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UNITED STATES NUCLEAR REGULATORY COMMISSION

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BRIEFING ON HUMAN CAPITAL AND EQUAL EMPLOYMENT OPPORTUNITY

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TUESDAY,  
MAY 4, 2010

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

COMMISSIONERS PRESENT:

- GREGORY B. JACZKO, Chairman
- KRISTINE L. SVINICKI, Commissioner
- GEORGE APOSTOLAKIS, Commissioner
- WILLIAM D. MAGWOOD, IV, Commissioner
- WILLIAM C. OSTENDORFF, Commissioner

1 NRC STAFF:

2 R. WILLIAM BORCHARDT, Executive Director for Operations

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4 JAMES McDERMOTT, Director, Office of Human Resources

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6 JOHN GUTTERIDGE, Manager, Nuclear Education Program, HR

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8 KRESLYON FLEMMING, HR Assistant, Outreach & Recruitment Branch, HR

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10 CORENTHIS KELLEY, Director, Office of Small Business and Civil Rights

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12 DALE, YEILDING, Chapter President, National Treasury Employees Union

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## 1 PROCEEDINGS

2 CHAIRMAN JACZKO: Good morning, everyone.

3 We will start our meeting on the Human Resources  
4 Office and our initiatives in Equal Employment Opportunity  
5 which is here represented by the Office of Small Business  
6 and Civil Rights. Certainly the work of these two offices is  
7 extremely important.

8 As we say and I think Bill will say quite often,  
9 this agency is really nothing more or nothing less than the  
10 people that make up this organization which is really a  
11 tremendous group of individuals.

12 I know as I've talked to all the Commissioners as  
13 they have come on board and the one thing I have heard from  
14 all of them is really just how impressed they are with the  
15 staff of this agency. And after more than five years here  
16 I continue to be impressed with the people we have and the  
17 group that Bill you have assembled to make this such a successful  
18 and effective organization.

19 I think we're fortunate to represent an agency  
20 with such highly qualified, diverse, dedicated and effective  
21 employees. To make sure that remains the case, we need to  
22 continually cultivate an open and collaborative working

1 environment and we need to continue to have the type of workplace where  
2 our employees can be engaged in meaningful and challenging work and  
3 maintain an important work-life balance, or work-nonwork  
4 balance, maybe we should say.

5 Work is part of life whether we want to admit that  
6 or not.

7 And we need to continue to have the type of workplace  
8 where differences in approach, backgrounds, styles,  
9 traditions and views are valued and respected and utilized  
10 to make us ultimately a stronger agency.

11 The Commission appreciates the high quality of  
12 work of both the Human Resources and the staff of the Small  
13 Business and Civil Rights who support the entire agency.

14 So I look forward to today's meeting to discuss  
15 the important human capital and diversity management initiatives that they are  
16 spearheading and note this is a very fitting time I think  
17 for this meeting although I can't say that we necessarily  
18 planned it that way. Or at least I didn't. The staff  
19 probably did.

20 This is the 25th year of the public service  
21 recognition week and the mission of that recognition is to  
22 better inform the Nation about the quality of people in

1 government and the services that they provide.

2 To promote excellence in government and to  
3 encourage public service careers and I really can think of  
4 no better agency to do that than this agency. So I look  
5 forward to a very interesting briefing and important  
6 discussion of how we maintain this vibrant and dynamic  
7 workforce.

8 I offer, if any of my fellow Commissioners would  
9 like to make remarks.

10 COMMISSIONER SVINICKI: Thank you, Mr. Chairman.

11 I would just associate myself with your remarks  
12 and say that as a Commission we meet on a routine periodic  
13 basis on these topics. But as you know, they are important  
14 topics and it's a chance just to check in and see how we are  
15 doing. So I will have a few questions that maybe aren't  
16 covered in the presentations but I know we have our experts  
17 ready to answer them.

18 Thank you.

19 COMMISSIONER MAGWOOD: Thank you, Mr. Chairman.

20 I'd also like to support your comments and  
21 appreciate your recognition of the important issues. Also  
22 wanted to say hello to John Gutteridge.

1           In full disclosure, John and I have worked  
2 together for more years than probably either of us would  
3 like to admit and I am looking forward to hearing how the  
4 education programs have translated over to the NRC world. I  
5 also wanted to give greetings to Ren Kelley who invited me  
6 to lunch yesterday with her staff. I enjoyed that. So I am  
7 getting to know people Mr. Chairman and starting to  
8 recognize faces. It is becoming a little bit more of a  
9 familiar environment for me.

10           CHAIRMAN JACKZO: Commissioner Ostendorff?

11           COMMKISSIONER OSTENDORFF: Thank you Mr. Chairman.  
12 I echo those comments of my colleagues. I have had a chance  
13 to travel to Regions I and II the past three weeks and will go  
14 to Regions III and IV in the next three weeks. And have been  
15 very impressed with the staffing and the technical and professional  
16 confidence of the individuals I have met.

17           Well done to OHR.

18           CHAIRMAN JACZKO: Bill, unless you want to stop  
19 right there and end the meeting. I'll turn it over to you.

20           MR. BORCHARDT: Use the gavel and we're done.

21           Slide two, please. We have chosen a few topics to  
22 focus on this morning, but our success in this area depends

1 on a whole lot more than what we're going to have time to  
2 talk about today.

3       And it's a result of the dedicated efforts of my  
4 colleagues sitting at the table with me and all the staff  
5 that they work with in their offices and throughout all the  
6 program offices that really make all these programs a  
7 success.

8       I'd also like to take a moment to thank the staff  
9 of the NRC for their participation in the many surveys that  
10 they are asked to participate in.

11       Most recently, we completed the Federal Government  
12 Employees Survey and NRC had a response rate of around 65  
13 percent which compares to the government-wide response rate  
14 of under 50 percent.

15       And I think that's indicative of the healthy work  
16 environment that we have at the NRC, the active  
17 participation of all the staff to make this the best place  
18 that we can possibly make the NRC to work in.

19       Their feedback through those vehicles, the Federal  
20 Employees Survey, the IG Safety Culture Survey, are  
21 invaluable to us so that we can address the issues that are  
22 most important to our staff.

1           The kinds of things that we have done over the  
2 last year or two years that have resulted from that kind of  
3 feedback include expansion of New Flex, the work on  
4 reconsolidation of staying connected, the communication  
5 initiatives that we have initiated throughout the agency,  
6 strengthening the training programs for team leaders and  
7 supervisors, and specific areas within those training  
8 programs; not to mention open collaborative work environment  
9 that you've mentioned and the very important focus that we  
10 have on knowledge management.

11           As we talk about over half of the staff  
12 being with the NRC for less than six years, the only way we  
13 can be successful is if we maintain a very vibrant and  
14 robust knowledge management and training program. It costs  
15 money. It costs resources. But it's invaluable in our  
16 success.

17           Ren will only touch very briefly on some of the  
18 accomplishments and recognitions that we have gotten over  
19 the last year or so.

20           The Commission briefing that we have at the end of  
21 this year will have a much more lengthy focus on  
22 EEO initiatives. So with that, I'll turn it over

1 to Jim.

2 MR. McDERMOTT: Thank you. Good morning. Slide  
3 four, please.

4 In this overview we will touch on three things,  
5 make three points.

6 First of all, our staffing levels have stabilized.

7 We are right about 4,000. And it looks like  
8 that's about where we're going to stay for a while.

9 That doesn't mean there's nothing going on. We  
10 have 200 to 250 opportunities to hire because people are  
11 coming and going. It's not replacement hiring.

12 I would rather call it reshaping hiring.

13 We will not look at one for one replacements, but  
14 where should we be guiding the skill mix that we need to  
15 carry on the mission?

16 We're going to emphasize a couple of special areas  
17 in our hiring. One is Veteran's hiring.

18 As you know, the President has issued an Executive  
19 order. The Chairman is on the Veterans Hiring Council  
20 headed by Secretary Shinseki and Secretary Solis at the  
21 Department of Labor. We are working closely with them. We have a plan that we  
22 will be implementing in the next few months to see what we can do about.

1 veterans hiring. And we are also focusing on hiring the disabled. The agency  
2 participated in a government-wide hiring fair last April 26,  
3 it was, and we interviewed some good people. We made one  
4 for sure offer and we've got a few more offers in the fix  
5 getting ready to come.

6 Retention. Retention is very high.

7 Attrition, logically, is very low. It's under,  
8 for the second year in a row, we will come in under 5  
9 percent. Part of that's the economy which has depressed  
10 retirements a little bit more than -- well over half of our  
11 attrition is in the form of retirements.

12 And part of it is also high level of satisfaction on  
13 the part of the employees. They stay.

14 We may see some inroads in hiring, rather, in  
15 attrition, as activity in the industry continues to  
16 increase. They may cherry-pick us a little bit.

17 Finally, training and development remain a top  
18 priority at the agency. And this is especially important as  
19 half our workforce has been here less than five or six  
20 years. And that means a lot of training to do. And I will  
21 say a little bit more about training in a few minutes.

22 Could have the next slide? One of the themes we

1 want to hit this morning is employee engagement.

2       Why? Engagement is a new buzz word but what it  
3 really means is commitment to the mission that leads to a lot  
4 of hard work and long stays in the agency.

5       That's really what it gets at.

6       And the measure of commitment is the degree to  
7 which employees go the extra mile for us. There are three  
8 drivers.

9       One is leadership. The other is continuous  
10 improvement commitment, and training and development.

11       As I said, we will talk about that.

12       Let's talk about leadership for just a minute.

13 Give me the next slide, please. That would be six.

14       First thing, provide interesting and challenging  
15 work to all levels of the staff.

16       It's especially important to engage newer hires,  
17 and give them serious and meaningful work to accomplish from  
18 the get go.

19       We don't want them in idle because they're eager  
20 to produce good work for us.

21       The second bullet, you have to excel at people  
22 management and communication. I would harp on

1 communication.

2 Listen to employees. I think our success in  
3 surveys is because we have had some measure of success in  
4 convincing employees that we do listen. If you tell us  
5 what's up, we'll listen and we will try and do something.

6 We also need to, I think, in management and  
7 communication, model the agency's values.

8 From the top all the way down through the values  
9 that we've concentrated on very seriously over the last  
10 couple of years because we have so many new people, we can't  
11 rely on gradual osmosis to convey to them who we are and  
12 what we stand for.

13 We're talking a lot of conscious efforts to do that.

14 We need to foster skill and career development.

15 This is not because it's a nice thing and it makes  
16 people happy, which it does; it is an absolute imperative  
17 if we are going to achieve mission. We need to  
18 train everybody, not just the new people, but the old people  
19 to continue to produce.

20 And finally, one of the things we would do is  
21 encourage situational leadership.

22 That is another new buzzword that translates into empowering

1 employees.

2       We have a mantra, "we have leaders at every  
3 level," meaning there are the right people doing a  
4 particular thing, presenting something -- writing something,  
5 doing something -- at every level in the agency.

6       Pick the people who are the right people to do  
7 something for us no matter what level they are in the  
8 agency. Next slide, please. Continuous improvement.

9       All kinds of research shows that continuous  
10 improvement is what sustains the commitment of the  
11 employees. We're doing three things in this.

12       First another new buzzword, "Onboarding."

13       We're on a campaign to engage the individuals we  
14 decide to hire and who have accepted a job with us long  
15 before they come in the door. We have developed an online  
16 virtual orientation product that will enable them to learn  
17 an awful lot about the NRC, to complete a lot of the  
18 processing stuff you have to do to get into the agency,  
19 while they're waiting for their security clearance.

20       I'm going to ask Kreslyon Flemming who is from our  
21 recruitment team to give you a quick couple of minutes  
22 demonstration of what this is like.

1 Kreslyon?

2 MS. FELMMING: Good morning.

3 It's my pleasure to present to you the Nuclear

4 Regulatory Commission's Virtual Orientation Center or VOC.

5 The VOC is an advanced training method used to help

6 acclimate new employees to the NRC mission and culture prior

7 to their first day of work.

8 As we enter the building, you will be introduced

9 to our avatar receptionist, Margarita.(viewing video)

10 >> Welcome to the VOC, congratulations on your

11 new employment with the NRC, one of the best places to work

12 in the Federal Government.

13 MS. FLEMMING: Now we will move about the lobby to the waiting

14 room.

15 There are several posters that contain videos or

16 information regarding the NRC's mission. The NRC

17 organizational values poster is an example.

18 >> (video)

19 >>It is a mission that touches every American.

20 Our precious environment and natural resources.

21 >> Research that advances medicine and science.

22 >> The safety and security of our nation.

1 MS. FLEMMING: As we stroll over to the or side  
2 of the lobby we will make our way down the corridor.

3 In the corridor, you will notice a timeline on the  
4 wall.

5 The years represent historic events.

6 On the left are national and world events, and on  
7 the right are NRC historic events.

8 >> (video)

9 >>It is now 1974 and the Camaro rules the road and  
10 Congress establishes the Nuclear Regulatory Commission, the  
11 NRC, to oversee the nuclear industry.

12 MS. FLEMMING: As we back up and make our way to  
13 the elevator, on the wall is a directory that lists each  
14 floor and room number with the information found in that  
15 location.

16 We will be going to the third floor.

17 >> (video)

18 MS. FLEMMING: As we exist, you will notice the  
19 avatars with the question marks. This indicates there is a quick fact  
20 about the agency.

21 >>(video) The NRC licenses and inspects all  
22 commercial nuclear fuel facilities involved in uranium

1 enrichment and nuclear fuel fabrication including milling facilities that  
2 extract uranium from mine ore.

3 MS. FLEMMING: Now we will be navigating toward  
4 Room 3-A. You will notice again on the wall there are more  
5 question marks with quick facts about the agency.

6 As we enter Room 3-A, the avatar sitting at the  
7 table gives information about the employee's first day. As  
8 we move about to the back of the room we will be introduced  
9 to the NRC docent and she will give specifics on the new employee  
10 orientation.

11 >> (Video)

12 >>Hi, I'm your virtual docent and I'm here to tell  
13 you what will happen on your first day at the NRC. Prior to  
14 your first day, you will receive details regarding when you --  
15 --

16 MS. FLEMMING: As we make our way to the Exit, you  
17 can imagine there is so much more to the VOC that we could  
18 not possibly cover it all today.

19 The VOC will be expanded to include rooms for  
20 mandatory agency training, rooms for special employee groups  
21 such as the student summer hires and the Nuclear Safety  
22 Professional Development Program participants and much, much

1 more.

2 The VOC was launched to new employees on March 1st

3 and the feedback has been tremendous to this point.

4 HR is excited and enthusiastic and we hope that

5 you will be, too.

6 >>(Video) Come back any time you want as many times

7 you want.

8 >>Please remember you will want to have accessed every

9 interaction here at the VOC before your first day on the

10 job. We'll see you again soon. (End of excerpt)

11 MS. FLEMMING: Again, thank you for this

12 opportunity.

13 MR. McDERMOTT: Thank you Kreslyon.

14 Smooth it out a little bit, as time goes by, we

15 had to do it off the disk instead of online. I was way too

16 chicken to try it online.

17 I'm want to add something about computer and

18 online stuff does not substitute for immediate contact. We

19 have our supervisors reaching out to the people that they

20 have selected and maintaining contact with them. And there

21 is a very important contribution made by the Equal

22 Employment Opportunity subcommittees that we have.

1           They are a great help socializing and  
2 affiliating the new employees. They do make a contribution.

3           Our next item is work life.

4           Bill has alluded to some of the key things we've  
5 done.

6           New Flex, a scheduling approach that enables  
7 employees to take more charge of their own existence in  
8 their own lives say, let's see, you work with us, not for  
9 us.

10          We will see how we can organize things so that it  
11 works for you on both fronts. The point there is that New  
12 Flex was sort of a top management-driven initiative, not a  
13 march on the Capitol from the rank and file.

14          NRC senior managers, the one to my left in  
15 particular, saw that this would be a great thing for us and  
16 so far, it's going well.

17          We are going to survey the first line  
18 supervisors. The buck stops with first line supervisors when it comes to  
19 New Flex to see how it's going; is the work getting done, what bumps have you hit.

20          We have also, Telework, New Flex kind of  
21 intertwined now. And another thing that we're trying to upgrade  
22 is our child care subsidy.

1 We have a huge wellness program which is just  
2 great for productivity and reduces absenteeism. It is centered  
3 around our health center which is state of the art. The fitness  
4 center and the Employee Assistance Program that puts on lots of  
5 health education and wellness education programs for the  
6 staff.

7 Bill has mentioned knowledge management.

8 Knowledge management is big.

9 As a formal process, we started it in 2008. And  
10 right now, it's been actually given flesh and bone so to  
11 speak by the Knowledge Center, the online Knowledge Center  
12 that we stood up.

13 The purpose is to capture expertise, provide  
14 training, facilitate and capture the decision-making  
15 process, people can see how things work. Access to experts  
16 and locater information, whatever you want to find out.

17 It's all key to communities of practice,  
18 functional communities of practice. Right now we have about  
19 800 players in the various communities of practice and it is growing.

20 I need the next slide, please.

21 Training and development, we have a mantra that  
22 says training anywhere, any time.

1        We have made some significant progress in online  
2 training courses which folks can do anywhere and time.

3        We now have about 500 online courses available and  
4 we counted more than 30,000 course completions in the last  
5 year or so that people have done.

6        We will keep rolling out the online  
7 courses. They are big savers in travel money and in time.

8        We have the learning management system which we  
9 call "iLearn.," Off to a rocky start. I guess the kindest  
10 things people said initially was that it was  
11 infuriating. We tried to fix that. We're not there yet.

12       We now have about a 70 percent satisfaction  
13 rating.

14       But the other 30 percent should remain very vocal  
15 because we still have things to do.

16       We also have a case study that indicates how it  
17 works. We were up against, we had a shortfall in OSHA  
18 training for our inspectors and especially the residents  
19 were at the plants all day.

20       That's a challenge because you don't want to pull  
21 them off the site all at once. So we were able to develop an online  
22 suite of OSHA-type courses they have taken, eleven courses.

1 They got about 400 students that have gone through it, and  
2 didn't have to leave the site, didn't have to travel and  
3 saved us some money.

4 I want to talk a little bit about leadership  
5 development. Our Leaders' Academy with the mantra "leader  
6 at every level," defines, I said this, 4,000 employees as  
7 leaders in one capacity or another.

8 Again, we are doing a lot of this stuff online and  
9 in classrooms down at the Professional Development Center  
10 that right now is down in Bethesda. And we will be coming  
11 back to Rockville with the advent of Three White Flint.

12 Finally, I'll just mention mission-related  
13 training which is, of course, our top priority and  
14 centerpiece or jewel of our training operation, is the Technical  
15 Training center in Chattanooga, Tennessee, Commissioner Ostendorff was I believe.  
16 able to pay a visit recently. It offers top-quality specific hand's  
17 on kind of training for our inspectors and our technical  
18 reviewers.

19 It's the heart of how we try and build technical  
20 confidence within the agency.

21 I think I'm done.

22 I don't need the next slide.

1 John?

2 John Gutteridge is going to talk about the grants  
3 program.

4 Mr. Gutteridge: Mr. Chairman, Commissioners,  
5 we're concluding our fourth year of grants at NRC, education  
6 grants that began in 2007 with the EPACT authorizing the  
7 funds in 2005 for the Curriculum Development Program. In  
8 2008 we had appropriation of \$15 million that started the  
9 fellowships, scholarships, faculty development and trade school and  
10 community college scholarships. Next slide, please.

11 I say we support over 350 students per year,  
12 that's probably conservative.

13 That's if they give out the maximum amount of our  
14 awards to every student.

15 If they don't, we could probably double that  
16 figure.

17 We have a lot of positive feedback from the  
18 students and obviously the faculty at the universities and  
19 the trade schools.

20 Over the years, over four years, we have supported  
21 108 institutions, 33 states. the District of Columbia and  
22 Puerto Rico. And we have learned from our first year and

1 we're now focusing a lot more on trade schools, community  
2 colleges, and minority serving institutions and health  
3 physics and radiochemistry because we have feedback saying  
4 we needed to do more in those areas. We were focused on  
5 nuclear engineering primarily in the first year of the  
6 \$15 million program and we have now spread it quite a bit to the others. I would  
7 say that radiochemistry and health physics got about 25% of the awards which is  
8 quite good considering the number of schools out there that teach that curriculum.

9       Next slide, please. An important part of our  
10 program occurred in '09 when the Congress stated to us, the  
11 DOE and the NNSA, that they wanted us to work together so  
12 that we basically didn't duplicate one another in many of  
13 the things we are doing. So what we are doing, we have \$5  
14 million each, and this is for non-mission related research.  
15 And for us that means our faculty development grants which  
16 are about \$5 million and they are non-mission related  
17 research.

18       That's how we meet our requirement there and the others met their  
19 requirements doing other things.

20       We always have encouraged leveraging and  
21 partnering, and this past year we actually gave them points  
22 for that if they leveraged or partnered, we added to their

1 scores in a peer review process.

2 They didn't have to do it; obviously it increased

3 their chances if they did do it.

4 And we have a total of \$11 million in partnering

5 and leveraging for this year's grants.

6 We are giving out \$20 million; \$11 million is

7 leveraged.

8 We adjusted the GPA requirements. After the first

9 year we had some feedback saying it was very difficult to find

10 students with three 6's in grad school three 5's in

11 undergraduate school. Three 6's weren't really the problem but

12 the three 5's were. So we adjusted that down to 3, 3, and

13 3.0, and we have a good quality of student

14 Since they signed a service agreement they have to

15 maintain the GPA, we did not want a lot of the students

16 basically dropping out of the program where we had to pursue

17 them and collect the money we gave them because the service

18 agreement would require that. And we also added to the service agreement since

19 we want to track these students, now, we added to the service agreement that they

20 need to tell us for three years after graduation what

21 they're doing because the OMB has instilled in our program metrics

22 and we need to be able to track where these students go so the OMB and the

1 government can see if we are being successful.

2 So, we have installed metrics as well as of this

3 year.

4 We've broadened our eligible disciplines, as I

5 mentioned HP, health physics, and radiochemistry, and some

6 other nuclear-related disciplines beyond nuclear engineering

7 because, really, the problem wasn't with nuclear engineers,

8 and I know Commissioner Magwood will remember back in the late

9 1990s, we had 600 nuclear engineers in the United States

10 enrolled in universities.

11 And that's graduate and undergraduate. And we now

12 have over 4700. So the problem is not really nuclear

13 engineers, it's with the technicians, HP and radiochemistry. So we are

14 stressing those more than the others.

15 As I mentioned, we have modified our service

16 agreement with the GPA and tracking the students after they

17 graduate. Next slide, please.

18 Now, many people will say, well, of course,

19 everybody likes you because you give them money. But it's

20 beyond that.

21 It was beyond that in my former job at DOE and

22 it's beyond that here.

1           The grant staff here and HR in general  
2 take an interest in our grantees and the NRC does, in  
3 general. And we visit with them.

4           We mentor them to the extent that we tell them  
5 what's the best way to approach this, how to write their  
6 progress reports, et cetera.

7           What is needed to help us help them?

8           And so it's more than just handing them dollars  
9 and going away. We track them.

10          And I think they appreciate that and we get a lot  
11 of nice letters from students and professors saying that.

12          I think we have assisted in development of a well  
13 trained workforce. And as I mentioned, we are developing  
14 the metrics. We sent a letter to OMB in February telling them the  
15 metrics that we would follow. We are collecting the metrics and their progress  
16 reports, they are due in this month and they are due again in October.

17 Most of the folks are sending them in. We will go back to those who  
18 aren't because they are not accustomed to doing it. And they  
19 want to know what students are proceeding into stem-related  
20 jobs and how many staying in the nuclear industry, et cetera. Percentages  
21 and numbers. And we will do that for OMB and for the government in general.

22          We are providing assistance to

1 underrepresented groups more than we were when we started  
2 out.

3       We are giving out numerous awards to minority  
4 institutions and smaller schools that actually can't compete  
5 in some respects but we have leverage in the way we award  
6 -- its is not strictly percentages when we go through a  
7 peer review there are other factors taken into account.

8       That's in our announcement and it's been very  
9 successful.

10       Thank you.

11       MS. KELLEY: If I may have Slide 16, please. Good  
12 morning Chairman and Commissioners.

13       A little background on the Comprehensive Diversity  
14 Management Plan. This is a document that's actually issued  
15 and available online, but we actually give hard copies out  
16 to employees, as well.

17       It provides a structured approach to assist the  
18 agency in meeting its EEO and diversity goals. We started  
19 this in about 2004.

20       This document is refreshed, and when we get an  
21 official picture of the five of you, we will put out a new  
22 version of the CDMP as we call it.

1           In addition to the comprehensive diversity  
2 plan there is actually a DVD with a recorded message from  
3 the Chairman and the EDO. We provide this message to  
4 offices as well, and encourage them to use these two  
5 documents as they have all hands meetings just kind of  
6 refresh the message of keeping diversity and inclusion,  
7 what we call DNI, in NRC's DNA.

8           As part of this effort, we are revising the  
9 metrics for NRC's diversity metrics. And we have had a task  
10 group working on that effort.

11          And we have had a lot of support from even at the  
12 Office Director and Regional Administrator level to work on  
13 this issue, to come up with diversity measures that are  
14 something that the entire agency can support, something that  
15 will challenge us, something that is meaningful and it keeps  
16 us legal.

17          And I'm looking at OGC. They are a part of that  
18 effort and a number of offices are part of that effort. And  
19 I do appreciate the support that we've gotten but even at  
20 the Office Director and Regional Administrator level around this  
21 issue. Next slide, please.

22          In keeping with the theme of employee engagement,

1 I'll talk about the facilitated mentoring program that we  
2 manage in SBCR.

3 Right now, we have 300 pairs participating in that  
4 program. It supports the agency's employee development, the  
5 knowledge management, and other systems across the agency.

6 But NRC is a mentoring culture. It has a  
7 mentoring culture across the organization.

8 And certainly the 300 pairs does not represent the  
9 sum of the mentoring that takes place across the agency.

10 In regions and headquarters, the informal  
11 mentoring is alive and well and is a very viable part of  
12 that information sharing and employee development, as well.

13 Next slide, please.

14 NRC is the recipient of a number of special  
15 recognitions. And I wanted to just take the chance to  
16 mention a few of those today.

17 For the last two years, we've been a best  
18 diversity company recognized by Diversity Careers Magazine  
19 and I'm told that we are likely to get that same recognition  
20 for 2010. So it hasn't been officially announced but that  
21 is what the rumor mill tells me.

22 For the last two years, we have been a top

1 supporter of historically black colleges and universities  
2 and that acknowledgment was given by the HBCUs that have  
3 engineering schools. And also in 2010, NRC was named a most  
4 admired employer for minorities in research science.

5       And NRC as a part of the -- one of the SESCO groups  
6 did a values DVD and that values DVD received National  
7 recognition from the National Association of Government  
8 Communicators.

9       And a number of NRC employees have received awards  
10 from external groups and I won't tell you that this is a  
11 complete list but we made an effort to reach to the offices  
12 to say, tell us, but I can probably guarantee you that we  
13 missed some. But I will share the information on those that  
14 we have.

15       From the Office of Research there were four such  
16 recipients and I will call their names in a quick glimpse of  
17 the award: Mary Drouin received -- was the first female  
18 recipient of the 2009, Bernard F. Langer Nuclear Codes and  
19 Standards Award.

20       Mark Fuhrmann received an award for a patent on a  
21 technique for cleaning up mercury.

22       George Powers got the Bronze Medal for

1 contributions to Multiagency Radiation Survey and Assessment  
2 of Materials and Equipment Manual.

3 Raj Iyengar received the Forest R. McFarland  
4 Award.

5 And Myra Hayes of Region IV received a Patriotic  
6 Employer Award from the National Committee For Employer  
7 Support of the Guard Reserve.

8 Alicia Mullins of NMSS received the employee of  
9 the year award from "Careers and The Disabled Magazine."

10 Michael Johnson of NRO -- three employees from  
11 NRO, but Michael Johnson received a special recognition  
12 award from Black Engineers of the Year Award.

13 And Henry Jones of NRO received a Career  
14 Achievement From Government Award. Black Engineer of the Year award.

15 And Nilesh Chokshi received an NRC Engineer of the Year Award  
16 from the National Society of Professional Engineers.

17 Larry Camper from FSME received the 2010 Richard  
18 S. Hodes M.D. Honor Lecture Award. And Patricia Pelke, from  
19 Region III, received the outstanding supervisor Chicago  
20 metropolitan area from the Federal Executive Board.

21 And a number of other NRC employees have been  
22 nominated for awards which I will note. These are

1 recipients we know of at this time.

2 MR. BORCHARDT: Thank you Ren all of the presenters. Ren mentioned on  
3 her slide the DVD, on values. Two years ago, a little over two years ago we  
4 asked the incoming Senior Executive Service Candidate  
5 Development Program to take a look at our NRC values. It  
6 had been a number of years since we had done a review to see if  
7 they needed to be updated and to help communicate and  
8 emphasize the importance of those to the entire staff.

9 On their own initiative, they put together a DVD  
10 which has received quite a bit of claim and I think is  
11 really excellent so we're prepared to show that if the  
12 Commission was interested to having an airing of that video  
13 now.

14 CHAIRMAN JACZKO: Takes about?

15 MR. BORCHARDT: Eight minutes.

16 (Video played)

17

18 MR. BORCHARDT: That completes the staff's  
19 presentation.

20 CHAIRMAN JACZKO: Well, thanks Bill. That is  
21 always interesting to watch. A really good job done by the SESCO class. We will  
22 start with Commissioner Apostolakis.

1           COMMISSIONER APOSTOLAKIS: Thank you,  
2 Mr. Chairman. I want to start by thanking the presenters.  
3 This was a very impressive presentation.

4           I have been on the Commission for six or seven  
5 days and of course I was aware of this agency being number  
6 one because there's no way you can avoid it even if you are  
7 here two minutes. But it was very impressive to actually  
8 see more details and why we are number one.

9           I have a couple questions.

10          Regarding training and development: I got the  
11 impression that there was a lot of emphasis on internal  
12 activities, courses and so on.

13          I'd like to bring to your attention also the fact  
14 that, which I am sure you are aware of, there is a large  
15 community out there of engineers and scientists working on  
16 issues relevant to our mission. They have conferences, they  
17 have published things and so on.

18          I would think that being aware of what is going on  
19 out there would be an important part of training and  
20 development and maybe you just didn't mention it.

21          But I would like to know what you think about  
22 that?

1 Do we send our people to scientific meetings and  
2 send them to participate in other activities of the  
3 community out there, so, they will not just be exposed to  
4 our own internal culture.

5 MR. BORCHARDT: What you mention is a very  
6 important part of the development.

7 It becomes a gray area because we are an active  
8 participant in many of those conferences and activities. So  
9 while we attend sometimes, for the first part of the day  
10 they might be giving a presentation and then they are  
11 attending presentations from colleagues from around the  
12 world. So both domestically and internationally there's  
13 extensive interaction in those kinds of conferences.

14 In addition to the in-house conducted training,  
15 there is also quite a robust external training program  
16 available.

17 You may have heard of M.I.T., but we send people  
18 to M.I.T. for various conferences and courses that are  
19 normally held, many in the summer, but throughout the year,  
20 that focus on specific topics. So we will send our experts  
21 to those activities, as well.

22 COMMISSIONER APOSTOLAKIS: This was a great answer.

1           You mentioned along the way, I don't remember who  
2 did, oh, the grants, that some of them go to faculty  
3 development. I don't know what that is. How do you develop faculty?  
4 What do you mean by that?

5           MR. GUTTERIDGE: The grants basically are for  
6 developed faculty that have less than six years of tenure track  
7 position for new faculty. And as you though know from  
8 M.I.T. to hire new faculty, you need a start-up package.  
9 This basically helps with the start-up package so that they  
10 will offer a position, let's say, a new person coming out  
11 with a Ph.D. or from a National Lab that hasn't worked in  
12 the university, they will give them up to, we will give them  
13 up to \$450,000 if the university matches  
14 \$150,000 over a three year period. That may not be enough  
15 for the faculty but it encourages them to do research and to  
16 hire grad assistants to help with that research and the  
17 university can supplement the NRC money beyond the \$450,000.

18           So, the universities will tell you that  
19 the major problem they have right now is open faculty  
20 positions. With all the students they have acquired over the  
21 years, they don't have enough faculty to teach all the  
22 students so you have larger classes which is not helpful for

1 learning.

2 So, our faculty development, some of DOE's faculty  
3 development have helped the situation and they certainly  
4 won't solve the situation.

5 But it is a start-up program for new faculty or  
6 faculty that are less than six years in the pipeline.

7 COMMISSIONER APOSTOLAKIS: That is a really a good thing to  
8 do.

9 Thank you Mr. Chairman.

10 CHAIRMAN JACZKO: Commissioner Magwood.

11 COMMISSIONER MAGWOOD: Thank you, Chairman.

12 Interesting to reflect that 10 years ago the big  
13 complaint from the university was they had all these  
14 professors and not enough students to go around and how are we going to  
15 support the faculty? And now it is the exact opposite problem but  
16 a good problem to have, however.

17 You mentioned the emphasize you now place on health physics and  
18 radiochemistry programs.

19 I wonder if you could give us more detail on that  
20 because I am aware that, particularly in radiochemistry,  
21 it's almost an extinct discipline in a lot of  
22 universities. Can you tell us what the situation is and

1 exactly what you think we can do to help?

2 MR. GUTTERIDGE: In radiochemistry, obviously these  
3 universities there is probably five universities that have  
4 radiochemistry programs that are vital and I will name  
5 them for you. There's Washington State which is probably number one,  
6 University of Texas. Nevada, Las Vegas. Clemson. and  
7 Missouri, Colombia.

8 There are probable others. Penn State started a  
9 program.

10 But those are the five that are probably the most  
11 vibrant right now. And having attended one of their  
12 conferences, they obviously are in dire need of more  
13 professors and not so much students.

14 We don't really need a lot of radiochemists in  
15 the industry but they do need professors. Of course there  
16 are very few.

17 For instance, Washington State has 46 students in  
18 the radiochemistry class.

19 That is almost unheard of.

20 They have one or two professors.

21 Both the professors that were hired have been  
22 through the NRC grant program.

1           So this is a way of doing this, and we kind of  
2 ignored that the first year because nuclear engineering was  
3 the focus but right now health physics folks have come to,  
4 us and radiochemistry folks have come and said we really need  
5 your assistance.

6           So a lot of our faculty development grants and  
7 fellowships and scholarships are starting to go to these universities  
8 to encourage students to go into that.

9           There is not much at the undergraduate level but  
10 mostly at the graduate level but we do give out a lot of  
11 fellowships to the schools that support radiochemistry.

12           COMMISSIONER MAGWOOD: Thank you.

13           I look forward to talking about this a little bit  
14 more and bring Nancy with you.

15           I have a question on knowledge management, I want  
16 to ask for a briefing on knowledge management in the near  
17 future and one basic question I have, how do you know when  
18 it works? I wonder if you have a thought about that?

19           MR. McDERMOTT: We are trying to come up with  
20 metrics and we have not finished with that.

21           How do we know when it works?

22           When the participants get the word out to us and

1 say, hey, I solved this particular problem. I found the  
2 answer to this question in my community of practice where  
3 there was a smart person in the community and said I know  
4 the answer to this, boom.

5 That is the kind of data we have not gathered yet.  
6 That's what we will be looking for. It is not rocket  
7 science. It's where did you find the answer? And who told  
8 you that was the right question?

9 That's why the interchange in the community of  
10 practice is so important. And we expect it to grow.

11 We have 800 people, that is out of 4,000. It's a  
12 way a lot of new generations have learned all their lives.

13 Chit chatting on their thingies. On their ipods,  
14 whatever you want to call it.

15 MR. BORCHARDT: You can look at the labor rate for  
16 things like the number of licensing actions that we do in the program  
17 offices. If it is taking a much longer time to do the same  
18 amount of work that it used to take us years ago, it means we are not  
19 quite there.

20 But and you can -- we can monitor that very  
21 closely.

22 We can monitor in the new reactor design work, so,

1 that is one.

2       The other one, is, we have stakeholders that are  
3 not shy about providing feedback on the quality of our work  
4 and the licensees and the other stakeholders will tell  
5 us when they think the quality of the work has not been  
6 good. We have not gotten that feedback so it is leading me  
7 to the assumption it is working at least to some extent.

8       COMMISSIONER MAGWOOD: Just one more quick question Bill. I  
9 appreciate you brought these three people to the table  
10 together because they are talking about the overall human  
11 capital situation. I'm curious, how do you integrate these  
12 pieces?

13       What Ren does and what John does, knowledge  
14 management, all the new hiring, all these things have to  
15 flow together.

16       I wonder how do you approach putting the pieces  
17 together?

18       MR. BORCHARDT: Well, the entire management team  
19 of the NRC is about 13 managers, Office Director level people that  
20 get updates on all of these topics, at least monthly. And  
21 so there is just a connectivity that Ren does individually but also at these  
22 collective meetings, senior leadership meetings, those kinds of activities where it

1 stays the focus.

2       And of course we have the tools, now, we have been  
3 given the websites and the ability to e-mail key messages  
4 out that we stay on topic and on a certain theme throughout  
5 the agency.

6       COMMISSIONER MAGWOOD: Thank you Mr. Chairman.

7       CHAIRMAN JACZKO: Commissioner Ostendorff.

8       COMMISSIONER OSTENDORFF: A couple of comments.

9       Thank you, Ren for coming up to provide the overview of your office  
10 prior to today's meeting. That was very helpful. I appreciate that.

11       Two weeks ago I had a chance to be with the CRCPD  
12 conference and a bunch of Agreement State stakeholders and I want to echo  
13 their appreciation on the training side, Jim, that you had  
14 mentioned.

15       They were very grateful to the NRC's partnership  
16 at the TTC and elsewhere for helping them with their  
17 training and especially given their budget climate training  
18 is probably more important than ever. Lot of positive feedback in that respect.

19       I applaud the initiatives you talked about to hire  
20 persons with disabilities and veterans and I want to comment  
21 briefly on the Veteran's piece.

22       We are all creatures of our own experience. I have had a lot of interface with

1 Veterans here the last few years I have a son who is an Army officer. He was  
2 injured in Iraq in the summer of 2008 and still recovering. Had a couple of surgeries  
3 and in the context of his experience in combat and with the other soldiers, they had  
4 two individuals I met with that really needed some help. One  
5 lost a leg in an IED explosion and the other still working  
6 through shots to both eyes with AK-47 rounds..

7 And so in today's day when there's not a draft,  
8 when a lot of people don't have the nexus or connection with  
9 people on active duty, I really applaud the efforts you are  
10 taking to look at this.

11 I think when I was working on the House  
12 Armed Services Committee, the Chairman of  
13 that committee, and actually the Chairman and ranking member  
14 Duncan Hunter and Ike Skelton were both very focused on trying to help people  
15 injured in Iraq and Afghanistan looking at different options for the workplace.

16 And a lot of people assumed that the military has  
17 that down pat and the military needs our help because they  
18 don't have, the military and V.A. do not have in place by  
19 themselves, the programs to make this happen. So I commend  
20 your efforts in that area and if there is anything I can  
21 personally do to help, I would like to do that.

22 I want to talk, the question I want to ask is on Federal

1 hiring, having been at different executive branch agencies  
2 before coming here, reading the OPM, the Federal Page and  
3 the "Washington Post" all the different issues on hiring,  
4 the perception is that filling out the previous ECQ's and  
5 the length of time from job application to some kind of a  
6 screening notification, to interview, to hiring decision  
7 being a long time period in some agencies; and having been  
8 in a hiring position at the Department of Energy for a  
9 couple of years, I was curious as to how you and your team  
10 sees NRC's hiring practices, perhaps being different from  
11 that of other agencies in the Federal government?

12 MR. McDERMOTT: Well, they are to some extent.

13 First of all, we are small, obsessively hands-on  
14 in almost everything. Bill alluded to the collegiality  
15 among the senior managers. They get involved up to their  
16 elbows in hiring.

17 There is no substitute for that, for pushing the  
18 process to saying I want my people and I want them now.  
19 That helps.

20 I'm on every committee down at OPM on hiring and  
21 they struggle because there's sort of a small group of chief  
22 human capital officers that work this real hard: VA's,

1 DOD's, Homeland Security and NRC.

2       There is a little problem with scale there but  
3 it's because we have excepted status. And we do, we don't  
4 really do anything that different from what the competitive  
5 service does but we do it a little faster and we have  
6 sources.

7       Word of mouth is a huge hiring tool at the NRC.

8       Our reputation in the community, in the  
9 communities of talented people who would be interested in  
10 working for us, my favorite factoid is in our great drive,  
11 last year when we over-achieved and hired 500 people instead  
12 of 300, more than half of them, 252 of them were over the  
13 age of 40 which means we're getting traction with  
14 experienced professionals.

15       That's a gold mine for the agency. And there's  
16 much that they will teach us as they become more acclimated  
17 here.

18       That's why we have sort of a special -- OPM is  
19 obsessed with the time it takes to hire people. And this  
20 business about all the essays on knowledge, skills and  
21 ability. Of course, tried and true personnel say, oh, my  
22 God, there is no life after KSA's. It's not about not

1 examining knowledge, skills and abilities. It's about not  
2 requiring lengthy Pulitzer Prize winning essays from  
3 applicants to get consideration.

4 They are going to resumes. We can have very  
5 succinct. We can use computerized ways to tap a lot of this  
6 stuff and my favorite tool is the structured interview,  
7 face-to-face, eyeball to eyeball.

8 And research says that is the best predictor of  
9 future performance if it is well done.

10 MR. GUTTERIDGE: Commissioner Magwood asked about  
11 integration of HR and the grants program and everything else here. All of our  
12 scholars and fellows are given to our group in HR, the ones  
13 we support, and they offer them -- they are being qualified,  
14 summer positions, COOPS, and future hirings -- between the grants that we give  
15 out to universities and the fact that NRC pursues these folks later on.

16 COMMISSIONER OSTENDORFF: Thank you, Mr. Chairman.

17 CHAIRMAN JACZKO: Commissioner Svinicki.

18 COMMISSIONER SVINICKI: Thank you all for your  
19 presentations.

20 I've been debating this but more McDermott, you  
21 solicited this so this is your fault.

22 Let me give you some real time feedback on

1 iLearn because I have a microphone and why not.

2       When I log on to do my mandatory training, it is  
3 not always obvious that the individual course, I have to go  
4 to a course list and select it even though it is mandatory, I'm  
5 speaking of things like computer security and things that all  
6 Federal employees have to take on a regular basis. I  
7 don't know why since the system knows me, it knows that  
8 training is mandatory, why can't it already populate that on  
9 a list.

10       So that's a real time feedback and maybe that has  
11 been an upgrade. But you don't have to respond to that but  
12 I find that frustrating. And yes, I have taken the wrong  
13 training because there are similar courses and you don't get  
14 any credit. And then you have to go back and take the  
15 correct one.

16       So that's my feedback on "iLearn."

17       And I wanted to mention in a previous meeting we  
18 talk about EEO best practices and compiling those across the  
19 agency, Ren and I wanted to share with you that that is  
20 taking route because this is an experience I had in the  
21 last few months.

22       I attended and spoke at the NMSS All Hand's

2 Meeting. And they invited in representatives of our EEO  
3 Advisory Committees to make presentations to the NMSS employees.  
3 A couple of months ago I spoke to the NRO, All Hands Meeting  
4 and Mike Johnson said he had heard of a practice in NMSS of  
5 having representatives of EEO Advisory Committees come in  
6 and make presentations. So I've been able to see that  
7 occurring and I'm glad there is that sharing of good  
8 practices and I have seen evidence of it in action so I  
9 think that that's great.

10 I might ask specifically about the Child Care  
11 Subsidy Program and some changes were made, enhancements.  
12 So I think participation doubled from a very modest 5  
13 employees to 11 employees. And I understand that the staff  
14 is considering a small increase to the subsidy percentages.  
15 And, again, this would enable more of our lower income  
16 employees to take advantage of the child care subsidy.

17 When might you all kind of evaluate that and move forward? Would  
18 that be with the coming fiscal year that you would make those enhancements?

19 MR. McDERMOTT: I think that's the plan.

20 Someone could say I was wrong but I think we would  
21 try to get it for the coming --

22 COMMISSIONER SVINICKI: And I know an element is

1 to make sure we are competitive with other agencies in what  
2 they are able to provide for low income employees and help  
3 with child care expenses is helpful to employee whose have  
4 that need.

5       So, I appreciate you are monitoring that somewhat  
6 consistently because like I said, we have very small  
7 enrollees in it currently so I am sure the need probably is  
8 greater than what we are able to provide. So thank you for  
9 keeping an eye on that.

10       The other thing that I would ask about and again  
11 you have engaged the Commission on this previously, exit  
12 surveys.

13       And you mentioned, of course, that  
14 retention is high and attrition is low and I think we all  
15 know why that is happening.

16       But in our surveys of employees for those  
17 employees who participate in an Exit Survey, the greatest  
18 category of reason given for leaving the NRC is "none."

19       So I'm wondering if that, is that people who are  
20 retiring, would they give the reason of "none," or is it  
21 they, do we do anything, have we looked at that again  
22 because it is approximately 50 percent of those taking the

1 Exit Survey give no reason. So I'm sure that's -- as much as we  
2 like measuring things, I am sure that is not satisfying to  
3 us.

4 Do we try to do a follow-up to see if we can  
5 inquire and get more specificity?

6 MR. McDERMOTT: We started doing that.

7 In olden times, like a few years ago, the  
8 participation in the survey was totally voluntary and totally anonymous.

9 Well, we decided we would have the HR  
10 specialists actually do some follow-up and ask the  
11 departing employee, have you done a survey, good. Is there anything you  
12 want to talk to me about? And we have gotten some better  
13 information.

14 There's a particular thing in that tone we  
15 provided to you, there is an interesting page that says,  
16 "most of our transfers to other agencies occur during an  
17 individual's first five years of employment with the NRC."

18 That one jumped out at me, and I thought I would  
19 look at it and I didn't find anything right away in  
20 attrition survey data. I do know this: That the top ten  
21 most frequently cited reasons for leaving for those that do  
22 cite a reason, correlate almost exactly with the bottom

1 seven scores we got in the Employees' Survey.

2 So, when they point something out, we shouldn't be  
3 wildly surprised. Although, in some cases, those scores  
4 were not that bad, they were, in fact, the lower scores we  
5 got. So we are watching those things for friends.

6 COMMISSIONER SVINICKI: I appreciate that.

7 Thank you, Mr. Chairman.

8 CHAIRMAN JACZKO: Jim, the Veterans hiring  
9 initiative, maybe you could talk a little bit more about  
10 that?

11 When I attended the Veterans Task Force meeting that the President  
12 established, one of the issues I was surprised to see was where we fit in  
13 terms of the percentage of employees that are Veterans.

14 I expected us to be somewhere near the high end given  
15 the understanding and role of former -- I'm pointing to  
16 Bill, former Navy folks and Commissioner Ostendorff, as  
17 well. So I was a little bit surprised we weren't higher as  
18 other agencies go and I know we did some, I think we have  
19 since then done a look to see are we really counting all  
20 our Veterans.

21 I wonder if you have results from that?

22 Are the numbers higher than we thought or are we

1 about where we thought we were?

2 MR. McDERMOTT: The short answer is, we don't know  
3 and we are trying to find out. Actually, we don't keep or  
4 have not kept records on how many Veterans we hire. We know  
5 how many preference Veterans we have hired.

6 That is just logged right into the computer. But  
7 there are a lot of Veterans in the agency we just hired and  
8 they did not have veterans preference.

9 And we are trying to find that out. Len Carsley  
10 is my guy for doing this has launched a survey to find out.  
11 Come on, would you just please tell us if you are a veteran. The character of  
12 the agency has changed a little bit.

13 When I came to the agency, everybody was  
14 from the nuclear Navy but that is an aging cohort now. And  
15 there was much more diversification. And a lot our mid and  
16 now senior leaders in the agency come from civilian life  
17 just as much from -- because, the industry, for a while, we  
18 cherry-picked within the industry with good people not  
19 necessarily out of the military.

20 We have a very specific action plan, we are lock-step with OPM on doing this.  
21 Everybody is talking about there are ways, ways, of doing  
22 this and I say I know, there are all kinds of ways. Will

1 is what is required to get this done. There has to be a will  
2 to do it.

3       And we are just jaw boning and pushing that for  
4 all we are worth. We had some luck because it was short  
5 lived because it wasn't to be permanent but we did Wounded  
6 Warriors coming over from Walter Reed to work at the NRC.  
7 And I've been pushing a treacherous idea which is to say,  
8 don't see if we can find a veteran that matches this  
9 position, find a good veteran and see what could we have,  
10 what kind of a position could we put together for this  
11 veteran to do?

12       Kind of looking at the other end of the problem.

13       CHAIRMAN JACZKO: Well, turning to, and I think  
14 perhaps again, the will, there are things we can do at the  
15 Commission level to encourage and reinforce the importance  
16 of this issue and it is one that I would suspect we all  
17 share an interest in wanting to make progress on and  
18 certainly something I would like to see, personally, to  
19 continue to make progress in this area.

20       Turning to a slightly different topic, John, you talked  
21 about the Grant Program which I think has been a very  
22 successful program. As many of you know I am not personally

1 necessarily in support of this being really a core mission  
2 function for this agency, but I think there certainly is an  
3 important role in the kind of workforce development, in  
4 particular, as it relates to ensuring we have the skills we  
5 need to complete our important health and safety missions.

6       As you look out at the grants and the grants  
7 that are being administered, how do you ensure we're walking  
8 the appropriate line of not inadvertently through the grant  
9 program acting in a promotional role in working on workforce  
10 needs perhaps that may be beyond the agency's needs but may  
11 be certainly more of an industry need.

12       How do you ensure we are balancing that  
13 appropriately?

14       MR. GUTTERIDGE: As you know, in the \$15  
15 million program, the language was we were not just to serve  
16 the NRC but the broader industry.

17       And as you also know, part of the funding of that  
18 comes from these -- we looked at where the needs were and  
19 the needs basically are at the technician level, right now,  
20 at the utilities.

21       This obviously benefits us if we have people who  
22 are well trained in safe operations. So there is a benefit

1 to the NRC there.

2       So, there has been probably 40 applications from  
3 trade schools, community colleges that do all this  
4 technician work.

5       All of those over the three years have been  
6 awarded, not in the full amount they requested.

7       But, compare that to the nuclear engineering,  
8 health physics and radiochemistry which probably get a  
9 third of the requests that they have. So, we have focused  
10 on those schools that are training people for the utilities  
11 that actually benefit us because of the safety implications.

12       Obviously, utilities don't hire many nuclear  
13 engineers. They go to National Labs, they go to government  
14 and they do to universities.

15       From that aspect, does that help the NRC?

16 Probably not.

17       But it is a broader mission than we have now. In the curriculum development  
18 we are doing things and are told to do things that benefit the NRC  
19 directly. And all those curriculum development grants basically do that  
20 but the \$15 million we try for a broader sweep but we do focus on  
21 trade schools and community colleges at this point.

22       CHAIRMAN JACZKO: What percentage is going to some of the more

1 skilled trades?

2 MR. GUTTERIDGE: Of the \$20 million this year  
3 which is \$15 million in the one grant program, the curriculum development  
4 being the other \$5 million, \$2.2 million of the \$15 million went to trade schools and  
5 community colleges which is the highest we have ever had. But we are  
6 getting more. We had six applications the first year, and  
7 15 the second, and 19 the third.

8 I expect that will go up and they also work with the  
9 NEI in a uniform curriculum program so we don't over-train  
10 people and we do not have people out there in community  
11 colleges in Hawaii who are training people who are never going to work in the  
12 nuclear industry because there are no plants out there. So  
13 we try to control that, as well.

14 CHAIRMAN JACZKO: I appreciate that and I  
15 appreciate the presentations. We will at this point turn to  
16 any brief discussion that we may want to have.

17 I didn't hear necessarily any specific items for SRM direction, but  
18 if the Commissioners want to raise anything at this point,  
19 I'd be happy to have some discussion about that.

20 Well, I appreciate that and before we end today's meeting we will  
21 have a presentation from Dale Yeilding who will speak on behalf of the Union.

22 MR. YEILDING: Thank you, Chairman, and

1 Commissioners and new Commissioners and employees.

2 My name is Dale Yeilding, President of the Local Chapter 208 of  
3 the National Treasury Employees Union.

4 First, I always when I speak at the end of formal  
5 meetings like this, I always like to link my statement to  
6 the content of the meeting to ensure there is relevance.

7 It is always easy at this meeting since it is human  
8 capital and anything the union can do to make this a better  
9 place to work to retain employees is relevant to the meeting. And I  
10 correct that by saying "best place to work."

11 And our award is the best place to work among  
12 large agencies. There were two smaller agencies that got a  
13 higher score, so we can still achieve a little bit more in  
14 two years to get to the top ranking of all Federal agencies.

15 To remind maybe the new Commissioners, the mission of NTEU  
16 is to organize Federal employees to ensure every Federal  
17 employee is treated with dignity and respect. And we do  
18 that in a number of ways.

19 Let me start off with a few corrections of what I  
20 heard today and I will go with some history, some present day  
21 stuff and some future stuff.

22 I always like to correct Mr. McDermott, not that

1 we are eye to eye all the time but when he says that New  
2 Flex was a "top management-driven initiative," I have to say  
3 long ago, I guess going back three years, it was the NETU  
4 that was pushing many of the partnerships to do New Flex on  
5 a trial basis. And finally we gave birth to a new  
6 organization called NRO with a bunch of very open-minded  
7 forward-looking managers and they were compatible to trying  
8 New Flex for a one-year period.

9       So, our Executive Vice President Larry Pittiglio on that  
10 partnership committee was quite successful in that respect.

11       Looking at focusing on hiring new employees, the Union always focuses on  
12 promoting from within to ensure we don't miss the  
13 morale-boosting option of making sure high graded positions  
14 are filled with employees within versus hiring grade 14 or that  
15 grade 15 person from outside.

16       So, I am not going to say the agency doesn't do  
17 that but when these meetings focus on bringing new employees in, I  
18 always want to look at focusing on bringing employees up from within to  
19 higher graded positions.

20       Going with the Commissioner on the iLearn hits, I'll  
21 have to take one iLearn comment that happened to me and happened to  
22 other employees reporting to me, as I completed an iLearn

1 training course and it didn't get recorded.

2 So I had to take it again.

3 And that's why I think the last page of all the iLearns says "print  
4 your certificate," so you can prove. That needs to be  
5 worked on.

6 I reported it to the group.

7 And child care subsidies, I might have to admit the  
8 Union is involved in an ongoing negotiation where we a year ago  
9 negotiated an increase in child care subsidies. And in that  
10 negotiation, we actually put a statement in the agreement to  
11 look at it a year later to find out how we can get more of  
12 the \$50,000 a year budget out, which is I think about 25  
13 percent of that right now because we can look at either  
14 raising the ceilings for child care subsidies, get more  
15 people involved, or put in more money in the pockets of the  
16 employees that do qualify. So there are a couple of ways  
17 we can look at that.

18 Of my 19 years with the NRC and 10 years as  
19 President of the Union, I learned something a week ago.

20 An SRM, a Staff Requirement Memorandum is not actually  
21 a requirement.

22 Let me read from a 2008 SRM: "The Commission also

1 encourages the staff to develop plans to expand current  
2 child care activities on a schedule consistent with  
3 the construction of perspective White Flint III building."

4       So, I was on a mission talking with the child care  
5 group down there seeing how much they could expand,  
6 identifying that the child care facility was built back when  
7 NRC was 2500 or 3000 strong. And now we are 4,000. The  
8 waiting list for a new employee to get kids into child care is  
9 two years, which is half of the four or five year program  
10 you would have a child. Your kid would miss out on many of the  
11 time periods.

12       And there is more than 50 NRC employees on the  
13 waiting list to get in the child care center. And when I  
14 saw this SRM about six months ago, I started drooling at the  
15 mouth at the negotiating table thinking I had a piece of  
16 leverage that said wow, we've got to plan this to get into  
17 White Flint III and to find out that the White Flint III  
18 building and its location is already set where there wouldn't  
19 be sufficient playground area to actually have a child care  
20 center.

21       So when I asked SECY as to why this wasn't done,  
22 this plan to expand the child care, it boiled down to the verb

1 that the Commission used, the Commission also encouraged.

2       So depending on the verb you use in an SRM, it

3 depends on whether it has to be done or not. So it is really not a

4 Staff Requirement Memorandum. You've got to make sure you watch your

5 verb and see what's tracked.

6       The Commission in the past has looked at pushing

7 the agency to get wireless communication for your computer

8 at home. I'll have to be the culprit that's holding that

9 up. It's currently in negotiations with the agency.

10       And of course right now if you wanted to connect

11 your home computer to the NRC network, you have to connect

12 it with a wire because they don't have all the wireless foolproof

13 technology implemented into policy yet with higher

14 encryption and control of your modem. There is a draft on

15 the table.

16       But what's holding it up is the Office of Computer

17 Security has developed something that's in draft that hasn't

18 been answered to me yet as to what a home computer security

19 check is.

20       And until I get a definition of a "home computer

21 security check," I want to ensure I negotiate the procedures

22 and arrangements of what happens when NRC knocks on

1 someone's door and says, I want to go on to your home computer  
2 and do some kind of security check, I need to protect the  
3 privacy of the employees' home computer to make sure that is  
4 not compromised in any way. So hopefully that will be resolved.

5       On a positive note, President Obama issued an  
6 Executive Order end of 2009 which we are on track to  
7 implement to, I guess, further continue the partnership  
8 arrangement of negotiations between the Union and the  
9 agency.

10       We have been doing it since 1993 under the  
11 President Clinton Executive Order, so on the office level it  
12 is not going to be a lot of change. On agency level, I  
13 think we will reinstitute our committee that hasn't met for  
14 about two or three years.

15       But the biggest stumbling block I see in getting  
16 that to be successful is pre-decisional involvement.

17       That's a mindset that's like a Rock of Gibraltar  
18 and to get management in making their decisions to bring the Union in very early in  
19 the decision-making process rather than traditional  
20 negotiations where after they have their proposal, they just  
21 present it to the Union and then we negotiate the procedures and  
22 arrangements.

1           It's tough to change the management mindset after  
2 the concrete is solidified and they are set on what the  
3 solution is. If we get pre-decisional involvement, upfront  
4 involvement, we can possibly have more impact on the  
5 decision at the beginning.

6           An example would be the virtual orientation that  
7 you saw here. The agency actually put a Union office in  
8 that virtual orientation for new employees.

9           It didn't come to me and even ask what that  
10 statement or what that paragraph that was read about National  
11 Treasury Employees Union and I think we are going to be backtracking  
12 and getting that corrected.

13          And then the last challenge I see is President  
14 Obama has asked all Federal agencies to measure  
15 labor-management relations.

16          Both myself and my national president, we  
17 represent 155,000 Federal employees across 31 different  
18 agencies. We have no idea how to do that but we will tackle  
19 that in partnership and try to measure how well the Union works  
20 together with the agency.

21          Thank you very much.

22          CHAIRMAN JACZKO: Well, thank you.

1           With that, we will close today's meeting. I want  
2 to say, again, thank the staff for their strong  
3 presentations.

4           MS. SCHOENMANN: Can I say something?

5           CHAIRMAN JACZKO: Let's defer that at this point in  
6 the interest of moving forward.

7           I think we appreciate the staff presentation and  
8 the good discussion I think about the work we have done as an agency  
9 and look forward to continuing to see improvements and  
10 progress in the fine staff we have.

11          With that, we are adjourned. Thank you.

12          (Whereupon, the meeting was adjourned)

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