAC.

12 The Diversity Advisory Committee on Ageism, or DACA.

13 And our newest committee, the Advisory Committee for
14 Employees with Disabilities, also known as ACED, which was
15 formed in May of this year and works with SBCR to explore
16 efforts to recruit and retain employees with targeted
17 disabilities, while also promoting awareness of disability
18 issues within the agency.

19 At this time, I will acknowledge a few of the agency's major
20 accomplishments.

21 Over the past five years, there has been a continued
22 increase in permanent staff positions for women, minorities,

1 and individuals with targeted disabilities.

2 The advisory committees are pleased with this trend.

3 In 2009, 59% of the leadership potential program selectees
4 were women and minorities.

5 The agency recently announced a change from the position
6 title of Secretary to Administrative Assistant.

7 The committee's members and constituents are extremely
8 pleased with this change.

9 This is a clear demonstration of senior leadership, listening
10 to the staff's concerns, and taking appropriate action.

11 This change also brings us a step closer to eliminating
12 stereotypes in the workplace which are associated with the
13 title of secretary.

14 Next, I will address women minorities and individuals with
15 targeted disabilities in leadership roles.

16 Currently, women and minorities are represented in
17 leadership positions by percentages far less than their
18 overall representation within the agency.

19 White males represent 48% of the total staff population, and
20 62% of this demographic are in leadership roles.

21 In response to this concern, we recommend that the agency
22 enhance diversity in the GG-13 through GG-15 feeder groups.

1 We suggest the continued use of strategies to increase the
2 advancement potential of women, minorities, and individuals
3 with targeted disabilities into supervisory and senior-level
4 management positions.

5 We encourage the agency to continue to hire these qualified
6 individuals at mid and senior levels.

7 To achieve this, the agency should explore existing options
8 such as intergovernmental program initiatives.

9 Next, I will discuss the Senior Executive Service candidate
10 program selections.

11 Selections from the 2008 SESCDP did not reflect much
12 diversity among the applicants.

13 The number of women and minority selectees has decreased by
14 10% from the previous classes selection percentage.

15 This selection included only 38% minorities and women.
16 More notable, is that there were more women and minorities
17 that applied to the program in 2008 than in 2006, and still
18 less were selected.

19 In response to this concern, we recommend that the agency
20 increase career development opportunities for women and
21 minorities who are pursuing supervisory and SES positions.

22 I will now address the agency's recruitment activities.

1 Recruitment is very important element in the effort to
2 increase representation of women, minorities, and
3 individuals with targeted disabilities at the NRC.
4 For the past year, the Diversity Management Advisory
5 Committee, DMAC, has worked with SBCR to submit
6 recommendations for recruitment efforts to HR and, many of
7 those suggestions have been included in the agency's
8 recruitment initiatives.

9 In addition, the committees support the HR virtual career
10 fair and NSPDP invitationals.

11 Not only have these initiatives provided the committees with
12 a first-hand look at potential applicants for positions
13 within the agency, but they also allow the committees the
14 opportunity to play an active role in reaching out to more
15 talented qualified women, minorities, and individuals with
16 targeted disabilities in the applicant pool.

17 In response to this concern, we suggest maintaining
18 recruitment efforts of women, minorities, and individuals
19 with targeted disabilities by continuing to evaluate and
20 modify, as necessary, the list of universities and
21 professional conferences that the NRC attends.

22 We recommend that the advisory committees, along with SBCR,

1 be provided the option to assist in analyzing the
2 evaluation results of the agency's recruitment activities
3 and have the opportunity to provide feedback to HR.

4 In closing, the NRC has been voted the best place to work in
5 the Federal government for the past several years.

6 This recognition highlights the value that the NRC has for
7 its employees and respect for diversity in the work place.

8 Moving forward, we recommend that the agency continue to
9 meet the objectives of the CDMP.

10 Doing so would bring the agency a step closer to making
11 diversity a natural part of who we are, instead of another
12 initiative to pursue.

13 Thank you again for this opportunity.

14 MR. YEILDING: Thank you.

15 I am Dale Yeilding.

16 Thank you very much for the opportunity Chairman,
17 Commissioners and fellow employees.

18 I going to make a brief statement in correlation to the joint
19 committee and then, of course, near the end before
20 questioning have my statutory statement about the general
21 progress and union comments.

22 The committees have a dual role, they look at recruitment

1 and they also look at opportunities for employees, which is
2 not the same as NTEU.

3 NTEU has no involvement whatsoever with recruitment or
4 representing any employees that have not yet been hired
5 here.

6 That creates a smaller segment of the work that the union
7 will do with the committees under provisions of the new
8 Collective Bargaining Agreement, which went into effect
9 November 1, and we really haven't had time in 17 days to
10 nurture this relationship or even work between the union and
11 the committees to prepare for this meeting.

12 So we are kind of ad hoc-ing and the union is basically
13 supporting all the comments of the committee.

14 A couple of things to bring to light that the advancement of
15 employees or the making of more opportunities for employees
16 to advance into feeder groups or advance into management, is
17 something the union has addressed extensively years ago in
18 the Collective Bargaining Agreement by three articles.

19 There is an article dealing with rotation of assignments,
20 procedure controls, and guidance for how it is fairly
21 implemented, how employees apply for it.

22 So it is quite controlled on that.

1 That also includes details, a lot of people focus on
2 rotational assignments which is to the advantage of
3 employees, details are basically the same thing only it's
4 a move transfer of an employee for the advantage of the agency.

5 The second article is dealing with training to ensure the
6 fair approval of training, to ensure training opportunities
7 for employees to do their existing job, and of course, the
8 expansion of training opportunities for the advancement of
9 an employee, and that type of training should be competitively
10 processed through the merit selection program.

11 If there is training that is going to advance an employee
12 it's of the utmost importance that it's chosen in a fair and
13 equitable manner and all employees get an opportunity.

14 The two programs that bring to light there are the SES
15 candidates program and Leadership Potential which does have
16 a competitive process.

17 Last but not least is the merit selection process for
18 advancement that's controlled by the Collective Bargaining
19 Agreement.

20 So, to close for this segment, the union looks forward to
21 working with all the committees, maybe bringing to light
22 some of the options and opportunities in the Collective

1 Bargaining Agreement that they may not be aware of, or
2 management may not be aware of, been around in existence for
3 so long, and maybe bring some of the existing procedures and
4 even improve some of the existing procedures in the contract
5 if the Union can.

6 Thank you very much.

7 MS. KELLEY: I'm going to invite Lori Suto-Goldsby
8 and Tuwanda Smith to the table.

9 Thank you so much for the opportunity to brief the
10 Commission this morning, so to Chairman Jaczko, Commissioner
11 Klein, and Commissioner Svinicki as you know
12 the Office of Small Business and Civil Rights
13 has four major program areas.

14 We took this opportunity this year to bring two of the
15 people behind the scenes in the success of those programs to
16 the table. Lori Suto-Goldsby is the Program Manager for the
17 Civil Rights Program and Tuwanda Smith is the Program Manager
18 for the Outreach and Compliance Coordination Program.

19 They will tell you what has been going on in these program
20 areas and some of the progress that the agency has made.

21 Before I gave the mic to them, I would like to share in the
22 other program areas, our small business program area and

1 then the affirmative employment and diversity management
2 program area, a few things that I believe are worth
3 bringing to the attention of this group this morning.

4 One is that, the Chairman mentioned, that the agency did get
5 green again in its scorecard for the small business
6 activity.

7 In that regard, I would like to caution the agency that we
8 don't have any laurels to rest on.

9 The small business administration attempted to increase our
10 percentage goal for the small business accomplishments to
11 41%.

12 We believe that was a high target and a stretch for the
13 agency, it was 36% previously.

14 So, we worked with them to negotiate that downward to 37%,
15 which we believe is more realistic, given that
16 the agency has increased in its overall
17 contracting activities, and that we recognize in order for
18 us to continue to meet our individual goals, we must see
19 increases in all the different activities because they
20 represent a percentage.

21 While we were successful in having green this year, we have
22 a lot of work in order to continue to see that level of

1 progress in our goal in the area.

2 Next slide, please.

3 With regard to some demographic trends I won't repeat a lot
4 of what Janelle mentioned, but I will make a few notes in that
5 regard.

6 There was a slight increase overall in terms of minority
7 representation in the agency from 26.5 to 31%.

8 Regarding the NSPDP, there was a significant decrease from
9 2005 to 2009 in the representation of women and
10 minorities in the NSPDP.

11 That is an area where we need to continue to put some effort
12 in terms of ensuring that that group is diverse.

13 We continue to recruit at a number of targeted universities
14 and colleges.

15 In terms of some of the specifics, in 2005 minorities
16 represented 40% of the NSPDP and 29% in 2009.

17 White women represent 24% in 2005 and 10% in 2009.

18 White men are 36% in 2005 and 57% in 2009.

19 Concerning the leadership potential program, the present
20 class is very diverse.

21 Overall, white women and white men have increased
22 continuously and steadily, and minorities have gone up and

1 down, up and down but there is still a good representation
2 for minorities in the present leadership potential class.

3 Regarding employees with disabilities, that group right now
4 represents essentially 1% of NRC, and there is a target
5 throughout the Federal government for that group to
6 represent about 2% overall in terms of the Agency's
7 employees.

8 So, NRC, we have work to do.

9 While we have made some progress, we have work to continue
10 to make progress in that area.

11 Employees over 40, I will mention that that group is very
12 well represented at NRC, and 96% of all managers and
13 supervisors are in that group.

14 Next slide, please.

15 The agency did update the Comprehensive Diversity Management
16 Plan measures, and those measures will be included in the
17 2010 operating plans.

18 In addition, the updated brochure will be issued in
19 December.

20 In 2010, all managers and supervisors will need to take the
21 EEO and diversity refresher training.

22 That training is something that is offered for all new

1 managers and supervisors, and all those individuals should
2 be refreshed every three years.

3 That is the cycle that we are in and that training will be
4 offered in 2010, that calendar year.

5 Next slide, please.

6 With that I am going to give the mic to Lori.

7 MS. SUTO-GOLDSBY: Good morning Chairman and
8 Commissioners.

9 I am honored to be here today to present to you an update on
10 the civil rights program and our accomplishments.

11 This past year we had a busy one.

12 We started off earlier this year and the agency created a
13 team, a reasonable accommodation task team.

14 The team had representatives from SBCR, HR, OGC, the EDO's
15 office, OIS, and ADM so we were well represented.

16 The purpose of the team was to raise awareness of procedures
17 for requesting a reasonable accommodation for employees who
18 have a disability.

19 I wanted to also mention that Marty Virgilio served as our
20 champion for that team, so I want to pay kudos to him.

21 The training was very timely because, let me back up.

22 HR conducted training earlier this year and the majority of

1 our managers and supervisors were trained in that training.
2 It was very timely because the Americans with Disabilities
3 Act was passed in January and the ADAA, which it is commonly
4 known as, revised the definition of a disability to be more
5 broad, and clarified coverage for certain impairments that
6 substantially limit a major life activity.

7 Because of the new ADAA and also because we want to ensure
8 that we raise awareness of our supervisors and managers in
9 processing requests for reasonable accommodation, we will be
10 also having additional training that will be coming up in
11 the near future.

12 Also, we recently conducted several EEO and diversity
13 program management assessments.

14 In June of this year, we went and conducted an assessment of
15 the Office of Nuclear Regulatory Research.

16 The assessment was conducted and we have found that the
17 office has achieved and maintained a model EEO workplace, we
18 are happy to announce.

19 Some employees we found were not familiar with some of the
20 agency policies and procedures.

21 Such as the policy for preventing and eliminating harassing
22 conduct in the workplace.

1 And, also the procedures for requesting an accommodation.
2 Efforts are underway to ensure that employees are made aware
3 of these policies and procedures.

4 With respect to complaint trends and also our complaint
5 backlog, we continue to receive numerous contacts in SBCR,
6 but we're happy to report that there has been a slight
7 decrease in the number of formal complaints that have been
8 filed this year compared to previous years.

9 The most frequent bases have been race, age, and reprisal,
10 and the most frequent issues have been non-sexual
11 harassment, non-selection for promotion, and issues
12 regarding performance appraisals.

13 There's also been a great increase in the number of closures
14 of cases this year.

15 We're happy to report that alternative dispute resolution
16 has been one of those avenues that we've used through
17 facilitated discussions.

18 We've worked collaboratively with supervisors and managers
19 and also complainants, and we have achieved a 42% present
20 participation rate for our ADR program.

21 EEOC encourages all agencies to reach 50% participation
22 rate, so we are continuing to advertise our ADR program.

1 We are very happy to report that there is no backlog of EEO
2 complaints here at the Agency.

3 Investigations have been completed within regulatory time
4 frames.

5 So, I want, to thank the civil rights staff who have worked
6 very hard to maintain that backlog for the last three years.

7 Next slide, please.

8 With respect to EEO training, in August of this year, SBCR
9 conducted an EEO training conference for our collateral duty EEO
10 counselors.

11 We have 25 counselors who are located in headquarters and
12 also throughout our Regional offices.

13 The EEO counselors were trained on various policies here at
14 the agency to include the Anti-harassment Policy and of
15 course, the Reasonable Accommodation Policy.

16 We also had representatives from senior management who
17 attended the conference, and also we had representatives
18 from EEOC who gave updates on EEO case law.

19 We are also working with HR, the IG's office and OGC to
20 revise our biannual No FEAR Act training that all employees
21 are required to take every two years.

22 We are making some adjustments to the training so that it

1 will be more interactive, and I think that everyone will
2 enjoy taking it.

3 The training will be announced at the beginning of January,
4 and we are going to be asking that all employees take the
5 training by the end of February 2010.

6 In addition, SBCR will be sponsoring a seminar on December
7 the 16th entitled Practical Approaches to EEO and Diversity
8 Management.

9 There will be limited attendance for this seminar, but we
10 encourage you, if you're interested, to attend.

11 You will be able to have interaction with SBCR staff and
12 also we'll have representatives from EEOC here to answer any
13 of your questions.

14 This will not replace the mandatory training that Ren
15 mentioned a few minutes ago, which will be conducted next
16 year.

17 Thank you very much.

18 MS. SMITH: Good morning Chairman

19 Jaczko, Commissioners, and NRC staff.

20 Again, my name is Tuwanda Smith.

21 I am the program manager for the Outreach and Compliance
22 Coordination Program.

1 As you know that is a fairly new program with the NRC.
2 We are a little bit under 30 months old.
3 That program actually is designed to promote equal
4 opportunity and fair practices, similar to what we do
5 internally with our employment efforts and our management
6 diversity efforts, but it is concentrated and directed
7 towards NRC conducted programs and Federally financially
8 assisted programs.

9 Basically, what we do is we make sure that the recipients
10 and program providers are aware of the regulations and then
11 they understand the requirements and how to comply, and then
12 we do performance monitoring to make sure that there is
13 compliance.

14 As of today, we have implemented all program areas and those
15 program areas include a Title VI program, a Title IX
16 program, we have a Disability Program, an age program, we
17 have several key monitoring programs that monitor agency
18 activities, and then we have the minority serving
19 institutions program, as well as the small grants program.
20 We really have our plate full, but we think we have done
21 quite well.

22 Some of the things that we have tried to do is extensive

1 outreach, technical assistance, we provide civil rights
2 training, we do monitoring and compliance coordination on
3 all levels, internal and external.

4 Some of the outcomes have been that we have established an
5 Alternative Dispute Resolution program that is required for
6 our external age program. We have an aggressive pre-award
7 compliance review program that is a mandatory requirement
8 that takes place before you can issue Federal financial
9 assistance. We put in place steps, as you will see in
10 the materials that were handed out, to put in place our post
11 award program and we have issued, for the first time, in the
12 funding announcement the civil rights requirements imposed
13 on recipients of NRC financial assistance.

14 We also have an aggressive limited English proficiency
15 program. That program helps us to provide meaningful access
16 and information to individuals who have limited ability to
17 speak, comprehend, or understand English.

18 We actually started early in 2003 issuing guidance, we later
19 on issued the internal guidance, and in October of this past
20 year, we put in place a contract that allowed the NRC
21 offices to procure a translation services for public
22 meetings, special events, and other activities.

1 We think we have done quite well, we have a lot more that we
2 have done and I've given you a lot of information in the
3 materials.

4 However, I want to move to some of the highlights of the
5 program.

6 As you stated, we did receive the top supporter award for
7 the second year for our efforts to HBCUs, but in addition,
8 we received recognition at the congressional hearing on
9 diversity and innovation that was held September 17th.

10 NRC was actually identified as the first Federal agency to
11 issue a funding award to establish an engineering program
12 for Tribal colleges and universities.

13 Happy to say we also issued three other awards, they just
14 did not have that information at the time.

15 We actually increased our Tribal initiatives. We have done
16 that across the board with regard to our minority serving
17 institutions, and we have broaden the spectrum of our HBCU
18 program, for research and development. We are reaching out
19 not only to the college levels, but by providing funding and
20 technical assistance it has allowed them to reach into the
21 high schools, the middle schools, and even at the K --
22 kindergarten level.

1 This allowed them to interface and work with, not only the
2 student population, but teachers and guidance counselors as
3 well.

4 We are also beginning to see the fruits of our labor. Some
5 of the college students are graduating, they are applying to
6 NRC, and they have the vision of working at the best place
7 to work.

8 We also had a video that is a national video that was made by
9 a Tribal college, and in that video they highlight NRC's
10 efforts, not only the funding, but the technical assistance
11 that we provided to their staff and their institutions that have
12 helped the Tribal communities as well as that institution
13 and broaden their spectrum.

14 We have conducted our third annual minority serving
15 institutions conference which started out as a workshop with
16 about 50 to 100 individuals. We were co-sponsored
17 with the Department of Commerce. The second
18 year we picked up another Federal agency, and our
19 third year we picked up over eight Federal agencies. We had
20 attendance at 400 individuals. We hosted an all-day NRC
21 workshop, and a NRC minority serving institutions forum that
22 was well attended.

1 The purpose of that conference is to make sure that we
2 provide skills and help MSIs become effective, and do
3 capacity building and that they can compete for contracts
4 and other resources, as well as other skill building type of
5 skills.

6 We also did a lot on the minority serving institutions.
7 I want to speak a little bit about compliance. We completed
8 129 compliance reviews in the pre-award area and we did that
9 timely.

10 As I said, we did the LEP translation services and we have
11 been able to do civil rights training on a National level.
12 We partnered with our oversight agencies, as well as some
13 other Federal agencies to make sure the recipients and other
14 individuals understand rights and responsibilities and
15 obligations.

16 Can I have the next slide?

17 Thank you.

18 In order for us to accomplish a number
19 of things that we have done so far,
20 we have relied very heavily on compliance
21 coordination or partnerships.

22 Those partnerships have been both internal and external.

1 We have had a lot of assistance from the NRC offices, the
2 LEP initiative, all the technical offices have been really
3 great in seeking assistance and procuring those types of
4 services.

5 We have received help from Public Affairs, they have made
6 sure that there have been reasonable notices made to the
7 community so that we can get the stakeholder involvement and
8 participation. We have had HR help us with a number of
9 initiatives including I. Edison, we sponsored that
10 initiative and coordinating it with the Division of
11 Contracts, and we have a cooperative agreement with the
12 Federal Mediation and Conciliation Services to provide ADR.

13 We have been successful in our reporting requirements to the
14 Department of Justice, the White House, Health and Human
15 Services and we only see two program challenges.

16 One is that we have a lot to do so we are managing our
17 resources with the deliverables, and the other is we are
18 trying to expand our minority serving institution
19 initiatives to include Asian and Pacific islanders.

20 Thank you very much for the opportunity.

21 MR. BORCHARDT: I would like to thank each of the
22 presenters.

1 I think they have given a good overview of the many programs
2 and policies we have in place, and to thank the two offices
3 that gave representative view of what's being done across
4 the agency in all of the offices and all the programs.

5 Most importantly I would like to thank each of the 4,000
6 members of the NRC staff, because the wide range of
7 activities requires every one of them to support the program
8 for us to be successful and each of these programs help us
9 accomplish our mission, and for that I would like to thank
10 each of the staff.

11 That completes the staff's presentation.

12 CHAIRMAN JACZKO: Thank you.

13 I will turn to Dale Yeilding for his comments.

14 MR. YEILDING: I will be brief so I don't command
15 two trips to the microphone.

16 In correlation to FSME and Region II I would like to make a
17 statement that the union partnership is working well in each
18 of those offices and coordinating the move that is going to
19 be upcoming in Region II, to a new building. The Union always
20 gets involved to make sure all the provisions are great for
21 employees like the last couple of moves to Church Street and
22 the Executive Boulevard building.

1 We are also holding our breath for an Obama Executive Order
2 to redefine partnership throughout the Federal government.
3 Once that is issued, I think we're going to sit down with
4 Human Resources and try to get the agency-level partnership
5 committee back in a more active role of meeting.
6 I look forward to that.

7 A little bit about the Collective Bargaining Agreement. I
8 think everyone had to endure many of my e-mails throughout
9 to the entire staff on the nine months of the bargaining
10 process, but hip hip hooray, we finally reached an
11 agreement and we have a contract in effect as of November 1.

12 Just one comment on bargaining, not too many people get to
13 experience what it is like, maybe you bargained a contract
14 with your plumber or a contract with your landscaper and
15 you go through the lines and you dot the I's and cross the
16 T's, but when you're at the bargaining table with the
17 agency on the details of a Federal work place, once you
18 reach the conceptual agreement then you have to get the
19 language down on paper to what your thought processes were.
20 Now you're talking about a communication task that is real
21 tough, and sometimes it takes longer to reach an agreement
22 on the language when we go back and forth, when we thought

1 we originally conceptually reached an agreement.

2 My point here is we reached an agreement. It is in writing,

3 but in the past two or three months since we reached an

4 agreement, using NEWflex, for an example, every office is

5 implementing NEWflex and I see every office issuing their

6 own rendition of the new flexibilities of the program.

7 I have been very diligent at attending meetings and ensuring

8 the provision of the contract are adhered to and there is no

9 new policies, or no new requirements, or no new controls put

10 in that aren't in the Collective Bargaining Agreement.

11 I would hope that each office refers to the actual one-page

12 language on page 18 of the Collective Bargaining Agreement

13 for the exact verbatim provisions of the NEWflex program.

14 Completed negotiation with Senior Management for NEWflex.

15 Now I transfer the responsibility to negotiate the implementation of these

16 flexible aspects down to the employee and the first-line

17 supervisor.

18 It is not a mandate, or it is not a right for employees to

19 have these flexible schedules, you have to make sure the

20 mission of the agency gets done.

21 So, I expect employees to work with their supervisors to

22 ensure there's office coverage and the needs of the agency

1 are actually achieved with the flexibilities of the new
2 schedule.

3 A change to the EEO grievance process in the new Collective
4 Bargaining Agreement.

5 Prior to this change, employees had to go through 30 days of
6 counseling before they could make the decision of going through
7 a formal EEO complaint or use the Union's EEO grievance
8 process.

9 Now we move the Union's EEO grievance process up to the very
10 beginning, and so you can make a choice at the onset within
11 15 or 45 days of the alleged discrimination, but you can go
12 to the Union immediately and use our services and our legal
13 counsel.

14 I would also like to thank the SBCR office for inviting a
15 Union Representative, which happened to be myself, to the
16 EEO training in August.

17 That was a very informative, very good full day, very
18 comprehensive training course.

19 Thank you very much.

20 CHAIRMAN JACZKO: Thank you, Dale.

21 We obviously have a large number of accomplishments in the
22 areas of diversity and EEO, and I think this meeting

1 highlighted a lot of those accomplishments and really I
2 think, Bill, you said that the thanks really goes to all the
3 people who make up this agency and the work that they do
4 everyday.

5 Of course, as we do these meetings we always have questions.
6 There is always ways to do better and I think that is
7 certainly what I'll focus on.

8 A theme, certainly, that came out of an area where perhaps
9 we have had some changes in the last couple of years has
10 been in the areas of diversity, in particular, in the SESCDP
11 and other areas.

12 I don't if anybody wants to expand a little bit more on some
13 of the causes for that, or some of the things that we are
14 doing to improve that and make sure that we are having a
15 good diverse pool for selection into those programs.

16 MR. BORCHARDT: I think that the key is
17 building that pool, and the comment that was made earlier
18 about, you can't just look at the SESCDP class and see that
19 as the solution.

20 It is really bringing, it is through the hiring, you have
21 wide diversity through the hiring, you have good training and
22 development programs that we keep these kinds of diversity

1 issues in the forefront as we make selections for our Grade
2 13, 14, and 15 positions. We don't hire people right into
3 the SESCO class.

4 We're beginning to see a better diversity amongst those
5 lower grades, it's still not where we want it to be, but we
6 were a greatly imbalanced agency for many, many years.
7 It is not a situation that was created overnight, it is not
8 going to be fixed overnight, but I think it definitely has
9 our attention.

10 Ren and SBCR is at nearly every meeting that we have as a
11 collective management team that selects people for any kind
12 of development program, LPP, SESCO, of course they are
13 intimately involved in the recruitment schedules.

14 I really like the idea, and I think we are, have already
15 implemented it to some degree of using the committee
16 individuals to help us in the recruiting events when we go
17 out to the various facilities.

18 It is a very long-term integrated approach, but I see no
19 other solution, there's no quick fix to this.

20 CHAIRMAN JACZKO: We have also seen it a little
21 bit of a change in the NSPDP, the new folks coming in, do we
22 see a similar change in the selection pools there?

1 MR. BORCHARDT: On the NSPDP selection, there is
2 an issue that I don't think we fully appreciated before, and
3 that is the sequence of how we go to the schools and bring
4 people in and how we make the selections, because the class
5 is a finite size.

6 There are a lot of very good candidates and if we go and
7 don't have good diversity upfront when we go to the schools
8 and when we bring people here, we run the tendency of
9 filling up the class with not as diverse a pool as we would
10 like.

11 I think that is a contributor to what happened the last
12 time.

13 We are going to pay particular attention to that this next
14 sequence, so that we can get a better balance upfront.

15 CHAIRMAN JACZKO: It seems like there is a way to
16 improve that.

17 Have we ever looked as an agency, or looked to other agencies
18 to see, I know we have a lot of metrics we compare ourselves
19 from year-to-year and that is very good, but have we ever
20 looked to other agencies and how we do relative to other
21 agencies as part of looking at the diversity programs and
22 other areas?

1 MS. KELLEY: Yes, EEOC does put out information
2 that does make some comparisons from agency to agency, and I
3 think that overall we are pretty much in the hunt, there are
4 some agencies that do exceptionally well.

5 With regard to the senior level SES, the SES and the SLS at
6 NRC, we are probably not as diverse as some agencies at that
7 level, but there are other agencies that pretty much look
8 like us with that regard.

9 I think that diversity of the senior levels is an area of
10 focus across the Federal government.

11 There are only a few agencies that have really kind of
12 excelled in that area.

13 Otherwise, we are pretty much like the other agencies
14 representing the workforce that they draw from, in terms of
15 where we hire.

16 CHAIRMAN JACZKO: Thank you.

17 I appreciate that as we've done in a lot of other areas, we want
18 to be one of the best and I'm sure we will continue to work on that
19 and make progress in those areas in particular.

20 Certainly a big piece of that is the sharing of best
21 practices.

22 I know a lot of these areas in the EEO diversity and,

1 Charlie you talked a lot about things that are going on in
2 FSME, a lot of which seem to be echoed in Region II.
3 Bill or anyone could comment on how we are doing sharing
4 best practices and how we go about communicating that
5 information to people throughout the staff and to the senior
6 managers and other managers.

7 MR. BORCHARDT: At the senior level it is one of
8 the topics we frequently discuss at the Senior Leadership
9 meeting, which happens twice a year.

10 That is one of the ways of sharing experience.

11 The other is when you get to a little bit lower level of
12 detail it happens through the Deputy Executive Directors,
13 their direct reports, all the Regions, and the number of the
14 program offices, for example, report to Bruce Mallet.
15 He will have best practices studies done by each of the
16 organizations and they share that.

17 Then it gets rolled out in coordination with SBCR.

18 It is not highly structured, but it is a continual feedback
19 and learning experience.

20 MS. KELLEY: If I may add to that, Bill, one of
21 the things that we do is to include diversity best practices
22 on our webpage.

1 When we do the assessments of offices if we come across
2 something that we think is really worth putting up there, we
3 include it.

4 So, when we come across those things that are innovative,
5 creative, something that is worth sharing across the agency,
6 we include it on that website and we bring that website to
7 the attention of the agency.

8 CHAIRMAN JACZKO: What is an example of a best
9 practice?

10 MS. KELLEY: One thing is maybe ask management and
11 you heard both organizations talk about having an open and
12 collaborative environment where employees are free to bring
13 concerns and we think that those open lines of
14 communications buy us so much, because if an employee,
15 because your employees are quiet that doesn't mean that they
16 are okay.

17 It is better to have an environment where employees feel
18 comfortable coming and talking about concerns and issues and
19 bringing them to the attention of management, so that is one
20 thing that is up there.

21 It doesn't have to be called that, but just having a way to
22 outreach to your employees and helping them feel comfortable

1 coming forward when they have concerns.

2 CHAIRMAN JACZKO: It gave you an opportunity, even
3 better than the website, to give us one.

4 Ren, you talked a little bit about our percentages for small
5 business contracts, where do you see that going in the
6 future, are we going to be challenged in fiscal year 2010 to
7 meet the 37% or do you think we will be able to meet that as
8 we go forward?

9 MS. KELLEY: In 2009 we were rated on our 2008
10 accomplishments; they come out a year after.

11 So, in 2010 we will be rated on our 2009 accomplishments,
12 because the year just ended. They are in the process
13 right now of validating that data.

14 We already have the sense that in 2009, because we went up
15 in our overall contracting, that there is a good chance that
16 we will not meet our small business goal in 2010 which will
17 reflect what happened in 2009.

18 The reason for that, there are a number of things.

19 One, the main reason of course, is as your overall activity
20 increases, you've got to really increase in each of the
21 categories, because they are measured as percentages.

22 With that in mind, the agency if they do not keep up

1 proportionally, you're going to lose ground.

2 Another thing that we are focusing on is there are set-aside
3 opportunities available to agencies and so we are looking at
4 doing more of those.

5 We haven't, as an agency, taken great advantage of the
6 set-aside opportunities.

7 That doesn't mean that small businesses haven't gotten the
8 contract.

9 They have competed, in some cases, and won and there've been
10 other opportunities where we have solicited from just small
11 businesses. That is another area that
12 we need to look at.

13 As part of going forward, we plan to examine all the
14 strategies and look to see what will it take in order for us
15 to continue to be successful in this area.

16 CHAIRMAN JACZKO: I certainly think it's an
17 important piece and as we have expanded our contracting a
18 lot in the last couple of years, it will be important to try
19 to maintain the small business piece and the other areas
20 that we do get measured on.

21 I think it's an important component, I think it is something
22 we have been proud of to be able to say we've basically hit

1 our targets in most of those areas in last couple of years.

2 I think we can continue to do that and it would be a positive thing.

3 That was the last question I had.

4 I will turn to Dr. Klein.

5 COMMISSIONER KLEIN: Thanks.

6 A great presentation by all of you and I think Bill, your

7 comment that it does reflect a positive attitude from all

8 the staff.

9 Certainly the senior leadership plays a key role.

10 I think Ren, your accomplishments have really been great.

11 I think your office and all of your staff really work hard

12 and you really have a positive attitude.

13 I guess we should have the person that Bill mentioned get up

14 and take a bow.

15 I think you really do have a great attitude and I think all

16 the staff really work well together and you do a great job.

17 I noticed that you had an 87% return rate on the OIG survey,

18 what is your target next time?

19 MR. BORCHARDT: At least 88.

20 COMMISSIONER KLEIN: It seemed like they keep

21 ratcheting up Ren's requirements the better you, do the

22 higher the number goes.

1 Maybe you'll break 90 next time.

2 On the FSME side, I noticed Charlie, that you all really
3 scored high across all areas.

4 You commented on your diverse tasks that you had within
5 FSME, and also you score higher than the average.

6 Other than eating, is there any reason for why you all do so
7 well?

8 MR. MILLER: I think it is due a lot to what I
9 talked about in my presentation.

10 We brought different cultures and diverse backgrounds
11 together in a reorganization, and one of the things that we
12 tried to do was to focus on building a new family.

13 I think the credit goes to our employees.

14 The managers cheerlead it, but I think our employees'
15 willingness to be able to integrate and work together, take
16 on new assignments, and learn each other's worlds has been
17 critical to that success.

18 I think trying to continue in the theme of NRC being the
19 best place to work create a positive environment for
20 employees to work in.

21 One of the advantages that FSME has is the diverse areas of
22 work we have.

1 It creates some opportunities for people to cross areas of
2 expertise and learn some new areas and some of those
3 challenges have presented themselves to people.

4 One of the things that people have to learn to do, in some
5 cases, is some people don't recognize their own talents.
6 And they are comfortable in their own world, if you
7 challenge them to move into some other worlds, it creates
8 new opportunities for them and their eyes get open to those
9 opportunities and they continue to get gratification, that
10 maybe they wouldn't have otherwise got if they weren't
11 pushed a little bit in that direction.

12 I think that is a positive thing.

13 Again, it is our employees willingness.

14 I can't say enough for how they have come together to try to
15 work together over the last three years.

16 I am extremely proud to represent them.

17 COMMISSIONER KLEIN: Well thanks.

18 Vic, you mentioned your newsletter and I've really been
19 impressed by the quality of that newsletter.

20 It really is a high-quality and, what I describe, as a happy
21 newsletter, it really carries a good message.

22 What can headquarters do to help the Regions in general to

1 do better in the EEO area, anything that headquarters should
2 be doing more that they are not doing?

3 MR. MCCREE: Just continue to help us when we ask
4 for it, and they do that.

5 We have been getting tremendous support from Ren and her
6 staff and certainly from the Office of Human Resources.

7 Anything that we ask for, within reason, they provide it
8 readily.

9 I can't really think of an area where they are not there to
10 support us when we need it.

11 COMMISSIONER KLEIN: Thank you.

12 Janelle, I have a question for you.

13 You talked, basically, you sort of represented one
14 committee, but I assume you represent all the committees, I
15 guess from this side of the table, we rely a lot on a lot of
16 our committees.

17 Certainly ACRS is one that has been around a long time, we
18 rely on those.

19 What can the Commission do to help these committees be more
20 effective?

21 MS. JESSIE: I think the Commission can just
22 continue -- and management throughout the agency, can just

1 continue to be supportive, continue to challenge the staff,
2 encourage the rotational opportunities, and just continue to
3 provide opportunities for us to step outside of our comfort
4 zones, and pursue avenues that may not be familiar to us in
5 our everyday work life so that we can get opportunities to
6 participate on task forces and in projects that will allow us
7 to show our skills and how we are able to adapt to various
8 situations throughout our work day and life.

9 COMMISSIONER KLEIN: Thanks.

10 Ren, I know that you have a very dynamic and active office
11 and all your employees really work hard and it seems like
12 you get more tasks periodically, how is your budget doing?

13 MS. KELLEY: I am happy to report that we got
14 additional FTE in 2010, I really do appreciate those very
15 much.

16 They were very much needed, so we are in the process of
17 getting that staff on board. That takes a little time before
18 you really see the benefits of additional FTE.

19 We had some people on board who were not within the budget
20 so that we were able to cover those and bring on maybe two
21 to three additional staff.

22 That will help and we appreciate that very much.

1 With regard to funds, we always can use additional money and
2 probably Jim would love to hear me say that, but in terms of
3 our outreach in compliance our budget, right now, the
4 program our minority serving institutions program was put in
5 place with seed funding, and essentially that's kind of where
6 we have been since the program was implemented.

7 We tend to, we do as much as we can with the funding that we
8 have.

9 Our pockets are never going to be as deep as some
10 agencies that really come packing sometimes \$500 million. We
11 will never have that kind of money to give.

12 That is an area where we can stand to increase in our budget
13 in terms of dollars.

14 That is something that we will include in our request for
15 the upcoming year.

16 COMMISSIONER KLEIN: You can focus on quality
17 instead of just quantity, since Jim doesn't give you all the
18 money you need.

19 Lori, congratulations on getting the backlogs resolved.
20 I think it is reflective of the agency and your effort to
21 get that backlog of complaints out and that is really
22 well-deserved and a good accomplishment, it reflects highly

1 on the NRC.

2 I appreciate you doing that.

3 I notice that you've used the alternative dispute resolution
4 more, what do you think has caused that?

5 MS. SUTO-GOLDSBY: I think we have raised the
6 awareness by going to additional training opportunities for
7 instance at the SESCO training class, we gave a
8 presentation, and also we are going to be at the LPP
9 training class in December and will be mentioning ADR and
10 its positive effects on trying to resolve EEO complaints,
11 spreading the word. We also had a lunchtime exhibit this
12 year.

13 We passed out information with respect to ADR and trying to
14 raise awareness.

15 We are outreaching to employees and we're hoping to meet
16 that 50% goal that EEOC encourages us to obtain.

17 COMMISSIONER KLEIN: Thanks.

18 Tuwanda, you have a diverse portfolio.

19 You have both outreach and compliance, how do you balance
20 between those two?

21 MS. SMITH: Keep it a secret.

22 No.

1 Basically we prioritize, but we do get a lot of help from
2 some of the other offices.

3 There is a lot of interest in what we do.

4 A lot of the external agencies like how we modeled our
5 programs and so, sometimes when we don't have the capital,
6 someone else likes the idea and so we're able to collaborate
7 and do a number of those things and we have put in a lot of
8 hours and we are very committed to what we do.

9 COMMISSIONER KLEIN: It is typical you only work
10 half days, the fact that the government pays you for 24, you
11 only have to work 12.

12 MS. SMITH: That's about right.

13 COMMISSIONER KLEIN: Thank you, I have no further
14 questions.

15 CHAIRMAN JACZKO: Commissioner Svinicki.

16 COMMISSIONER SVINICKI: Thank you all for the
17 presentations.

18 Since I'm going last today, I knew my able colleagues would
19 cover many of the specific items.

20 Maybe I will indulge my propensity for meandering narratives
21 but I did jot some comments.

22 I wanted to start out by saying we have had some individual

1 recognitions here today, and I don't want to embarrass

2 Mr. Bailey any further, but now I have done it.

3 It is important to do those individual recognitions.

4 Janelle, you are here representing all the advisory

5 committees, and I want you to convey my thanks back to them

6 as a group and individually.

7 As Commissioners, I think the most visible thing to us of

8 the advisory committees is the events they put on, which are

9 wonderful, but that isn't really the hard work of the

10 committees.

11 I know that week in and week out and month in and month out,

12 this is in addition to your regular jobs, your family

13 commitments, and you take this on I think because you bring

14 such great passion to how much you care about these issues.

15 I think that's wonderful.

16 Again, Mr. Borchardt's acknowledged everyone from an

17 individual, Mr. Bailey, to the all 4,000 plus employees of

18 the NRC. But the recognition of the best place to work in

19 the Federal government, I said in some speeches as I talk

20 about that is that, of course, leadership is important and

21 sets a tone, but that recognition is about the work

22 environment that individual NRC employees create for each

1 other every day. That is why it is
2 something that every employee should take
3 great pride in.

4 I will just comment on some of the presentations and I will
5 take up Dr. Klein's notion of going in order of presenters.
6 Charlie, it is interesting you talked about FSME being
7 created out of a lot of disparate pieces that were brought
8 together.

9 I sat here and I was thinking that as a new engineer in the
10 Federal government in Idaho, my DOE office was, if I'm
11 remembering correct and I think I am, in five years that I
12 spent in the Idaho operations office I was reorganized four
13 times in five years.

14 It is not easy for an organization to pull together and say,
15 we're these elements but we're going to come together and
16 have an identity as FSME.

17 FSME was one of the first all hands meeting that I addressed
18 after coming here, and there was tremendous energy in the
19 room.

20 I felt like people really identified as part of an
21 organization.

22 That is a credit to you and your managers and all the folks

1 there.

2 I appreciate that you shared the pictures.

3 I was just thinking, they had a pizza party and they didn't
4 invite me, but that's okay.

5 I love pizza, but maybe next time.

6 On a serious note, you mentioned the Tribal consultation,
7 you mentioned the Native American representation in the
8 agency, and that is something that is a thread, I kind of
9 picked up on.

10 I know that the Administration is renewing efforts on Tribal
11 consultation which is something that is required under law
12 but they, as I understand, want agencies to report back with
13 plans of how we are going to improve in that area and do
14 better.

15 It isn't really on topic necessarily for this meeting, but
16 you did mention the fact that we have been working on the
17 policy.

18 I look forward to seeing what staff is going to bring
19 together there, and thank you for your good work on that,
20 which is very, very important.

21 Victor, really appreciate, again, the visit that I just had
22 to Region II.

1 I mentioned at the NRC all hands meeting that I had waited
2 for my schedule to align with the counterpart meetings and
3 that was not really the best way to do that.

4 I know for Region II it was tough, you had an exercise going
5 on in the morning I was there, had recently augmented an
6 inspection team in the field so you deployed more people
7 out.

8 It is good for a Commissioner to have this take away that
9 folks in the Regions are busy people, and that is why you
10 walk past a lot of cubicles that are empty and offices that
11 are dark.

12 The job of our inspections people is to be out and doing
13 their work.

14 There was clearly a great energy, I appreciated the
15 opportunity to visit with the construction center of
16 excellence.

17 For the folks who were available, I really just marveled at
18 all that I learned just in that morning.

19 It's a great way to enhance my understanding of the work
20 that goes on there.

21 I know you kind of pulled that together last minute, but I
22 am very appreciative and was so impressed with the folks

1 that I met with.

2 The note that I took from your presentation was your mention
3 of in strong support at the Region level for non-
4 concurrence and differing professional opinion programs.
5 At least I have a tendency to think of those in terms of a
6 headquarters and office kind of context where folks are
7 working on the development of programs and things like that,
8 but it is important that the Regions have that available
9 to them.

10 Again, I hope, one of the things that really comforts me and
11 this may sound strange, is to walk by a conference room or
12 an office area here at NRC and to hear experienced staff
13 really challenging each other on the work that they are
14 getting done.

15 Your hope is that in an environment where we are all kind of
16 challenging each other's assumptions, that it doesn't always
17 have to manifest in the formality of a DPO or non-
18 concurrence, so if we create a really healthy environment of
19 discussion, maybe it doesn't have to ultimately come to
20 these mechanisms, but it is important that those mechanisms
21 exist.

22 I have talked at some all hands meetings about my work as an

1 engineer, as a technical reviewer in the Federal government
2 and knowing that you have the ability to say I'm not
3 comfortable, I can't concur on this the
4 way it exists. It's an absolute
5 necessary backstop that those things exist.

6 I appreciate your support for that, again, we need to be
7 challenging each other whether it be over a revised fuel
8 facility oversight process or whatever kind of healthy
9 dialogue we are engaging in.

10 I think that it gives me comfort because we are going to go
11 about our work in the best possible way.

12 Thank you for mentioning that.

13 It is a really important item.

14 Ren, I want to get to, because Dr. Klein asked you about,
15 and so did the Chairman, about small business contracting
16 and after we met last time and you talked about it you said,
17 "Commissioner, it's that denominator that makes it so hard."
18 I'm calling it now the "tyranny of the denominator".

19 When things are percentages, the better we do, the more we
20 will be challenged to do more.

21 It is something, it's an important element and at the risk
22 of infringing, I think it is DOW this is their ad campaign

1 they talk about the human element, it's a marvelous ad
2 campaign because it's so graphically and visually stunning.
3 It is very intriguing and really draws you in, but it is
4 something I think about in terms of what we're talking about
5 today.

6 I know that there could be a look at this meeting because
7 the Commission is required to have the EEO meetings, but I
8 don't look upon them as a requirement.

9 I look upon them as an opportunity, because people have used
10 the term and I think I remember where this came from, but
11 they talk about kind of the soft prejudices of what we --
12 are we making assumptions about each other, do we expect the
13 best from each other?

14 I think that where we are in terms of diversity and
15 acceptance of cultures is, these days in America we are at a
16 more sophisticated level and in some ways that makes the job
17 a lot harder, because we have to come at -- it is kind of more
18 insidious because it is people working with other people and
19 having to say, am I making an assumption about another
20 person, am I expecting the best from them, am I assessing
21 them on their capabilities?

22 It is good, I think, that we stop and spend some time as an

1 Agency, as a Commission, and a staff talking about these
2 issues.

3 I appreciate this as an opportunity to do that and to focus
4 on the human element, and we can all step back as human
5 beings and think about how we are doing in terms of dealing
6 with each other and accepting our differences.

7 Someone here mentioned, maybe it was Victor, that this is
8 really the strength.

9 This is not about doing something that we are required to
10 do, it is about ultimately being a stronger organization at
11 the end of the day. That's why I think it
12 is so important.

13 Tuwanda, thank you for sharing the program materials which I
14 had a chance to look at.

15 I think if I were a recipient of funds and needed to work
16 with the NRC I think we have some really great informational
17 materials that would be very helpful.

18 And compliance, it is interesting, we are a nuclear safety
19 and security regulator so we should have a mindset about
20 compliance that, Ren and I talked about this, you think it
21 is a lot of effort we are putting into it and if you
22 don't find problems, but Ren and I talked about it, you invest

1 in it upfront and you investigated it and you assure
2 yourself of it so that you won't have these problems.
3 That is the importance of the work you are doing.
4 I think that recently, NRC has been acknowledged as a very
5 quiet leader in this area. So, I want to
6 credit you for the work that you are doing.

7 As Ren said, we don't have a lot of people on this, we don't
8 spend a lot of money on it, but I think that our efforts are
9 being acknowledged and again, Ren and I joked that when
10 you're challenged, what is it, necessity is the mother of
11 invention.

12 Maybe it is because we are challenged to be a lot more
13 creative and innovative about it, is why people are coming
14 to us because we have maybe we have built a better mouse trap
15 and people are saying how are you doing this so well.
16 Thank you for the work that you're doing on that.

17 Ren, I just wanted to close with, I know another initiative
18 that I've been reading the Administration is very focused on
19 is our returning combat veterans and Helmets to, I've
20 forgotten the name of the program now, but I know that the
21 Administration wants to have all agencies leaning forward to
22 do the best that we can on that.

1 Is there anything that you can say about kind of a renewed
2 focus on that lately, or any input that we are having to any
3 government wide reporting on that?

4 MS. KELLEY: With regard to our Helmets to
5 Business, we also have the war program.
6 With the Helmets to Business program we got funding at
7 mid-year that we are putting into it. We have developed some
8 strategies. We had an individual who was referred to us by
9 Dr. Klein who worked with us to establish some strategies to
10 get that program under way.

11 It is still in its infancy, we got the funds and we will be,
12 we are looking at one thing is putting in place a program
13 that we once had and that was innovation research program, to
14 look for opportunities to put funds into innovation and
15 creation and research to some extent to come up with ideas.
16 There are several pieces of that program.
17 Overall, the strategy is still in its infancy but we
18 expect a lot to come from it.

19 COMMISSIONER SVINICKI: Great, thank you.
20 And I will close on the notion of the best practices, which
21 the Chairman talked about, and I know that you do compile
22 those.

1 I had a chance to look through the listing and one thing I
2 want to credit, I don't think it is just NMSS, but they
3 certainly did this when I spoke at their all hands meeting,
4 they invited representatives of all the advisory committees
5 to come in and have some time during the all hands meeting to
6 kind of canvas for additional volunteers and talk about
7 their events, but I really encourage that.

8 I felt that that was very effective and I think maybe some
9 of the other offices do that, but I had that experience with
10 NMSS.

11 Thank you.

12 CHAIRMAN JACZKO: Thank you.

13 MS. KELLEY: I was going to add one other thing
14 regarding our small-business accomplishments for service
15 disabled veteran owned, we did increase and those numbers are in
16 the 2009 accomplishments, we did not reach the 3%, but the
17 numbers are, it takes a while to get them validated and
18 verified.

19 You always say, tongue-in-cheek because you don't know
20 where the numbers will come out in the final analysis.

21 That is not something that the agency does.

22 That is GSA and others that validate that information and

1 with the Small Business Administration, but it certainly
2 does appear that we increased in our service disabled
3 veteran-owned business contracting over this year.

4 CHAIRMAN JACZKO: I want to thank all of you for
5 an outstanding presentation, and also to thank the EEO
6 Advisory Committees for their important work, and the efforts
7 that they make to promote and increase awareness of
8 diversity throughout the agency.

9 I think probably the best way to end this us on Bill's comment.
10 You have heard from this side of the table a strong
11 commitment here to fostering these ideas throughout the
12 agency and the workforce, but in the end it comes down to
13 those 4,000 people who share those ideals and share those
14 views in wanting to make a workforce and a work place that
15 is respectful of peoples' views, that is respectful to
16 diversity.

17 And I think we've done a really good job of doing that, and
18 the best thing we can do is to continue and make that even
19 better.

20 Thank you for all of your work and for a good meeting.
21 We are adjourned.

22 (Whereupon, the meeting was adjourned)