

UNITED STATES OF AMERICA
U.S. NUCLEAR REGULATORY COMMISSION

BRIEFING ON EQUAL EMPLOYMENT OPPORTUNITY
AND SMALL BUSINESS PROGRAMS

November 2, 2010

9:30 A.M.

TRANSCRIPT OF PROCEEDINGS

Public Meeting

Before the U.S. Nuclear Regulatory Commission:

Gregory B. Jaczko, Chairman

Kristine L. Svinicki, Commissioner

George Apostolakis, Commissioner

William D. Magwood, IV, Commissioner

William C. Ostendorff, Commissioner

APPEARANCES

NRC Staff:

Bill Borchardt
Executive Director for Operations

Corenthis B. Kelley
Director, Office of Small Business and Civil Rights

Barbara D. Williams
Senior Level Assistant for Policy and Programs

Diana Strong
Small Business Program Manager

Nader L. Mamish
Assistant for Operations

Cynthia D. Pederson
Deputy Regional Administrator, Region III

Alicia Mullins
Chair, Advisory Committee for the Employees with
Disabilities

James F. McDermott
Director, Office of Human Resources

Dale Yeilding, Chapter President, National Treasury
Employees Union

1 PROCEEDINGS

2 CHAIRMAN JACZKO: Well, good morning, everyone. The
3 Commission meets today to receive a briefing on the agency's Equal
4 Employment Opportunity and Small Business Programs. These are both very
5 important initiatives for the agency, and this is a very important meeting to
6 highlight the work that's been done.

7 Through the agency's Equal Employment Opportunity Program, the
8 NRC works hard to maintain a diverse and talented work force and to provide all
9 of our employees the opportunity to engage in challenging and meaningful work.
10 Through our Small Business Program, the agency demonstrates its commitment
11 to affording maximum opportunities for small businesses, including those owned
12 by the disadvantaged women and veterans.

13 Today's a very special meeting in one important way. It seems
14 lately we have opportunities to celebrate some of our truly outstanding
15 employees, and today I just want to say a few words about Jim McDermott. This
16 will be his -- oh, I'm sorry, that's somebody else.

17 [laughter]

18 So this is Jim McDermott's last appearance, I believe, before the
19 Commission prior to his launching of whatever his next endeavors will be. He
20 has served this agency with distinction for 34 years, including the last five as
21 director of the Human Resources Office. And I thought I would just share a
22 personal anecdote as all of you, I'm sure, are aware that the agency this year
23 again received a distinction as being the best place to work in the federal
24 government. I had the opportunity to go to the award ceremony to receive that
25 on behalf of the agency, and I have to tell you that Jim McDermott was probably

1 the most popular person there and also probably the most respected. And
2 people looked to him as a leader, and I would dare say that there was a certain
3 rock star status to his appearance at that particular event. So I think it's certainly
4 a fitting recognition for your contributions to this agency, and on behalf of
5 certainly of the Commission, I want to congratulate you on your very successful
6 career and wish you the best of luck in your future endeavors and make sure you
7 stick to the time during the meeting.

8 [laughter]

9 Any of my colleagues would like to make any remarks?

10 COMMISSIONER SVINICKI: Well, I have to add some tribute to
11 Jim McDermott. When you're coming here as a Commissioner and after you get
12 confirmed by the Senate, Jim is one of the people that you interact with very
13 early on. So I want to express to you again my appreciation for all your support
14 when I was coming here as a new face at NRC and for all the contributions
15 you've made over the years. Thank you very much.

16 COMMISSIONER APOSTOLAKIS: I second Commissioner
17 Svinicki's comments.

18 COMMISSIONER MAGWOOD: What she said.

19 [laughter]

20 COMMISSIONER OSTENDORFF: You're not going to get off that
21 easy, Jim. Jim and I met just yesterday in a periodic meeting, and he was telling
22 me about some of his roots back in the Naval programs back just a couple years
23 ago. I had to ask him, is that where he learned that he could have a certain
24 laissez-faire attitude with respect to not wearing a tie to work, and I'm pleased to
25 see that you're wearing a tie here today, Jim.

1 [laughter]

2 It's because the Chairman's here that you are. But also, I echo my
3 other colleagues' comments because certainly the richness with which you've
4 approached your responsibility and your mentorship of many people around this
5 room and around this agency is just outstanding. Thank you.

6 CHAIRMAN JACZKO: With that, Bill, we'll start the meeting.

7 MR. BORCHARDT: Good morning. Let me add on behalf of the
8 entire NRC staff and all of those who've gone before us our thanks for Jim and
9 his service. We look forward to his roast in a couple weeks. We'll save the real
10 material for that.

11 I'm very proud of the NRC workforce and all that we've
12 accomplished in the EEO and the Small Business Program areas. I'm also
13 mindful that just like in the area of nuclear safety, this is an area that we can't
14 rest on our accomplishments and become complacent. Continuous effort and
15 focus is required by the agency leadership team every single day in order for us
16 to continue to make progress. In some respects, the current challenge is even
17 becoming more difficult due to the flattening of our overall budget and the fact
18 that we're not going to be hiring nearly as many people on a yearly basis as
19 we've hired in the past. The last several years, we've hired upwards of 500
20 people. Now, we're on a replacing attrition rate and so it will be closer to 200
21 people that we'll be bringing on board.

22 There's an awful lot of programs that fall under today's title and
23 associated goals in the EEO and the small business area, but from my
24 perspective, I'd just like to highlight five areas that as a management team we'll
25 be focusing on. The first is to increase diversity representation in the agency's

1 management feeder groups -- that's the grade 13 through 15 -- as well as in the
2 actual leadership positions. Second, to implement a balanced agency wide set
3 of EEO and small business programs that contribute to accomplishing the
4 agency mission. Third, focused hiring and recruitment activities that enable us to
5 hire the best qualified and most diverse talent possible. Fourth, develop the staff
6 skills through mentoring, training, and knowledge management programs. And
7 fifth, to emphasize the principle of an open collaborative work environment that
8 allows us to get the most out of each employee and make them feel valued and
9 respected. Finally, I'd like to recognize the very valuable contributions that the
10 advisory committees make on a daily basis to the success of the agency.

11 Go to slide two please. The agenda for today's briefing, Ren will
12 provide an overview of the federal diversity and the NRC specific update, and
13 Barbara Williams will discuss the Affirmative Employment and Diversity
14 Management Program. Diana Strong will discuss the Small Business Program.
15 Slide three, we focused on two offices in today's briefing. Nader Mamish will
16 provide an overview of the office of the EDO's activities, and Cynthia Pederson
17 will provide the regional perspective focusing on Region III. I should point out as
18 part of our Executive Development Program, Cindy's been acting as the Deputy
19 Office Director in the Office of NRR for a couple months. She'll be ending that
20 rotation in the next several weeks. And finally, Alicia Mullins, a member of the
21 Advisory Committee for the Employees with Disabilities, will provide a statement
22 on behalf of the advisory committees. I'll now turn the meeting over to Ren.

23 MS. KELLEY: Thank you so much, Bill, Chairman and
24 Commissioners. I want to start by a quick introduction of someone who happens
25 to be seated in the audience, and this individual is the new selectee of the

1 Affirmative Employment Diversity Management Program Manager. He comes to
2 us from the Navy, and the Navy has a very strong diversity program. And I just
3 wanted to take this chance: if you'll wave; Anthony Barnes is his name. We're
4 happy to have him. Because this position is vacant, of course, Bill just
5 mentioned Barbara -- will be making the statement presenting on behalf of the
6 Affirmative Employment Diversity Management Program area. And with that in
7 mind, I want to thank Barbara for serving in that role and many other capacities in
8 which she's serves in SPCR.

9 Next slide please. The government wide has had a focus on
10 diversity. There have been a number of initiatives in that regard. One, of course,
11 the recently issued Hiring Reform Initiative requires that there be a diversity plan
12 within that initiative that will cover the diversity of the entire federal workforce.
13 That plan is being developed by the Office of Personnel Management. And even
14 before this initiative was issued, OPM already had a diversity initiative underway.
15 That initiative was to develop exactly that, a diversity plan. They engaged a
16 number of federal agencies in that effort, and we're told that their work is
17 essentially over, and that that plan should be coming out sometime relatively
18 soon. In addition, we participate along with about 28 federal agencies in what we
19 call a federal interagency partnership. And through this partnership, we
20 exchange best practices, hold seminars, and do other things to advance the
21 cause of diversity in the federal sector.

22 Next slide please. Of course, at NRC, we continue our focus on
23 EEO and diversity, and we just developed a new comprehensive diversity
24 management plan framework. And Barbara will talk about that framework more
25 as she makes her presentation, but for my purposes, I really want to thank those

1 who were on the task group and the executive level group that participated in
2 putting this together. And I want to note that many office directors across the
3 agency and even up to the regional administrative levels participated in this
4 effort, and I really want to express my appreciation for that hard work. I also note
5 that there's been an increase in complaint activity in 2010 as compared to 2009.
6 It's not staggering, but in our informal complaint activity, we increased from 16 to
7 25, and in the formal complaint activity from 8 to 15. And I will say that we're just
8 in one month of 2011, and the numbers are definitely much higher than what
9 we've seen in a one month. So we'll pay attention to what 2011 brings. Despite
10 that increase, we've continued to maintain no back log and to timely process
11 these complaints. In addition, the agency completed the required No Fear Act
12 training. We had a very, very high participation rate in taking that training. And
13 the NRC staff voted it as one of the best online trainings that was available to
14 them. We had successes there.

15 Next slide please. We issued a funding announcement for minority
16 serving institutions, and we got really kind of record numbers of proposals from
17 MSIs in that 44 applications were submitted. We were able to fund 25 of those --
18 not large dollars, but certainly an advancement of our partnership with minority
19 serving institutions and an opportunity to advance their curriculum and staff and
20 faculty development for our future workforce. In connection with the agency's
21 granting of funds, grants, and federal financial assistance to institutions of this
22 sort, we see an increase in the number of compliance reviews that we
23 conducted. However, this increase -- we have been able to timely process the
24 compliance reviews that we've had to do because of the granting of those funds.
25 And NRC was rated B overall in its small business contracting, and Diana Strong

1 will talk more about that in a minute. But I just want to mention that a B is a good
2 rating still. And I know that we still have a viable small business program, and
3 we'll talk more about what strategies we might employ to improve it even more.

4 We've made progress in a number of areas, but much more
5 remains to be done. We recognize that we cannot declare victory in many of the
6 areas. So we continue our efforts to have model equal employment, diversity
7 management, and small business programs. And thank you very much because
8 it does take the concerted efforts of the Chairman, the Commissioners down to
9 ever NRC staff in order to accomplish this. Thank you very much. Barbara.

10 MS. WILLIAMS: Thank you, Ren. Good morning Chairman Jazcko
11 and Commissioners. I appreciate the support that the Commission has given in
12 the areas of affirmative employment and diversity management, and I also
13 appreciate the opportunity today to share with you some of the progress we've
14 made in that area.

15 Could I have the next slide please? A comprehensive diversity
16 management plan establishes an agency wide framework that focuses on
17 recruiting resources that promote differences of ideas, innovation, and growth,
18 non-discrimination and results that encourage not only the individual, but the
19 operational success of the agency. I also want to take this opportunity to thank
20 the Office of ADM that really made a special effort to make sure that we revised
21 the brochure and the DVD, which will be distributed to all offices probably this
22 week. It was an in-house product and they did a very fantastic job on that. So
23 again, Office of ADM, thank you very, very much for that.

24 The CDMP integrates diversity management into agency-wide
25 operations and the goals are included in the operating plans, which we believe

1 will help to guide behaviors, decisions, and diversity management initiatives. In
2 FY 2011, the CDMP will focus on the following areas: leadership, the GG-13
3 through 15 feeder group, entry level which includes the NSPDP, employees,
4 veterans, and persons with disabilities. We believe this is a good road map to
5 success, and achievement of agency diversity management goals will result in
6 changes in overall demographics that I will now provide some highlights for.

7 Over the past few years, there has been a steady decrease in
8 hires, but the overall representation has remained roughly about the same.
9 Representation for white men, for example, has remained about 55 -- I'm sorry,
10 for women and minorities has remained about 55 percent, and representation for
11 white males has remained at about 45 percent. Representation for leaders
12 throughout the agency is 18 percent, and of that 18 percent, 40 percent are
13 women and minorities. The feeder group representation is about 50-50 basically
14 meaning white males represent 50 percent of the feeder group, and women and
15 minorities are 50 percent of the feeder group. We will continue to use the
16 leadership development program such as the SES candidate development
17 program and the leadership potential program to develop future NRC leaders.
18 We think this is a good tool and it has helped us very, very much to ensuring that
19 individuals who have positioned themselves for advancement have an
20 opportunity to do so.

21 Non-retirement attrition is also about the same or lower when
22 compared to the overall representation in the workforce. During FY 2010,
23 however, Hispanic attrition increased from four percent to eight percent.
24 However, review of the data has revealed no consistent trends to explain this
25 increase. However, we will continue to monitor this area very, very closely.

1 Overall, employees cited several categories for leaving the agency. These
2 categories are: compensation, quality of work life, management organization,
3 and personal and family reasons.

4 Next slide please. There are two areas we're giving more attention
5 to as it relates to hiring and that includes veterans and persons with disabilities.
6 NRC like other agencies in the federal workforce is challenged in this area to
7 meet the federal goal. To date, the NRC representation for veterans is 21
8 percent versus the federal target of 25 percent. And person's with disability in
9 NRC, the representation is 0.9 percent versus the federal target of two percent.
10 However, the agency has taken several steps to implement and make increase in
11 this area. Recently, the Chairman issued a yellow announcement to support
12 federal hiring of veterans, for example, and also HR took the lead in establishing
13 goals for veterans in the agency as well as developing a veteran's employment
14 operational plan.

15 Making progress often requires help, and I want to take this
16 opportunity now -- and I know Bill has also done this a few minutes earlier -- to
17 thank the EEO advisory committees for the support in all the previous areas
18 mentioned. Their individual and collective support are invaluable to our success.
19 Recently, we held our first EEO advisory committee training conference, which
20 was in Baltimore. And we held this conference to ensure that the committee
21 members are equipped with the tools and information needed to promote EEO,
22 affirmative employment and diversity management.

23 Next slide. Mentoring has also helped to promote progress by
24 serving as a valuable tool to help develop and retain the staff. Mentoring also
25 helps to transfer knowledge, enabling employees to better position themselves

1 for advancement. Mentoring training is provided to leaders through the
2 leadership academy courses which help to sharpen mentor skills. Mentoring
3 really works thanks to managers and staff who help make a difference and make
4 it happen.

5 We should remember that no one office and no one individual can
6 create the agency wide EEO affirmative employment and diversity management
7 success story. But here are a few examples of best practices offices have
8 accomplished in this area. Diversity management awareness and team building
9 sessions have been conducted in both headquarters and regional offices, and
10 managers continue to play a real strong role in serving as recruitment managers
11 and maintaining liaison with minority serving institutions and other institutions of
12 higher learning to make sure that we help create an information flow that will help
13 attract individuals to the NRC. We also have offices developing tracking systems
14 to enhance office focus on survey and diversity management action plans. Other
15 office strategies address skill imbalances, training needs, transfer of knowledge,
16 valuing differences, and communications. Offices' collective support will ensure
17 agency success.

18 Overall the NRC has done a good job at EEO affirmative
19 employment and diversity. We are always seeking ways to improve, however.
20 And as Bill had mentioned earlier and Ren following have stated, we still have
21 more work to do. We want to continually make progress that will positively
22 impact the agency's overall operating performance in this area. The path forward
23 includes an agency wide implementation of the CDMP's new framework,
24 strategies to increase diversity in leadership, and hiring veterans and persons
25 with disabilities. This concludes my presentation and thank you.

1 MS. STRONG: Good morning, Chairman, Commissioners. Thank
2 you for the opportunity to present on small business contracting. Thank you for
3 the opportunity to serve the agency's small business program and the federal
4 small business community. The federal government is the largest buyer in the
5 world, spending more than \$528 billion in 2009. We're committed to ensuring
6 small businesses, including those owned by the disadvantaged, women,
7 veterans, service disabled veterans, and those located in what's considered
8 historically underutilized business owns across the country should be afforded a
9 fair share of federal contracting opportunities. Small businesses are critical to
10 the nation's economic recovery, the engine that fuels our communities, and the
11 economy by creating one new job at a time.

12 The NRC stands strong and committed to our nation's small
13 business. Small businesses provide vital support to our agency, its mission,
14 operations. They bring competition, innovation to our supplier base and deliver
15 outstanding talent, products, and services. Currently, the agency's small
16 business program -- we've responded to SBA's call. We set aggressive goals
17 and objectives in our fiscal year 2010 small business procurement score card
18 strategic plan. Among other and varied strategies and commitments set forth in
19 that strategic plan, NRC shared the fiscal year 2010 yellow announcement
20 through which the Chairman declared NRC's commitment to and support for
21 small business. In fiscal year 2010, once data was confirmed and final, SBA
22 issued fiscal year 2009 score card performance ratings to departments and
23 agencies. NRC did receive a B rating. The methodology considered both prime
24 and sub-contract small business contracting against goals and considered our
25 progress performance report for the year which was rated fully responsive, the

1 highest rating we could possibly receive.

2 How did we do in comparison? Some agencies received an A.
3 Some agencies failed to perform. Overall, the federal government made
4 progress in increasing awards and opportunities for small business but failed to
5 meet most of the federal targeted goals, 23 percent to small business, five to
6 women, five percent to small disadvantaged, three percent to HUBZone, and
7 three percent to service disabled veterans.

8 As an agency in our program, we're collaborating among the small
9 business program, the Division of Contracts' contracting officers, and program
10 officials to review our requirements for the purpose of recommending
11 reservations set aside to the small business programs. We're reviewing our
12 large prime contractors, their sub-contracting plans, to advocate for small
13 businesses and ensure that they afford opportunities. We provide counsel,
14 training, assistance to thousands of businesses through varied forms to
15 exchange information about our agency, its contracting opportunities, and to
16 discover the market place. We have enjoyed success with our quarterly
17 business seminars. We launched and continue to host a quarterly business
18 seminar. We include the Small Business Program, the Division of Contracts, the
19 Office of the General Counsel, and directors from all of our program officers and
20 other senior officials come out on the first Thursday of every quarter to share
21 information about our agency, its programs, and the contract opportunities with
22 support from many of our offices including the Public Affairs Office of
23 Administration, the printing, the graphics group, the logistics group. We have
24 been able to reach thousands and thousands of businesses in person and
25 through web streaming services across the country.

1 Some success we've enjoyed -- three of our top 10 outstanding
2 performing contractors are small business. They are providing products and
3 services to include IT products, services, solutions and security, staffing resource
4 support, training and technical assistance, and facilities management. Again,
5 they're performing in an outstanding manner. Another success to share, an
6 important one: NRC more than tripled the contract opportunities and awards
7 made between fiscal year 2008 and fiscal year 2009 to service disabled veterans
8 through concerted strategic acquisition planning, set aside contracts, and other
9 outreach that we engaged in. Some of the strategies currently in place to
10 increase opportunities, increasing our market research, to discover the market
11 place, to facilitate small business direct contracting opportunities in teaming.
12 We're designing and building -- continuing to design and build the small business
13 infrastructure, web enabling program operations and services in our forecast of
14 contract opportunities. We're supporting agency sponsored industry days. And
15 we're increasing the internal training to program and contract officials on small
16 business programs.

17 What can we look forward to? What can we expect as we move
18 forward? Well, the President signed the Small Business Jobs and Credit Act of
19 2010 on September 27. We can expect new acquisition and small business
20 related policies, strategies, and programs. They should be implemented through
21 regulations in coming months. Certain provisions of the law enable federal
22 agencies to immediately recognize parity for socioeconomic contracting in small
23 business programs. We can increase training and development of our
24 acquisition workforce and engage in new strategies to meet federal small
25 business contracting goals and objectives. The President's newly established

1 interagency task force on federal contracting opportunities also recommends
2 three top federal priority objectives: stronger rules, better equipped acquisition in
3 workforce, more accountability, and better use of technology and data to ensure
4 small business success.

5 What more can we, NRC, do: design and deploy our CIPIC
6 approved business gateway, a web based tool envisioned as a one stop agency
7 market place portal and exchange; engage in efforts to increase contract
8 opportunities and set asides for the portfolio of federal small business programs.
9 We can incentivize our large contractors to meet and exceed their sub-
10 contracting goals. And we look forward to engaging in collaborative efforts with
11 NRC's strategic acquisition transformation team and the FAIMIS acquisition
12 module team to support and include small business programs and processes and
13 increase small business opportunities in the future. Thank you for the
14 opportunity to present.

15 MR. MAMISH: Good morning, Mr. Chairman, Commissioners. I
16 appreciate the opportunity to share with you how our office enables the staff
17 across the agency to succeed by leveraging our own diversity. Next slide please.
18 In certain aspects OEDO represents the entire agency and is also a microcosm
19 of the agency. In OEDO, we strive to set an example by embracing diversity,
20 living the NRC values, and promoting an open, collaborative work environment.
21 We see diversity and inclusion as part of an essential, long-term business
22 strategy to attract and retain the best and brightest employees in this office and
23 in this agency.

24 First, our staff comes from many different headquarters and
25 regional offices, with different skills, backgrounds, and perspectives. OEDO's

1 diversity has improved significantly over the years. In fact, 10 years ago when I
2 worked in the office, I was only one of three racial/ethnic background employees
3 which represented 10 percent of the office. Currently, the OEDO's staff consists
4 of 10 racial/ethnic minority employees, selected for their outstanding knowledge,
5 skills, and abilities. They represent 23 percent of the office, and I believe the
6 mission of the agency has been well served by this progress.

7 Next slide, please. We try to bring a wide diversity of people into
8 the office, but we also seek to broaden the skills and perspective of people who
9 are already with us. We encourage rotational assignments, both into and out of
10 OEDO, and in any given year we support eight to 12 rotations. We encourage
11 formal training, one-on-one coaching, with a leadership team, and on-the-job
12 education. We have found that informal training often taps hidden talents,
13 develops individual strengths of our employees , and enhances organizational
14 performance. Many of our staff pass through the office in rotational assignments,
15 especially the executive technical assistants, who can add OEDO experience to
16 their portfolio and further diversify their career development. Our office does,
17 however, retain a core experienced staff to help others transition to OEDO and
18 provide meaningful knowledge transfer activity. We also encourage the staff to
19 practice and serve as examples of servant leadership, situational leadership, and
20 interdependence.

21 Next slide, please. To set an example of open, collaborative work
22 environment and help train and develop our staff, we leverage our diversity to
23 promote an inclusive culture of learning. In such a work environment, everyone's
24 input is valued. We learn from one another, regardless of grade or position, and
25 we maintain an open line of communication. Bill, the DEDOs, and I all have an

1 open door policy. We also see the OEDO as a non-hierarchical organization
2 where everyone can offer an idea or provide feedback or diverse views to any of
3 the senior leaders without having to go through the normal chain of command.
4 We have informal Munch 'n Learns, where the staff can showcase their diverse
5 subject matter knowledge through short presentations on different topics. We
6 have regular staff meetings, and at least once a year we go off to a retreat where
7 everyone can in the office get together for a day and a half to reflect, discuss
8 their perspectives, and engage in team building exercises. We just had a very
9 successful retreat a few weeks ago in Annapolis, where we focused on the
10 theme of continuous improvement.

11 Next slide, please. I mentioned earlier that we reflect the diversity
12 of the agency. By the way, let me mention that each slide features one man and
13 one woman from the office, because our staff is, in fact, evenly split between
14 men and women, so we're doing well in that regard. But the point I wanted to
15 make is that we try to use our diverse abilities and talents to champion activities
16 that are innovative and that can help the staff realize their full potential. We have
17 special teams that draw on the diverse talents and backgrounds to help not only
18 make the agency more efficient and cost effective, but also enhance the working
19 lives of the staff. For example, the Office of Research engaged our process
20 improvement team to improve the timeliness of researchers' contracting actions.
21 This effort not only resulted in reducing the average time to process contracting
22 actions from 50 days to 18 days, but it far surpassed the projects timeliness goal.
23 And I think if you were to ask or talk with any of the staff who are involved in
24 these types of activities, generally they would tell you it's not just the savings and
25 the efficiencies that's realized by the agency, but it's also the difference it makes

1 in their professional lives, that the projects that they're working on significantly
2 improved their working lives as well.

3 A diverse overhead review team headed by Cindy Carpenter is
4 already at work, seeking how we can consolidate corporate activities and
5 improve efficiency, which we believe will reduce unnecessary burden on the staff
6 and enhance morale. And the Strategic Acquisition Team, headed by Phyllis
7 Bower, is using the diverse talents of former NRC contracting officers to develop
8 and implement an approach that integrates acquisition planning and execution
9 with budget formulation and financial execution. The goal of the team is to
10 transform the NRC's spending from a stovepipe, tactical, reactionary process to
11 one that's proactive, disciplined, structured, and strategically focused.

12 Finally, the DEDOs work with HR and SBCR to examine the
13 diversity measures on a periodic basis, and to locate and hire a wide diversity of
14 talent. We're also in regular communication with the office directors and the
15 regional administrators to promote the agency's diversity goals and to provide the
16 staff every opportunity to grow and advance. In summary, OEDO is a small
17 office that leverages the agency's diversity to enhance the staff's professional
18 portfolio, to develop leadership in others, and to continue to enhance
19 organizational performance. We are proud to include a wide array of people with
20 many talents and backgrounds, which we believe reflects the strength of the
21 agency as a whole. Thank you. Cindy.

22 MS. PEDERSON: Good morning, Mr. Chairman, Commissioners.
23 It's my pleasure to be here today to represent Region III leadership and staff, and
24 share with you our Region III vision and the progress we've made in diversity.
25 We have worked hard to recruit and retain a highly skilled and more diverse work

1 force. I am pleased to share that progress with you today.

2 Next slide, please. This has been our vision for a number of years.
3 It's the means by which we accomplish our safety mission. We achieve
4 excellence through our unrelenting focus on public safety. The respect and value
5 we place on our diverse views, experiences, and contributions, and the continual
6 improvement in our processes and procedures.

7 Next slide, please. In Region III we encourage trust, respect, and
8 open communication to foster and promote our open, collaborative work
9 environment. Our vision speaks to the mindset and attitude of the people in
10 Region III and maximizes the potential of all individuals to achieve our safety
11 mission.

12 Next slide, please. The first part of our vision and focus is on our
13 passion for public safety. We accomplish our work by having a diverse and
14 skilled workforce, diverse in demographics, background, thoughts, and
15 experiences. The workforce demographics in Region III are changing. Region III
16 has made progress in promoting women and minorities into leadership and
17 managerial positions. From 2003 to present, we have had an increase of 50
18 percent in our women and minorities in leadership positions. Additionally, 40
19 percent of our senior managers are women and/or minorities. Also, Region III
20 has been actively involved in agency recruiting. In FY 2010 alone, we
21 participated in 22 recruiting events, including five at minority serving institutions
22 and three at minority organizations. We are proud to have six university
23 champions, including two at minority serving institutions. And our recruitment of
24 entry level staff in Nuclear Safety Professional Development Program
25 participants has been extremely effective and has resulted in attracting highly

1 qualified and culturally diverse candidates to meet our hiring needs. Seventy-
2 three percent of our entry level hires over the last seven years have been women
3 and or minorities. Our focus on entry level hiring has had a significant influence
4 on our overall diversity profile.

5 Knowledge management has also been a focus for Region III, over
6 the last several years. Some ongoing initiatives that we are proud of include our
7 voice over presentations, or podcasts, exit interviews of retiring managers and
8 staff, training sessions that focus on our inspector qualifications, and an image
9 database that includes photographs of safety systems and also facilities. These
10 and other KM initiatives have resulted in our ability to transfer knowledge to our
11 new hires. Training and development are not only focused, however, on our new
12 employees, but all employees. In addition, training offered in Region III has
13 included 73 courses that we have bought into the region in both technical and
14 administrative fields, in the last year alone.

15 An importance of having an open and collaborative work
16 environment permeates our regional organization. Our regional administrator,
17 Mark Satorius, who you know, is a champion of hearing everyone's views. We
18 believe we make better decisions when our diverse views are expressed. An
19 example of our knowledge management and our open collaborative work
20 environment is our morning events briefing. We invite everyone, both technical
21 and administrative, since we cover both topics. Daily, information is exchanged
22 so we can collaborate on moving forward. It's an opportunity for us to focus on
23 what's important or needs our immediate attention. In addition, we use it to
24 share knowledge among those that are present.

25 Next slide, please. Second aspect of our Region III vision is

1 inclusion. Inclusion encourages teamwork, relationships, communications, and
2 cohesiveness, which positively impacts our organizational effectiveness. The
3 Region III Diversity Management Advisory Committee, or DMAC, assists the
4 region in creating and supporting a positive work environment that enables
5 employees to use and appreciate their diverse talents. Next slide, please. The
6 Regional Administrator meets with the DMAC quarterly to receive advice and
7 keep abreast of the many activities of the Special Emphasis Committees. The
8 committee members oversee a large number of events. A sampling of just a few
9 of them are, and some of which you'll see in the photograph on the slide, the
10 Region III Diversity Day Celebration, Black History Month activities, Women's
11 History Month activities, Asian Pacific American luncheons, Administrative
12 Professionals' luncheons, Toys for Tots, and this year, the Black Hawk Stanley
13 Cup celebration, which we hope to continue in future years. Stay tuned on that
14 one. But we use these as opportunities to celebrate our differences and our
15 contributions. Additionally, the Region III Partnership Committee has continued
16 to actively address issues regarding workplace environment, creation of staffing
17 plans, and facilitating office moves and expansions.

18 Next slide, please. We value diverse views not only from our own
19 staff, but from other stakeholders as well. Our outreach strategy is to actively
20 communicate with internal and external stakeholders. We focus on
21 strengthening relationships, trust, and the NRC's credibility among licensees, the
22 public, state and local governments, Native American Tribes, and others, which
23 provides us the benefit of all of those parties' diverse views. Also, our Employee
24 Welfare and Recreation Association, or EWRA, is considered an important part
25 of the Region III moral and general well being. Region III's EWRA coordinates

1 our annual holiday party, arranges golf outings, after hour get-togethers, donates
2 funds to charities, such as the Autism Walk, et cetera, contributing to the diverse
3 interest of our staff. Additionally, Region III is getting the word out about
4 underrepresentation of women and minorities in the stem fields, science,
5 technology, engineering, and math. We began our youth outreach initiative
6 about five years ago and since that time, have reached several thousand
7 students and influential adults, informing them of the benefits of pursuing STEM,
8 science, technology, engineering, and math. Additionally, a highlight of each of
9 our years is our annual Take Your Children to Work Day, of which we are proud
10 to have held 13. Through our initiatives, we are building a more diverse pipeline
11 for ours and the nation's future.

12 Next slide, please. The third part of our vision is infrastructure. Our
13 leadership team is very collaborative, and we have broken down the silos of the
14 past. We meet to share our diverse views and work on regional and agency
15 issues. We began our enlightened leadership journey in 2005 with training for
16 our senior leadership. Since then we've expanded enlightened leadership to our
17 branch chiefs and the staff. This course has taught new concepts to facilitate the
18 teambuilding process and assessment tools to evaluate the relative strengths in
19 areas of development. Utilizing enlightened leadership has allowed us a greater
20 forward focus. An example of this is our operating plan review meetings. Here,
21 the leadership team and our project managers review our monthly performance
22 in all areas of regional performance, including the comprehensive diversity
23 management measures. And lastly to highlight is our work-life approach. We
24 are a diverse workforce and having the ability to be flexible with work schedules
25 and locations is a fantastic tool for recruiting as well as for retention. The

1 leadership team clearly models the NewFlex and has been receptive to part time
2 and work at home requests.

3 In conclusion, it's been my pleasure to share with you our progress.

4 I look forward to your questions. Thank you. Alicia.

5 MS. MULLINS: Good morning, Chairman Jaczko, Commissioner
6 Svinicki, Apostolakis, Magwood, Ostendorff, Mr. Borchardt, and NRC staff. I'm
7 grateful for this opportunity to present a summary of the Equal Opportunity
8 Advisory Committee's Joint Statement.

9 For several years, the EEO Advisory Committees have worked with
10 the Office of Small Business and Civil Rights and the Office of Human Resources
11 along with the National Treasury Employees Union to ensure that the agency has
12 a staff in promoting diversity in the workplace. Presently there are seven EEO
13 committees. The Advisory Committee for African American, or ACAA, the Asian
14 Pacific American Advisory Committee, or APAAC, the Hispanic Employee
15 Program Advisory Committee, or HEPAC, the Native American Advisory
16 Committee, or NAAC, the Federal Women's Program Advisory Committee, or
17 FEPAC, the Diversity Advisory Committee on Ageism, or DACA, the Advisory
18 Committee for Employees with Disabilities, also known as ACED. At this time, I
19 would acknowledge a few of the agency's major accomplishments. We have
20 seen continued progress in the area of minority recruitment for the entry-level
21 position at the GG 5, through GG 12 level. Our continued partnership with HR
22 and SBCR should continue to improve these areas in future years.

23 Next, I will address women and minority groups in supervisory and
24 Senior Executive Service positions. Over the past year, the number of women
25 and minorities in SES positions have been held at a steady state. The

1 representation of women and minorities in team leader positions has decreased.
2 Most notable is a decrease in African American team leaders from 15 percent to
3 12 percent in 2010, as well as a Hispanic and Asian Pacific American decrease
4 by one percent. Agency encouragement for women and minorities to apply for
5 team leader positions is needed. Although we are still under the Presidential
6 target of two percent meeting our workforce requirement in regards to hiring
7 individuals with targeted disabilities, tremendous progress has been shown. Six
8 individuals with targeted disabilities have been hired this past year. Members of
9 the Advisory Committee for Employees with Disabilities have made efforts to
10 include all employees in contributing to the work environment by providing deaf
11 etiquette and American sign language classes. The support of staff has been
12 amazing at headquarters and at the regions. ACED has also led efforts to
13 promote the understanding of how to acquire reasonable accommodations within
14 the agency.

15 I will now address the agency's recruitment activities. Recruitment
16 is a very important element in the effort to increase representation of women,
17 minorities, and individuals with targeted disabilities at the NRC. EEO's advisory
18 committees continue to support HR's virtual career fairs, NSPDP invitationals,
19 school science fairs, recruitment and universities, and professional career fairs.
20 The Diversity Management Advisory Committee, DMAC, has worked with SBCR
21 and HR to communicate their strategy for future recruitment efforts. Participation
22 in recruitment events provides EEO advisory committees with the opportunity to
23 play an active role in reaching out to a greater number of qualified women and
24 minorities and individuals with targeted disabilities in the applicant pool.
25 Communication with younger students can assist them in thinking early about

1 future careers with the NRC, and the opportunity to speak with experienced
2 professionals can also serve as a valuable influence in the agency's recruitment
3 efforts. I would also like to mention that SBCR hosted the first ever EEO
4 Advisory Committees' training conference this September in Baltimore, Maryland.
5 It was a successful conference with 42 attendees from headquarters and the
6 regions. Effective presenters touched a variety of affirmative employment and
7 diversity topics that faced the EEO Advisory Committees. The committees
8 obtained information, tools, and resources from the conference. Thirty five of the
9 42 attendees submitted conference feedback sheets. Of those, two rated
10 conference overall as good and 33 rated the conference overall as excellent.

11 In closing, the NRC has been voted the best place to work in the
12 federal government for the third consecutive year. This recognition highlights the
13 values that NRC has for its employees and respect for diversity in the workplace.
14 As the EEO Advisory Committees continue to work assisting agency leaders in
15 meeting the objectives of the CDMP, with your support, we can continue to make
16 NRC a place where valuing diversity is engrained in the agency culture. Thank
17 you again for this opportunity to speak today.

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

19 CHAIRMAN JACZKO: Very interesting and informative
20 presentation. We will start the Commission portion with Commissioner
21 Magwood.

22 COMMISSIONER MAGWOOD: Thank you, Chairman, and happy
23 election day, everyone. I hope you all either have or expect to soon exercise
24 your franchise in this great democracy. Also, congratulations to San Francisco
25 Giants fans out there, if there are any.

1 [laughter]

2 Let me make a couple of comments. First, let me sort of recognize
3 Ren, Barbara, and Diana for their efforts. I think that, you know, you've really
4 kind of act as a certain point for a lot of what we're talking about today, and I
5 have had a chance to interact with your group on a couple of occasions and, you
6 know, certainly with Ren and Barbara on multiple occasions. And I think you're
7 doing a very professional job and bringing a lot of passion to it, so I appreciate
8 that. Congratulations for doing that.

9 Well, let me also take just a moment to reiterate my thanks to the
10 legendary Jim McDermott, who is departing soon. Without repeating what others
11 have already said, I just want to say thank you personally. From the short time
12 I've been here, it's been a little over six months, your presence has been very
13 large in my tenure so far, and I appreciate what you've done and your advice and
14 your tendency to speak your mind, even maybe when you shouldn't.

15 [laughter]

16 There was in a presentation a comment about management, but
17 I've often actually -- as you recall, I came to your offices to talk about the
18 Knowledge Management program and learned a lot about that and thought, you
19 know, that it is a very good program, but I wonder is that actively tied into the
20 diversity efforts? Is this something that you have discussions with Ren and her
21 group about how to build the diversity message into those activities?

22 MR. MCDERMOTT: Well, we do it, but quite honestly I don't -- in a
23 limited fashion. The biggest focus that we have for knowledge transfer and
24 knowledge management comes by way of the grants program, where we try and
25 make sure that we get a robust number of minority serving institutions to apply

1 for the grants, then we're on the road. Ren's folks go; my folks go; we go out
2 there. Once we get our foot in the campus, we recruit. We talk to the professors.
3 We buy the professor with the grant, and then the professor recruits the students
4 for us, to come to work for us, and it is a very, very positive experience. We're,
5 you know, in a fairly flat hiring mode, but we'll still hire a couple of hundred
6 people this year, and we'll try, and Bill will make me, to hire about 20 to 25
7 percent of them at the entry level. That's where we'll get them out of these
8 schools. And out of some of these schools, they'll come with a head start.
9 They'll have taken some nuclear engineering or some HP programs while they're
10 still undergraduates. It's a winning combo.

11 COMMISSIONER MAGWOOD: I appreciate that and more of
12 those activities. Let me just sort of give you advice that I think the Knowledge
13 Management Program provides some opportunities that build that leadership
14 feeder line that we were talking about earlier today. I think that that's an area
15 where some of the existing staff could benefit, if they were to participate more in
16 those knowledge management activities. I think there's some opportunities
17 there. Let me ask --

18 MS. WILLIAMS: Excuse me, Commissioner Magwood.

19 COMMISSIONER MAGWOOD: Oh, I'm sorry.

20 MS. WILLIAMS: I'm sorry to interrupt. Could I add to that as well?
21 I want to add some additional comments on that. The Office of FSME took the
22 lead also in coordinating an initiative whereby they wanted to ensure that POCs
23 in all of the offices in the agency got a collective piece of information about how
24 to deal with the Tribal community, transferring that knowledge to all of the offices
25 in the agency to make sure that we could reach out to the Tribal community in a

1 much more effective way. Our office participated in that, and I know Tuwanda
2 Smith is here, and I wanted to give her some credit for that as well. We've done
3 a lot of work with the Tribal community, and there were others. I can't remember
4 everybody who was on the program, but that was a great initiative to make sure
5 that uniformly we got information to the offices, so they can better serve Tribal
6 communities, here again, transferring the knowledge outward.

7 COMMISSIONER MAGWOOD: Great, thank you very much. Let
8 me first -- I haven't seen Cynthia since she's arrived here, welcome. I guess you
9 -- how long have you been here now?

10 MS. PEDERSON: Close to three months.

11 COMMISSIONER MAGWOOD: Yeah, see I'm slow on the uptake
12 on these things. I'll have to make a point to catch up with you. Just a general
13 question for you, is -- now you've been at headquarters, working in a senior
14 capacity for a while, do you have any observations for the Commission regarding
15 the interaction on diversity in small business issues between headquarters and
16 the regions? Is everything working as well as it could or do you have any
17 thoughts about things that can be improved as far as that relationship?

18 MS. PEDERSON: I think there are many items that could be
19 shared further, and we've had conversations about some of those kinds of things.
20 I think a lot of the offices do things that are very helpful and very innovative, and I
21 think if we took an opportunity maybe to share a little bit more, we'd all benefit
22 from that as well, but I think a lot of good things are being done in the agency.

23 COMMISSIONER MAGWOOD: I appreciate that and encourage
24 you that as you do your tenure here keep bringing that message, and if there are
25 some things that you, after your time here that you think we should think about,

1 perhaps there could be a, you know, more interaction with regions and the
2 headquarters, and sort of give some thought to that.

3 MS. PEDERSON: Certainly.

4 COMMISSIONER MAGWOOD: I appreciate that. Let me ask a
5 question about the hiring of veterans and disabled individuals. One of the
6 comments, I think, was in Barbara's presentation, that we haven't quite met our
7 targets with those populations. I'm curious, what are the challenges of recruiting
8 employees in those categories, and Alicia, if you have some comments on that,
9 too, I would like to hear that as well, but Barbara.

10 MS. WILLIAMS: I think one of the biggest challenges is getting the
11 word out, and I think that what HR has done to make sure that we have a plan, a
12 hiring plan for veterans is one first step, and also make sure that we have an
13 operational plan as a second step. I know the Office of OIS, for example, and
14 they're in the audience, quote me if I'm wrong on this, but OIS, for example,
15 utilizes something called Hires USA, something like that, where they announce
16 their vacancies through this particular service activity to attract. So I think we just
17 have to get the message out to the veterans that we're looking for them as well
18 and I think the steps we are taking to implement these particular programs,
19 developing a plan, you know the announcement that the Chairman signed out, is
20 going to make the NRC aware, and the NRC family can get that message out as
21 well as the outreach effort that we have as well, but I think that's been a barrier,
22 just getting the information out, and I think that's going to help.

23 COMMISSIONER MAGWOOD: Thank you.

24 MR. MCDERMOTT: I want to add that the -- and as the Chairman
25 knows well, he serves on the Veteran's Hiring Counsel, and we do serendipitous

1 things. DOD suggested, "You know, we could go and get enlisted personnel
2 that don't have degrees and start working with them. And we're going to talk to
3 OPM about it, and we're going to partner with Homeland Security and all that."
4 And I said, "Well" -- I was bad as usual. I told John Berry, I said, "Since I get to
5 be my own OPM for this, we're not talking about it; we're doing it." We're hiring a
6 couple of high school grad veterans into para-professional positions, and then
7 we're telling them, "Okay, now use your GI Bill, and we'll work your schedule so
8 you go and you get your degree. And then you get your degree, and we'll
9 transition you into you know, a professional position." Are we doing this on a
10 huge scale: two so far. One actually hired and one about to come to work, but
11 that's how we'll advance that cause.

12 COMMISSIONER MAGWOOD: Thank you. Alicia.

13 MS. MULLINS: Yeah, in the area of disabilities, we try to focus
14 more on visiting specific universities that have individuals with disabilities that are
15 obvious, that we can visit and making them known as to who we are. We need
16 to, you know, advertise ourselves more. In keeping that connection, even if
17 we're not hiring, to keep them in the loop of what's going on in the federal
18 government, so that when they're ready to look for a full time employment, they
19 know where to come, basically.

20 COMMISSIONER MAGWOOD: When you visit universities like
21 that, I guess Gallaudet would be an example, do you find those universities have
22 strong technical programs?

23 MS. MULLINS: Some do. The University of the National Technical
24 Institute for the Deaf in Rochester, New York, which I'm university champion of.
25 they have very good technology, engineering background. The situation is NRC

1 gives grant money to RIT and TID, and we're just now over the last year or two,
2 becoming more familiar -- making them more familiar with who we are. Once we
3 get the students more familiar with who we are and get them into the agency,
4 word of mouth will start, you know, showing everybody what a good agency we
5 are to work for and getting people to come. It's just a matter of time.

6 MR. BORCHARDT: Yeah, that's the benefit of this university
7 champion concept that we've had a place for a couple of years now. It takes a
8 while to build the momentum and to build that relationship and trust, and it's -- I
9 think it's going to really work to our benefit over the next several years as we're
10 not hiring as many, and we're focusing our recruitment at specific minority
11 serving institutions or places where we can hire some of the other targeted
12 areas, and it's having that one-on-one relationship which is incredibly important.

13 COMMISSIONER MAGWOOD: I agree with that. Thank you for
14 those comments and, Mr. Chairman, I'd appreciate having this Commission
15 briefing. It's interesting, I think this maybe the biggest audience I've seen for a
16 Commission meeting, so far since I've been here, so there's obviously a lot of
17 interest here on the subject. Thank you.

18 CHAIRMAN JACZKO: Commissioner Ostendorff.

19 COMMISSIONER OSTENDORFF: Thank you, Mr. Chairman. I
20 want to echo Commissioner Magwood's comments about the attendance and
21 interest in this topic or these topics. I completely agree with you, Bill. Others
22 have said about the diverse workforce here at the NRC being a major driver for
23 why it's such a great place to work, and a couple of people have also highlighted
24 a second point that I want just to add my support of. I think it also makes us a
25 much better agency as far as the diversity of opinions, perspectives, experiences

1 that are brought to bear on the decision-making in the environment in which
2 they're able to do that. I think that's just another really important thing for us not
3 to lose sight of, so I thank all of you at the table and those behind you for your
4 efforts to make that happen.

5 Ren, I wanted to start out with you if I could please, and I
6 appreciate your comments on highlighting to the Commissioners the increased
7 complaints. Now, I would just comment from my experience. I wouldn't
8 necessarily view that as a bad thing, it certainly bears watching, but I've been
9 over to other organizations and a lot of different jobs my adult life where
10 sometimes complaints went down but it was because there was an atmosphere
11 in which those complaints were not freely voiced, and so I -- just to add, you
12 know, don't worry too much about the number. You got to look at trends and root
13 causes, but I've seen places, as I know others have, where people do not feel
14 free to voice a complaint, therefore they didn't have any complaints, and that was
15 not necessarily a good organization. Thank you for highlighting that.

16 MS. KELLEY: I agree.

17 COMMISSIONER OSTENDORFF: Barbara, I wanted to maybe
18 make a couple of comments to you if I could, and then I may have a question
19 here, but I wanted to focus, this won't surprise some of you who know I have a
20 son in the military, I really appreciate what you're doing to help our vets, and I
21 wanted to maybe provide a perspective on that. I'm not trying to over-
22 personalize it, but I've had some direct experience. A lot of soldiers in Germany
23 and Fort Stewart, and at Fort Sill, over the last four and a half years since my son
24 received a commission in the Army, and I would just tell you -- and my son just
25 got back two weeks ago from his second tour in Iraq, and he'd been hurt in a

1 previous tour. He's going to be fine. I'm not worried. He's got a supportive
2 family, and he's going to find a job. He's going to transition to civilian career this
3 spring, but I do worry about those folks that don't have two parents at home, that
4 don't have -- they may be in a single parent situation, and I was going to give you
5 a couple of anecdotes here that I think will highlight some of this to you.

6 My wife of 33 years grew up in an Army family. She went to 13
7 different schools before she graduated from high school. My son has moved
8 seven times since he graduated from college in 2006, and so I'd say that many of
9 these soldiers, in particular, and I'm focusing mostly on the Army, I was in the
10 Navy for many years, but I'm going to focus on the Army, because they've borne
11 the brunt of the fighting in Iraq and Afghanistan. I'd say most of those folks have
12 a transitory lifestyle. They may not have any nexus with the part of the country
13 where NRC is there. If you look at the demographics and Secretary Gates has
14 talked about this very recently in a couple of major speeches, the demographics
15 of today's enlisted Army force are primarily people from the south, Midwest, and
16 mountain states. And if you look at the greater D.C., Baltimore area where we
17 currently are, quite frankly you don't have a combat unit that's deploying out of
18 here. You don't have any combat arms troops in the Army. You don't have a
19 large number percentage wise of people in this relatively high educated area
20 serving in the military, so where do you go? You go to Pine Bluff, Arkansas. You
21 go to -- where I grew up in Jonesboro, Louisiana, in that area and you see people
22 that are kind of in a different part of the country that may not have the exposure
23 to the NRC.

24 When I took my son's car back to him here on October 17 down at
25 Fort Stewart, Georgia -- he's in Hinesville, Georgia, and that's about an hour from

1 Savannah. There's no NRC facility there, and they had 20,000 troops, 5,000
2 which had just gotten back from the previous week from Iraq. And so I bring that
3 up because, and this goes to Commissioner Magwood's comment about asking
4 for challenges, I think one of the challenges is how do you conduct effective
5 outreach to people that don't know what the NRC is and are not co-located with
6 the facility? I spent some time helping some people with -- was it the Feds Hire
7 Vets? I think that website. And while those tools are helpful, there is no
8 substitute for a person, for a point of contact, and so I'd strongly encourage you,
9 and you probably already had this, because we've had this discussion before, but
10 for those that are in the position, I think having a personal contact, somebody
11 they can call or email, and perhaps get some advice is really helpful.

12 Barbara, please respond to anything I've said there, because I'm
13 very interested in what you're doing. I think we all want to help.

14 MS. WILLIAMS: This is one initiative that we are currently working
15 on, we being the Office of Small Businesses and Civil Rights, but we're working
16 with minority serving institutions to provide educational programs for veterans
17 and enlisted personnel, and these are individuals who are close to departure
18 from military service. And we want to provide them with actual credentials -- not
19 we, but the minority serving institutions want to provide them with actual
20 credentials and maintain knowledge and skills that in the technical areas, which
21 is areas that we would be interested in, the critical areas that we would be
22 interested in. So there's a partnership going on to -- with minority serving
23 institutions to target in particular enlisted and military personnel that's ready for a
24 departure from the military.

25 COMMISSIONER OSTENDORFF: That's great, and I want to

1 maybe piggyback that comment, Barb, with Jim's comment about hiring enlisted
2 individuals who do not have a college degree. When I was CO of a submarine
3 from 1992 to 1995, I had 140 men on that submarine. Thirty-five percent of that
4 crew was either African American or Hispanic, 25 percent African American with
5 10 percent Hispanic. And I can't tell you the number of people I saw on the six
6 submarines that I served on who did not have the opportunity to get a college
7 education, but went on and did just terrific things, because somebody gave him a
8 chance. Somebody gave that person a chance, somebody had a little faith in
9 them, opened the door, and so I applaud you and your team for what you're
10 doing, Barb and others, to provide this opportunity.

11 Well, it goes without saying, Barbara, anything that we can do to
12 help you, I appreciate the Chairman's leadership in this in the inter-agency task
13 force, Chairman Jaczko, what you're doing to support the veterans and the
14 disability hiring. I think this is something that really merits our attention, and I
15 know that we all want to help.

16 Diane, I want to make a couple of comments if I could on the Small
17 Business Contracting and I was looking at the goals. The goals here are pretty
18 ambitious and I think -- I go along with Ren I don't think a grade of B is a bad
19 grade at all. When I look at -- you know it's easy to achieve -- to get an A when
20 you are not challenging yourself. It is much harder when you have a challenging
21 goal. So I want to applaud the agency and the team for having challenging
22 goals. I know and I think Commissioner Magwood and I dealt with these issues
23 during our different time periods at the Department of Energy. One of the things
24 that I saw looking at small business performance in the contracting nature was
25 the frequent complaint from small businesses, how do I break into the system?

1 How do I learn how to do this? Where do you start? So I was very pleased and I
2 am focusing in on your seminars. I think those seminars are vitally important to
3 provide that opportunity for somebody to learn. So I just encourage you to
4 continue that because I think that is really important.

5 Nader, I wanted to comment on your presentation on the rotations.
6 I just had somebody finish the rotation in our office. She did a 90 day rotation.
7 She left about two weeks ago. Every person in my office learned a lot from this
8 individual. I think she learned a little bit from our office. But I wanted to comment
9 on how much -- how important I think the rotation policy is in the OEDO. I will
10 just take my experience in the Department of Defense and Department of Energy
11 that I think NRC is way ahead of at least those two other agencies but perhaps
12 most other federal agencies in encouraging not just for diversity purposes, which
13 I fully support, but for a holistic set of reasons the rotation. I think Bill what you
14 are doing to really encourage that across the entire organization as well as out in
15 the field is really just positive. I think we all learned a lot more by having the
16 chance to build a relationship, to meet somebody, hear a different perspective
17 that otherwise we would not hear from. So I just wanted to add my support of
18 that. Last I want to ask Cynthia a question. I appreciated your briefing and so
19 forth and was very impressed with your Region III programs and where you all
20 made progress. Is there anything you need further help from headquarters on?

21 MS. PEDERSON: I think we're well supported by headquarters
22 and I think it is a collaborative effort. We do utilize their services as well as we
23 give back to those as well. So there is nothing specific I have to ask for. I think
24 it's working well.

25 COMMISSIONER OSTENDORFF: Thanks for being here today.

1 Thank you, Mr. Chairman.

2 CHAIRMAN JACZKO: Commissioner Svinicki.

3 COMMISSIONER SVINICKI: We always cover such a diversity of
4 topics at this meeting, so I have a few comments and maybe some questions as
5 well. First of all, I want to say thank you to Cindy and Nader for representing a
6 smaller NRC program and a larger program which is how we tend to structure
7 this meeting. But thank you for your perspectives, Ren, SBCR. I second what
8 Commissioner Magwood said. You all are doing yeomen's work, and I will direct
9 maybe a question to you which is we talk about a lot of these initiatives as
10 something that is improving us as an organization which is a true statement. But
11 at heart a lot of these are requirements and compliance based initiatives that we
12 have to do. There is, in my view, a heavy administrative burden that SBCR is
13 trying to make sure that every time I see a new government initiative or
14 something like that I read it and say, "Oh, this is very interesting, and I am glad
15 someone is taking on this important issue and kind of organizing the
16 government's efforts." But I think in your office when you see it you probably say,
17 "Oh, I need to assign this to a person," and it is yet another thing that we are
18 going to have to be moving forward on. I would ask you as you look at again an
19 area that is so worthy of a lot of initiatives and executive orders and things like
20 that, but at the end of the day it's a workload and a resourcing thing for you. As
21 you see that, how are we managing our way through that in terms of all of the
22 compliance that we face in this area? Do we have people who are having to put
23 in overtime or are we getting the work done?

24 MS. KELLEY: I guess the short answer to that is yes. We do put in
25 some overtime and sometimes it is necessary just to meet that requirement or to

1 be on top of some of the things that are going on. Given that we do have limited
2 resources as every other office does, we try to be strategic in terms of what
3 initiatives we take on. What we do first, we know that the requirements and the
4 oversight by the agencies and Congress and others who actually challenge the
5 agencies to meet these requirements. They've kind of stepped up their efforts
6 and are being a lot more insistent that we comply with the regulations and what
7 have you. So we have been audited.

8 We've had two instances where we were audited and they were not
9 announced previously. We were able to provide, I think, information that shows
10 that the agency is not at ground zero. We know that there's probably more that
11 we need to do in a number of areas, but we strategically placed the resources to
12 cover a vast majority of the things that the agency is on the hook to do. While we
13 may not have done it all, we are able to speak to an effort and give a plan in
14 terms of forward progression in those areas. It is a challenge, and we just kind of
15 work our way through it. I want to thank all the offices and everyone who helps
16 us to do that because it is a collaborative effort and very much appreciative of the
17 efforts of others to help in doing that.

18 COMMISSIONER SVINICKI: I appreciate that response. I think
19 what I am just trying to shine a little spot light on how much of this is what I'll call
20 "compliance based," and there is an administrative burden that comes with that.
21 So we tend to talk a lot about other initiatives but there is a lot of kind of bread
22 and butter stuff that you guys got to turn out quarterly and yearly. So, again, I
23 wanted to shine a little bit of a spotlight on that. I'll also add my perspective to
24 what Commissioner Ostendorff said about small business contracting and a B
25 grade and the aggressiveness of our targets. I have worked around the military

1 services and the Defense Department, and it's very challenging for some of the
2 large departments and agencies to meet their goals. I think many people would
3 be covetous of our B grade. So I just want to share that perspective as well. I
4 didn't want you to have to be the only one to say that a B grade is a good grade.
5 It is a really good grade. A lot of departments and agencies are really struggling,
6 and I think our goals are probably a little more aggressive than theirs, so I think it
7 is a real compliment to us.

8 I would like to thank you, Alicia, for your presentation, and I think
9 the advisory committees, as the Chairman noted in his opening remarks, are a
10 real multiplier of all of our efforts. So the employees who participate on those
11 committees are all volunteers, and so I am very grateful and in addition to holding
12 wonderful events that are a pleasure to go to, the work that they do weekly and
13 monthly really supports the agency in all of these programs that we're talking
14 about. I will also mention that rotational assignments -- I have now had rotational
15 assignees in my office, and so I would comment at this meeting about the
16 interesting learning in that. For me, what I thought, "Well, this individual is likely
17 to be interested in the following things or will take away things, additions to their
18 resume in the followings ways." But in meeting with an individual after they have
19 had a rotational in your office -- in my case I was surprised at the things that she
20 said. That it caused her to learn things about the NRC just viewing it from a
21 different perspective than her usual job.

22 So here I thought, "Oh, this is how I can sell people on doing a
23 rotational in my office," and it was a learning for me that they are going to decide
24 what benefit they derive and what use they make of it. But I think it was a win-
25 win because she made a wonderful contribution. But she said it was great to

1 view the NRC from a different perspective. So I add my voice to that. Then I
2 want to say that there has been mention of open collaborative work environment
3 today, and I am glad that we are really kind of inter weaving these initiatives
4 because at the end of the day an open collaborative work environment, by its
5 nature, values diversity and different perspectives. So I think the danger is to
6 have so many initiatives that they are all looked at singularly but I have heard, I
7 think, from everybody who presented today, weaving that in as an important way
8 that we value diversity is by that work environment.

9 The last thing I wanted to talk about was recruitment. And really
10 my question is maybe outside the bounds of just today's meeting, but I think that
11 Bill Borchardt started off by talking about the fact that the agency over the last
12 few years is now leveling out and not in the aggressive hiring mode that we had
13 been in. So I would like to hear from anyone who has a perspective about what
14 are the important things for an organization as they shift from a period where
15 there were a lot of new faces coming in both entry level and mid-career and
16 managers, but now at every level we will be -- our need for new people will be
17 less. But how do you take these important diversity efforts and also wanting to
18 bring in the right skills mix. How do you scale that back without doing damage? I
19 imagine the first answer is "very carefully," but what are the things that we need
20 to remember as an organization as we do that?

21 MR. BORCHARDT: Well I think we need to be and we have
22 started being more surgical if you will on where we do the recruiting. There are
23 some places where we have been very successful. We have a good track
24 record. The students know the NRC and I think we take advantage of that
25 opportunity. That university champion thing we mentioned earlier is another way

1 to keep a good relationship even during the lean times. Once they get on board I
2 mean it's all about open collaborative work environment, it's all about knowledge
3 management, making them feel like they are a contributing member of our
4 success. That just builds enthusiasm and continued success. It is a very long
5 every day effort by the supervisors.

6 The only thing that I would add is that I assume now that if you'd
7 look at the past practice, FERS really didn't have much of an impact on our
8 attrition. That was the prediction when FERS was created but that people are
9 still staying for their career to a large extent. So we need to hire the skill set of
10 people that can be trained for the need 15 years from now, 20 years from now.
11 That might be a new technology, some adaptability so I think more and more
12 we're looking at a quality of person and not necessarily a specific skill.

13 COMMISSIONER SVINICKI: Jim did you want to add?

14 MR. MCDERMOTT: I have to agree, even so I do.

15 COMMISSIONER SVINICKI: I heard you short timers you become
16 real truth tellers.

17 [laughter]

18 MR. MCDERMOTT: Absolutely.

19 MR. BORCHARDT: He's been a short timer for a long time.

20 [laughter]

21 MR. MCDERMOTT: It's all about training with the influx that we've
22 had. So we really have to work real hard at training and Commissioner
23 Ostendorff and I were talking and the training they need most is on the job
24 training. So we need to develop a culture of passing that on if you have been
25 around here for a couple of years or 20 or 30 and working very closely because

1 it's very effective. There is another thing we are going to do, it is proportional.
2 We will continue to hire but we won't hire numerically as many entry levels, but
3 we'll still hire -- 25 percent or so of what we hire will be entry levels. What we're
4 going to focus just a little bit more on just from a recruitment point of view is --
5 we're calling it internal recruitment. It goes hand in hand with training. We'll
6 have sort of what we call an internal invitation where we're going to have a
7 session for employees and say look, here's where the vacancies are, here is
8 what the skill sets are, have you thought of making a move? We've got to do this
9 very carefully. We can't raid every office in favor of another one.

10 But I think it will sustain a spirit of optimism within the staff if we do
11 that. And that results in rotations -- a delegation from the Japanese Nuclear
12 group came over to talk to us after the RIC, they came back a couple of weeks
13 later, a team of four, and it was obvious that there was a very senior person with
14 them whom everybody was -- and he just sat there and listened and listened until
15 the interpreter talked about rotations and he came alive. He says, "What's this?"
16 I say "That's how we prepare people to move around in the agency and move up
17 in the agency. That's how we get collegiality. That's how we do an awful lot of
18 things for an open collaborative work environment." He was sold. I don't know
19 what they are going to do but he went back and it was clear that's the message
20 he took back, rotate your people around. Well I think that will really help us here.

21 COMMISSIONER SVINICKI: Thank you. Thank you Mr.
22 Chairman.

23 CHAIRMAN JACZKO: Commissioner Apostolakis?

24 COMMISSIONER APOSTOLAKIS: Thank you, Mr. Chairman. I
25 would also like to thank the speakers for very interesting and informative

1 presentations. As I was listening some questions came up to my mind. In other
2 areas learning from experience is a key tool for improving an organization.
3 Learning from experience means to do good root cause analysis and then
4 identify courses of action to remedy whatever problems you have identified. So
5 there are three slides that which this observation applies. Ms. Kelley on slide six
6 you said that there was an increase in complaint activity. I am wondering
7 whether you have done a root cause analysis what, I mean the numbers of
8 course are important but also what was the nature of the complaints and whether
9 you have decided to do something about it? Now maybe I can identify the others
10 and then you can comment.

11 Ms. Williams, on slide 11 you said that there is an increase attrition
12 on the part of Hispanics. You identify a few reasons; quality of work life,
13 management, and organization but it seems to me you could go a little deeper to
14 tell us what exactly about the quality of life is it that bothered these people -- or
15 management and so on. And again, what lessons you drew from those and what
16 you plan to do. And Ms. Strong on slide 17 NRC met three of five contracting
17 goals. I know its election day today but I mean we don't just go by the numbers.
18 What were the two goals that were not met and why? And why is Mr. Nader
19 smiling?

20 [laughter]

21 You don't have to address that Mr. Nader.

22 MR. MAMISH: I saw Commissioner Svinicki smiling so I guess --

23 COMMISSIONER APOSTOLAKIS: So it was a reflection? So my
24 theme here is I would like to understand better what the nature of these things
25 was and what lessons we learned and are we doing anything about it? So who

1 wants to be first?

2 MS. KELLEY: We do look at trends in our complaint activity. I will
3 begin by saying that NRC has relatively low numbers and historically that has
4 been the case by comparison to other agencies. One of the reasons for that is
5 we have something else that we call contacts. The contacts don't go into either
6 the formal or informal complaint activity. But we address things early and have
7 been very successful when a manger or staff member brings something to the
8 office, a matter of, we address those. So they run about a hundred or so per
9 year over that number. So -- but still from 2008 to 2010 if I just address that
10 period -- in 2008 NRC was hiring quite a bit and increases in HR activity such as
11 hiring normally has a direct relationship with increases in complaint activity
12 because you just have more opportunities and more chances for someone to not
13 like the outcome of something. So that was not surprising to us.

14 In 2009 we saw a drop. In 2010 our numbers went a little bit above
15 where they were in 2008 and that really is not surprising to us either because
16 when opportunities are really -- when there is a decrease in opportunities we --
17 there seems to be an interesting inverted reaction by complaint activity in that it
18 tends to go up as well. One of the reasons we believe for that is that because
19 opportunities are fewer, employees become very jealous of that one chance and
20 maybe they believe that they didn't get it for the wrong reasons and they are
21 probably more likely to come forward and to say, "Hold it, did we consider this or
22 why --" to get more information in terms of why they were not successful. The
23 numbers are not staggering because as overall the numbers are still very low
24 and very manageable for the agency. So we are in a mode right now, though,
25 where we will pay close attention to the nature of things that are coming forward.

1 We've had some things that appear a little bit interesting. We have
2 had an increase in the number of complaints brought on the basis of national
3 origin. Normally we may have about one or so of those per year and those
4 numbers of kind of gone up. They are still not staggering but maybe we've had
5 five in 2010. So while the numbers are so small you can't really look at the
6 percentage because it may be distorted but one compared to five is an increase.
7 In terms of some of the bases, race continues to be one of the main bases for a
8 complaint being brought forward. Age is another. In terms of the issues, non-
9 sexual harassment is something that has gotten one of the higher -- well actually
10 they are close in numbers; non-sexual harassment, promotions or non-
11 selections, appraisal issues and assignment of duties.

12 COMMISSIONER APOSTOLAKIS: That's very interesting to me
13 but did you find that any of these were justified?

14 MS. KELLEY: The agency tends to have a very low number of
15 findings of discrimination. We settle a number of complaints, so in cases of that
16 sort where we settle the complaint there is no determination as to whether there
17 was or was not a finding of discrimination. We do look at the merits of the case
18 and work very closely with executives who sit on, who are used as deciding
19 officials and if we come across something that is of concern in terms of an action
20 that was taken or words that were used inappropriately. Even though it may not
21 prove discrimination, we work very closely with the deciding officials to address
22 that matter. And counsel, if need be, and take pretty decisive action in those
23 cases. So in terms of overall findings of discrimination the agency has only had
24 one. However, because we do settle complaints -- I mean obviously I can't sit
25 here and say that there were other instances of that -- but we do see instances

1 where there is a need to address a matter and we do that.

2 COMMISSIONER APOSTOLAKIS: Thank you. Ms. Williams if you
3 would like to say something. I find it interesting that people quit because of the
4 quality of life when we are the number one agency.

5 MS. WILLIAMS: Some have. There were 194 people who left the
6 agency. Most of those were retirees but for Hispanics in particular, as I
7 mentioned there were 15 who left the agency this year, and we have 10 of those
8 who actually responded in terms of an exit interview and the data that we
9 captured. And the agency does have a way of capturing data and we can
10 tabulate it. However, we can't always find a specific trend. Hispanics who left,
11 the 15 who left, they did indicate a response as to why in all four of the areas;
12 compensation, quality of work life, management and organization, and personal
13 family.

14 But to speak to your particular concern about quality of work life;
15 the two comments made in quality of work life dealt with, "the commute was too
16 long." I am not really sure where they were commuting from. The second one
17 was dissatisfaction with telework opportunities. But here again, we are going to
18 monitor that because I don't really know exactly what that means, dissatisfaction
19 with telework opportunities so we just have to explore that a little bit more. I can
20 cite a few others if you like so you can better understand categorically what they
21 mean.

22 COMMISSIONER APOSTOLAKIS: Give me one more.

23 MS. WILLIAMS: One more? Wow, that's a toughy. I guess the
24 one I would choose is pay. As Bill and Jim have mentioned you know when we
25 are cutting back a little bit on recruiting that also means opportunities to get

1 promoted have also been cut back a little bit. So some individuals may want
2 additional pay and there's not really an opportunity for them.

3 COMMISSIONER APOSTOLAKIS: Thank you.

4 MR. MCDERMOTT: Can I add a word in on that?

5 COMMISSIONER APOSTOLAKIS: Yes you can.

6 MR. MCDERMOTT: This comes from this lovely form. It's the Exit
7 Interview Survey. We invite people to check as many boxes as they think they
8 can so it is a lure to some extent. But the most important part is the little
9 comments box at the end which we don't tabulate. But I read some; I read them
10 this morning for 2008 and 2009. The reasons for leaving are all over the place
11 but in fact one of them happens to be a Hispanic, left to pursue a higher
12 education. I am happy to say he's back. He's back in Region 2. He went, got a
13 graduate degree and then rejoined the agency. That is a good story. There are
14 other stories that aren't that good but some of them are -- child care, you know.
15 But there is a wealth of data and we look at that. I just read the comments
16 because it's one by one by one but then you can sniff out what's really going on.

17 MS. STRONG: Thank you for the opportunity to address how we
18 performed. We actually just slightly missed the small business contracting
19 goal and fell slightly short of the five percent woman owned small business contracting
20 goal and fell slightly short of the federal wide three percent service disabled
21 veteran owned small business goal. We also in the subcontracting area we only
22 met one, the woman owned small business subcontracting goal and fell in the
23 other categories or areas. What do I think? I think in part we increased from
24 2008 to 2009 our total contract dollars awarded by more than 26 percent, but the
25 actual number of actions only increased by 11 percent. So we have been

1 awarding larger contracts and not as many set aside opportunities have been
2 available to ensure award to small business.

3 It is difficult to say where we are with fiscal year 2010 because the
4 data is still being reported and it's still being confirmed and it won't be certified to
5 the federal government until December of this year. But the picture may look a
6 little bit much like that but we again -- we made such great stride in the service
7 disable area. We went from less than one to 2.6 percent so I think we saw some
8 real promise in that area. We are back up in the woman owned business award
9 area and we are looking at -- under the Strategic Acquisition Transformation
10 Initiative we will be serving as a liaison on the portfolio councils to work on
11 strategizing upfront to ensure a place for small business at the prime and
12 subcontract level. Thank you. Is that good? Thank you.

13 COMMISSIONER APOSTOLAKIS: May I say something about the
14 B grade? When I was at MIT I learned that most of the students who get Bs go
15 out and become leaders in industry and government and the A students tend to
16 become more researchers. I mean these are not absolutes but -- now, of course,
17 the leaders control funds which means they can become donors to the
18 department. So the policy was to really take care of the B students. Be very nice
19 to them. Thank you Mr. Chairman.

20 CHAIRMAN JACZKO: Thank you. It is perhaps a hallmark at the
21 NRC that we are, as Bill said, a learning organization and also self critical. We
22 have in the past done better than B and I think that's perhaps part of why I think
23 the staff has been highlighting the B grade. I certainly would echo the comments
24 of my colleagues that B is still a very good grade, in particular with Commissioner
25 Apostolakis' reflection on that as well. I don't really have much in the questions.

1 I would just like to echo some of the comments I think that I heard from my
2 colleagues. I certainly would second Commissioner Magwood's comments about
3 continuing to share best practices with the regions and headquarters. I think it's
4 something Cindy and Bill I know you do very well but certainly any way we can
5 continue to do that I think is very helpful.

6 Many commented on the, of course on the B grade and I would
7 echo that as well it is still very good. Obviously we want to do better where we
8 can and we will work to that, I know with the work that you are doing. In
9 particular the veteran's efforts and I would have to say again, this is something
10 that Jim has taken a very personal interest in and I certainly appreciate your work
11 in that area. It is something that the first veteran's employment council meeting I
12 went to -- unfortunately it has been the only one I have been able to attend -- I
13 was I admit somewhat surprised that we weren't better than I thought we were.
14 Just when you look at the base numbers that I think anecdotally the perception is
15 that we do have a lot of veterans. I think we do. We are certainly better than
16 most and do well in this area but I was surprised that we weren't already meeting
17 the goals in that area. I think the work that is ongoing will get us there and I
18 certainly would echo the comments of Commissioner Ostendorff and others that
19 where we can to look at hiring enlisted individuals.

20 I think that was a question that came up too at the all hands
21 meeting or a comment was made in that regard. And it sounds like that is an
22 issue that is ongoing. Again, I think this is always a good opportunity to hear
23 about the work that goes on to keep our staff engaged and active. Bill you talked
24 about, I think, five initiatives in the beginning. They seem like the right kinds of
25 things to be focused on. We are in the end the people that work here and so

1 how we are as an agency is ultimately how we treat our employees and how we
2 maintain the right kind of environment. You certainly, I think, heard to a person
3 on the Commission the importance of the open collaborative work environment
4 and these kinds of things and creating the right kind of environment to encourage
5 and develop those employees to fulfill their potentials. So I certainly would
6 welcome any comments my colleagues would have if they want to make a
7 closing or any remarks. We will at this point provide Dale Yeilding an opportunity
8 or perhaps a designee to make some remarks on behalf of the union.

9 MR. YEILDING: Thank you very much Chairman and
10 Commissioners. Just a couple short remarks and then I would like to introduce a
11 new co-Chair of one of the committees. This meeting I am not at the table this
12 time because the EEO committees didn't have any recommendations that
13 affected bargaining unit employees but they did have recommendations
14 associated with hiring and promotion into management which is other concepts
15 the union supports but we just don't represent non-employees that are being
16 hired and we don't represent managers of course. So I look forward to working
17 with the committees at the next meeting and to be able to support any
18 recommendations they make for bargaining unit employees. I usually take this
19 time to promote the aspect of retention and talk about maybe the two or three hot
20 topics on the union table that we're in agreement or disagreement with, but I
21 think I am going to reserve that for the partnership table.

22 As everyone knows President Obama issued an executive order
23 back in November to reinstate partnership which has been operating here at the
24 agency since 1993. But I look forward to meeting with the DEDOs and I guess
25 Mr. McDermott, November 10 is going to be our first meeting which we'll be

1 tackling issues on a monthly basis and hopefully we will get some solutions to
2 make this a better place to work. What I'd like to introduce here is the collective
3 bargaining agreement identifies a committee that hasn't been real active in the
4 past years is the Joint Labor Management EEO Committee. I've got one of our
5 elected union officials, Cardelia Maupin and she is also a Steward, to volunteer
6 to I guess co-manage or co-chair because management would be half of that
7 committee and she is going to make a short statement here and then promote
8 folks here, possibly in this room, to join the committee and staff it up. Cardelia?
9 Cardelia Maupin.

10 MS. MAUPIN: Thank you so much Dale. Basically going into this
11 position I come with my kind of principals for working and that's good, better,
12 best, never let it rest until the good is better and the better is best. I want to bring
13 my best so we together with the EEO advisory committees can continue to do
14 our best here at the agency and be the best place to work. I also believe in
15 TEAM, Together Each Achieves More. So I openly right now solicit, give my
16 public service announcement and ask for volunteers for the committee and I look
17 forward to working and advancing the cause of the NRC which I've been
18 committed to now for over 26 years, 18 years of which I was the president of
19 Blacks in Government here in the agency. So I look forward to continuing
20 working with you. Thank you.

21 CHAIRMAN JACZKO: Thank you, Dale and Cardelia, and, again,
22 thank you Bill and all the work that you do to keep the staff engaged and active
23 and thank everyone here for coming to this meeting. I think as Commissioners
24 commented it is a very important meeting and your attendance lets us know that.
25 Thank you very much. We're adjourned.

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[Whereupon, the proceedings were concluded]