

**U.S. Nuclear Regulatory Commission (NRC)**  
**Federal Equal Opportunity Recruitment Program (FEORP)**  
**Fiscal Year (FY) 2020 Report on Accomplishments and Successful/Promising Practices**

The NRC is committed to maintaining a diverse workforce at all levels. We recognize diversity as a catalyst for new ideas and innovation, helping us to solve not only the problems of today but also the challenges of tomorrow. To demonstrate our commitment, the agency has developed an Inclusive Diversity Strategic Plan. Below are FY 2020 best practices to support the plan goals.

**Goal: Diversify the Federal Workforce through Active Engagement of Leadership**

**Action:** Major component heads in the NRC submit annual Comprehensive Diversity Management Plan (CDMP) reports demonstrating their actions to attract, recruit, retain, and cultivate diverse leaders by communicating, accounting for, and modeling inclusive behaviors.

**Accomplishments:** A review of these CDMP reports reflect that Office Directors, managers and supervisors continued to actively promote the Franklin Covey *Speed of Trust* (SOT) principles by engaging in SOT Huddles,” and encouraging staff participation in SOT training activities to create a work environment where all employees are comfortable bringing their whole selves to work every day. Managers and supervisors also supported agency diversity initiatives, such as Equal Employment Opportunity (EEO) Advisory Committee sponsored cultural events and lunch and learn seminars, served on safety culture teams, and engaged staff through teambuilding, mentoring, recognition and awards. In addition, 22 supervisors attended the agency’s new Culture and Values course, designed to examine NRC's culture with a focus on the values, behaviors, and day-to-day practices that promote and maintain a positive organizational culture.

**Outcome:** Although the FY 2020 Federal Employee Viewpoint Survey (FEVS) results are not yet available, the FY 2019 NRC New IQ and Employee Engagement index results were above both the government-wide and mid-size agency results by 7% and 4% respectively. We also saw an increase in the number of employees participating in the survey in FY 2020 with an 81% response rate compared to 76% in FY 2019.

**Goal: Include and Engage Everyone in the Workplace**

**Actions:** Continued agencywide implementation of Franklin Covey’s SOT training to strengthen our organizational culture. This initiative supports agency efforts to strengthen trust among agency leaders, supervisors, and staff with the goal of improving and sustaining a positive work environment at both the work unit and agency levels.

NRC continued to offer the “DIALOGUE” program (Diversity Inclusion Awareness – Leading Organizational Growth, Understanding, and Engagement), which helps to develop a greater appreciation for the value and positive impacts made by diverse groups in meeting the mission of the agency. NRC has completed 12 cohorts since the program’s inception in 2017.

The agency also conducted a 2-day virtual EEO Summit “Embracing Diversity and Inclusion in the Workplace” where NRC employees and subject matter experts discussed how race, ethnicity,

gender, sexual orientation, disability status, and other life experiences affect the ways that we interact with one another, as well as how to build an agency culture that is respectful and affirming of all staff.

Accomplishments: Staff throughout the organization continued to practice and apply SOT principles and concepts through various mediums including participating in *Trust Huddles*. Although the workshops were suspended due to COVID-19, to date, more than 85 *Speed of Trust* Workshops have been conducted across the agency, training nearly 60% of our workforce. Virtual workshops are anticipated to be offered agency-wide beginning in January 2021. The 2-day Virtual EEO Summit was a success with close to 500 employees attending. In addition, the NRC EEO Advisory Committees sponsored a series of roundtable dialogue discussions in open and virtual environments.

Outcome: NRC awaits the FY 2020 FEVS results to assess our progress in creating an inclusive work environment.

### **Goal: Optimize Inclusive Diversity Efforts Using Data-Driven Approaches**

Action: Updated and launched Diversity and Inclusion (D&I) Training sessions for managers and supervisors, which focused on proactive measures to improve understanding, implementation and execution of EEO and D&I programs at all levels in the agency. This training included a segment on utilizing data analytics to influence or drive agency wide decision-making related to EEO and D&I. This part of the training teaches participants how to incorporate data analysis into action planning by using FEVS and NRC's Safety Culture and Climate Survey results, along with other sources of feedback (e.g., complaints, trends). Emphasis is placed on the analysis of the five inclusive habits (fairness, openness, cooperativeness, supportiveness and empowerment) and recognizing and addressing implicit and unconscious bias. Training on data analytics was also provided during the FY 2020 Virtual EEO Summit.

Accomplishments: The NRC launched our Agency Desired Culture Initiative, to align our culture with our transformation vision of being a modern, risk-informed regulator. The initiative is taking a holistic approach to assessing our culture by incorporating insights from a variety of data sources, including FEVS and NRC Safety Culture and Climate Survey results, the Organizational Culture Inventory and Organizational Effectiveness Inventory, and qualitative feedback received through culture assessment focus groups, our Futures Jam activity, and insights from other transformation activities. Using this data, the agency has identified common themes and developed a unified improvement planning approach that will allow us to better target our change efforts going forward.

Outcome: Conducted four EEO and D&I Training sessions for managers and supervisors with over 100 participants (i.e., SES level, supervisors, managers and team leaders). The NRC culture improvement initiative was launched, and all component heads were charged with developing FY 2021 culture improvement plans to outline specific behaviors and process changes that will help us move from our current culture to our desired culture.

**U.S. Nuclear Regulatory Commission (NRC)  
Federal Equal Opportunity Recruitment Program (FEORP)  
Fiscal Year (FY) 2020 Report on Hispanic Employment Strategies and  
Applicant Flow Data**

The NRC utilizes multiple strategies and activities to recruit, develop, and retain Hispanics. The following actions were taken to improve the number of Hispanics hired and retained:

- Participated in recruitment activities with a focus on minorities, including Hispanics. During FY 2020, 58% (15 out of 26) of our recruitment activities focused on minorities, veterans, and women, of which one was cosponsored by the Society of Hispanic Professional Engineers (SHPE).
- In late FY 2020, NRC implemented a new entry level hiring program called the Nuclear Regulator Apprenticeship Network (NRAN). The first NRAN cohort includes 23 members of which four graduated from Hispanic Serving Institutions (HSIs).
- The NRC FY 2020 Summer Internship Program included two participants that were enrolled in HSIs.
- The NRC's Hispanic Employment Program Advisory Committee (HEPAC) implemented initiatives to increase Hispanic representation at all levels in the agency and eliminate barriers that may hinder equal opportunity in hiring, training, retention, and career advancement. In addition, in recognition of Hispanic Heritage Month, HEPAC sponsored a celebration luncheon with the theme "Hispanic Heritage: A History of Serving Our Nation" and included guest speaker, Honorable Mickey Ibarra, Founder and Chairman of the Latino Leaders Network.
- HEPAC, along with other Equal Employment Opportunity (EEO) Advisory Committees and groups, participated in the planning for the agency's virtual EEO Summit, "Embracing Diversity and Inclusion in the Workplace," held September 23 – 24, 2020. During the virtual training, employees and subject matter experts discussed how race, ethnicity, gender, sexual orientation, disability status, and other life experiences affect the ways that we interact with one another, as well as how to build an agency culture that is respectful and affirming of all staff. Opportunities were provided for interactive experiences and open dialogue.

Our FY 2020 applicant flow data indicated that, of the applicants who provided their Race and National Origin (RNO) information, 6.7% (122) self-identified as Hispanic. Out of the 122 self-identified Hispanic applicants, 86% (105) were deemed qualified, and 6.7% (7) of those 105 were selected. Hispanics represented 9.8% (13) of new permanent hires, internal promotions and those who converted into permanent positions in FY 2020.

Point of Contact for NRC's applicant flow data analysis:  
Tamla Ransford, Chief, Workforce Management and Benefits Branch,  
Office of the Chief Human Capital Officer, U.S. Nuclear Regulatory Commission

**U.S. Nuclear Regulatory Commission (NRC)  
Federal Equal Opportunity Recruitment Program (FEORP)  
Fiscal Year (FY) 2020 Report on Employment of Individuals with  
Disabilities**

To fulfill Executive Order 13548, “Increasing Federal Employment of Individuals with Disabilities,” the NRC continued to implement activities to improve recruitment and retention of persons with disabilities (PWD), including persons with targeted/severe disabilities (PWTD).

Outreach and Recruitment – The following actions were taken to increase the number of applications from PWD and PWTD:

- Participated in recruiting events and/or posted job vacancies on job boards with Equal Opportunity Publications (EOP), Ability Corps/Ability Magazine and GettingHired.com.
- Partnered with the Department of Defense Operation Warfighter (OWF) Program, which provides Federal internship opportunities in a supportive work setting to recovering service members. The NRC also strengthened its relationship with the Wounded Warrior Project (WWP), and in June 2020 NRC staff conducted an informational session with WWP constituents on special hiring authorities.
- Partnered with the Department of Labor’s Workforce Recruitment Program (WRP) by accessing their resume database to search for candidates for Administrative Assistant, Information Technology, and Temporary Summer Student positions.

As a result of these actions the following outcomes were achieved:

- Referral of 14 resumes for consideration in the Temporary Summer Student Program and seven offers extended. Of the seven offers extended, four were accepted, two declined, and one withdrew from consideration.
- Referral and subsequent hiring of a Wounded Warrior as an Intelligence Analyst.
- One Temporary Summer Student hired through the WRP requested and received reasonable accommodations to fully participate in the internship opportunity, and another student from the WRP accepted an offer to return for a second internship over winter break.

Hiring -- The following actions were taken to increase the number of PWD and PWTD hired:

- The NRC continued to implement its Affirmative Action Plan, which includes a 12% representation rate goal for PWD, both at the GG-11 level and above (including Senior Executive Service (SES)), and at the GG-10 level and below. The Plan also includes a 2% representation rate goal for PWTD, both at the GG-11 level and above (including SES), and at the GG-10 level and below.
- Promoted the use of our Schedule A equivalent hiring authority by providing training for supervisors on special hiring authorities and forwarding resumes of eligible applicants to hiring managers.

- To improve career advancement opportunities for PWD and PWTD, the NRC offered training, internship, and mentoring programs.

As a result of these activities, the NRC hired 13 persons with disabilities, of which one person had a targeted disability, compared to eight hires and one hire with a targeted disability in FY 2019. Although we have not yet achieved our 12%/2% goals, we have shown progress by increasing the number of PWD/PWTD hires at the NRC.

Reasonable Accommodations: The following actions were taken to ensure that employees and applicants can fully participate in the workplace:

- Received approval from the Equal Employment Opportunity Commission (EEOC) for NRC's reasonable accommodations procedures and annual Disability Affirmative Action Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities, in compliance with Section 501 regulations and EEOC guidance.
- Conducted four Equal Employment Opportunity (EEO) and Diversity & Inclusion training courses for managers and supervisors, which covered disability regulations and requirements including the NRC procedures and processes, and manager/supervisor responsibilities related to reasonable accommodations.
- Posted notices explaining employees' and applicants' rights under applicable regulations, including how to file a complaint.
- The NRC's Advisory Committee for Employees with Disabilities (ACED) sponsored the Disability Employment Awareness Month Luncheon and a lunch and learn on Aphasia Awareness.

As a result of these activities, the NRC has established processes, procedures, and training in place to reinforce staff and supervisor rights and responsibilities under the agency's reasonable accommodations programs.

**U.S. Nuclear Regulatory Commission (NRC)  
Federal Equal Opportunity Recruitment Program (FEORP)  
Fiscal Year (FY) 2021 Inclusive Diversity Strategic Plan**

The NRC's FY 2021-2026 Inclusive Diversity Strategic Plan (IDSP) is currently in the agency's concurrence process and approval is expected by February 2021. The plan builds on the agency's 2016 IDSP and provides a blueprint for linking the diversity and inclusion initiative to the agency's mission and efforts to enhance organizational culture and transformation. The following goals and strategies represent three of the five principles included in the NRC's new FY 2021-2026 IDSP. These goals align with the 2016 Government-wide Inclusive Diversity Strategic Plan goals.

**Goal: Demonstrated Leadership Commitment**

Agency Objective: NRC leaders continue to attract, recruit, retain, and cultivate diverse leaders by communicating, accounting for, and modeling inclusive diversity behaviors that attract and reflect the broad diversity of American society.

Strategic Activity: Provide training to managers and supervisors to develop and refine the skills they need to manage people more effectively and prepare for unexpected changes in Equal Employment Opportunity (EEO) and affirmative employment policies.

Benchmarks: Quarterly review of semiannual Comprehensive Diversity Management Plan reports, reports submitted to external oversight agencies (e.g., Equal Employment Opportunity Commission (EEOC), Office of Personnel Management (OPM)), employee surveys and feedback (e.g., Federal Employee Viewpoint Survey (FEVS) results).

**Goal: Employee Engagement and Effective Communication**

Agency Objective: Foster a culture that encourages collaboration, flexibility, and fairness to enable employees to contribute to their full potential, feel valued for their unique qualities, and experience a sense of belonging, engagement, and connection to the mission of the agency.

Strategic Activity: Leaders use a wide range of workplace policies, programs, systems, techniques, practices and communication tools that involve employees as participants and responsible agents of diversity, mutual respect, and inclusion.

Benchmarks: Culture improvement plans, CDMP reports, employee surveys and feedback (e.g., FEVS results).

**Goal: Optimization of Inclusive Diversity Efforts Using Data-Driven Approaches**

Agency Objective: Create and foster a diverse, high-performing workforce, using data-driven approaches and optimizing policies, processes, and programs to drive inclusive diversity efforts and accomplish the agency's mission.

Strategy Activity: Managers and supervisors use data and associated information sources to influence decision making (i.e., recruitment, career development and advancement, employee engagement, perception of diversity and inclusion, performance metrics, etc.)

Benchmarks: Workforce data, employee surveys and feedback (e.g. FEVS), EEOC workforce analysis.

# FY 2020 FEORP Progress Tracker

## U.S. Nuclear Regulatory Commission (NRC)

### Mentoring

Mentoring	Qualitative Questions (Text)	If "No" or "Other", please use this section to provide a detailed explanation.
Agency has a Formal Mentoring Program	Response	
	Yes	
Mentoring Training provided	Response	Mentoring Training is not provided; however, a mentor and mentee workbook, enrollment instructions, and other mentoring resources are posted on the agency internal mentoring Web page.
	No	
Program is evaluated	Response	The current Mentoring Program is a self-service program in which employees enroll themselves and access online resources. The NRC no longer actively manages and evaluates this program.
	No	
Frequency of Program Evaluation (e.g. annual, semiannual, quarterly, other)	Response	The NRC no longer actively manages and evaluates this program.
	Other	
Feedback is provided	Response	Employee feedback on the program is not being collected at this time.
	No	
Program is announced to all qualified individuals	Response	Employees can read about the program via the agency's existing mentoring website.
	No	
Agency collects demographic data of mentoring participants (Race, National Origin, Veteran, People with Disabilities, etc.)	Response	The current Mentoring Program is a self-service program in which employees enroll themselves and access online resources. The NRC no longer actively manages and evaluates this program.
	No	
Mentoring	Quantitative Questions (# or %)	
Percent of employees involved with mentoring in FY 2020	Response	For all responses in this section please note: Mentoring occurs across the agency however since it is a self-service program employees and supervisors are not required to report participation in mentoring activities.
	4.55%	
Percent of SES involved with mentoring in FY 2020	Response	see above
	37.50%	
Percent of managers involved with mentoring in FY 2020	Response	see above <small>combined with supervisor</small>
Percent of supervisors involved with mentoring in FY 2020	Response	see above
	16.02%	
Count of employees involved with mentoring in FY 2020	Response	see above
	136	
Count of SES involved with mentoring in FY 2020	Response	see above
	48	
Count of managers involved with mentoring in FY 2020	Response	see above <small>combined with supervisor</small>
Count of supervisors involved with mentoring in FY 2020	Response	see above
	41	
Total number of employees eligible to participate in FY 2020	Response	
	2990	

### Diversity and Inclusion Training

Diversity and Inclusion Training	Qualitative Questions (Text)	If "No" or "Other", please use this section to provide a detailed explanation.
	Response	

Formal Diversity and Inclusion Training provided	Yes	
Frequency of Diversity and Inclusion Training per year (e.g. annual, semiannual, quarterly, other)	Response Annual	
All employees briefed on agency's Diversity and Inclusion Policies	Response Yes	The NRC issued a formal Diversity and Inclusion Policy Statement on May 18, 2020, which was signed by the agency's Chairman and distributed to all employees through a Yellow Announcement.
<b>Diversity and Inclusion Training      Quantitative Questions (# or %)</b>		
Percent of employees who have participated in formal Diversity and Inclusion Training in FY 2020	Response 19.20%	
Percent of Senior Leadership that have participated in formal Diversity and Inclusion Training in FY 2020	Response 58.50%	
Count of employees who have participated in formal Diversity and Inclusion Training in FY 2020	Response 583	
Count of Senior Leadership that have participated in formal Diversity and Inclusion Training in FY 2020	Response 31	
Total number of employees eligible to participate (this should not be equal to the total count that has participated unless 100% of workforce has participated) in FY 2020	Response 3037	
<b>Diversity and Inclusion Council</b>		
<b>Diversity and Inclusion Council</b>	<b>Qualitative Questions (Text)</b>	<b>If "No" or "Other", please use this section to provide a detailed explanation.</b>
Agency has a Diversity and Inclusion Council	Response Yes	
Diversity and Inclusion Council has a charter	Response Yes	
Council members have received training	Response Yes	
Council's mission aligns to agency mission	Response Yes	
Frequency of council meetings (e.g. annual, semiannual, quarterly, other)	Response Quarterly	
<b>Diversity and Inclusion Council      Quantitative Questions (# or %)</b>		
Percent of employees on council	Response 76.00%	
Percent of Senior Leadership on council	Response 24.00%	
Count of employees on council	Response 13	
Count of Senior Leadership on council	Response 4	
Total number of people on council	Response 17	
<b>Development Programs</b>		
<b>Development Programs</b>	<b>Qualitative Questions (Yes or No)</b>	<b>If "No" or "Other", please use this section to provide a detailed explanation.</b>
Agency has a SES Candidate Development Program that is announced to all qualified individuals	Response Yes	

The SES Candidate Development Program is evaluated regularly	Response	
	Yes	
Agency has a Career Development Program that is announced to all qualified individuals (this is a CDP that is different from the SES CDP program and geared towards the lower grade levels)	Response	
	Yes	
The Career Development Program is evaluated regularly	Response	
	Yes	
Agency collects demographic data of development program participants (Race, National Origin, Veteran, People with Disabilities, etc.)	Response	
	Yes	
<b>Development Program</b>	<b>Quantitative Questions (# or %)</b>	
Percent of employees who participated in the SES Candidate Development Program in FY 2020	Response	
	8.46%	
Percent of employees who participated in a Career Development Program in FY 2020	Response	
	14.67%	
Count of employees who participated in the SES Candidate Development Program in FY 2020	Response	
	22	
Count of employees who participated in a Career Development Program in FY 2020	Response	
	419	
<b>Performance Plans</b>		
<b>Does your agency have a Diversity and Inclusion (D&amp;I) element in the following groups' performance plans (this may also be incorporated in the leading people element)?</b>		
<b>D&amp;I Element in SES performance plans</b>		<b>Use this section to provide additional response or explanation as it relates to a D&amp;I element in performance plans (required for "No" responses)</b>
Yes or No	Percentage	Count
Yes	100.00%	
<b>D&amp;I Element in Management/Supervisor performance plans</b>		<b>Use this section to provide additional response or explanation as it relates to a D&amp;I element in performance plans (required for "No" responses)</b>
Yes or No	Percentage	Count
Yes	100.00%	
<b>D&amp;I Element in employee performance plans</b>		<b>Use this section to provide additional response or explanation as it relates to a D&amp;I element in performance plans (required for "No" responses)</b>
Yes or No	Percentage	Count
No	0.00%	
D&I element is included in managerial or higher level performance plans.		