



**UNITED STATES  
NUCLEAR REGULATORY COMMISSION**

WASHINGTON, D.C. 20555-0001

December 27, 1999

MEMORANDUM TO: Chairman Meserve  
Commissioner Dicus  
Commissioner Diaz  
Commissioner McGaffigan  
Commissioner Merrifield

FROM:

*William D. Travers*  
Executive Director for Operations

SUBJECT:

STAFF REQUIREMENTS MEMORANDUM (SRM) FOLLOWING EEO  
COMMISSION BRIEFING

In response to the August 25, 1999, Staff Requirements Memorandum (M990805, Attachment 1), the staff is providing the following information:

**a. What impact has the reorganization and downsizing had on employees with disabilities? What impact has the reorganization and downsizing had on disabled veterans?**

Tables 1 and 2 below show a breakout of the Agency's workforce with respect to total disabled employees and disabled veterans. The FY 1999 data is as of May 31, 1999, as it was in SECY-99-190, in order to provide data close in time to the completion of the reorganizations. The percentage of disabled veterans has held steady since FY 1995. There has been a slight reduction in the percentage of disabled employees from a three-year 7% trend starting in FY 1996 to 6% in FY 1999. Three disabled employees were hired in FY 1999.

**Table 1: Agency Workforce Profile  
Disabled Employees**

	FY 99*		FY 98		FY 97		FY 96		FY 95	
<b>Total</b>	2866		2961		3047		3104		3161	
<b>Disabled Employees</b>	185	6%	193	7%	200	7%	207	7%	172	5%
<b>Not Disabled</b>	2681	94%	2768	93%	2847	93%	2897	93%	2989	95%

**Table 2: Agency Workforce Profile  
Disabled Veterans**

	FY 99*		FY 98		FY 97		FY 96		FY 95	
<b>Total</b>	2866		2961		3047		3104		3161	
<b>Disabled Veterans</b>	35	1%	34	1%	38	1%	40	1%	40	1%
<b>Other</b>	2831	99%	2927	99%	3009	99%	3064	99%	3121	99%

\*FY 1999 data as of 05/31/99

During FY1998 to FY 1999, the number of disabled employees in SES/managerial and supervisory positions decreased from 19 to 18, while the overall number of employees in SES and managerial and supervisory positions decreased from 399 to 332. The number of disabled veterans in SES/managerial and supervisory positions remained constant at 3. The total number of disabled employees in the Senior Level System (SLS) remained at 3, while the overall number of employees in SLS increased from 37 to 50. There are no disabled veterans in SLS positions.

b. Table E in SECY-99-190 provides diversity information for all new hires. Provide similar data for entry-level professional hires ( a subset of the Table E data). Collect and provide diversity information about offers and declinations for all new hires including entry-level professional hires and interns in FY 2000.

Table 3 below updates the information provided in SECY-99-190 on new hires through the end of FY 1999. Table 3A provides similar data for entry-level professional hires. The percentage of new hires who are entry-level professionals has dropped from 29% in FY 1995 and FY 1996 to 14% in FY 1999. The number of entry-level hires in FY 1999, 14, is down from the FY 1995 through FY 1998 average of 18 per year. The number of minority entry-level hires has shown a similar decrease, although the relative percentage of minority entry-level hires has increased, with the exception of Hispanics. White female and male entry-level professional hires have also trended down from their averages for the preceding four fiscal years (5.5 for white females and 7.25 for white males). The ratio of female to male entry-level professional hires has increased steadily over the five-year period.

**Table 3 - Hires**

	FY 99		FY 98		FY 97		FY 96		FY 95	
<b>Totals</b>	<b>99</b>		<b>116</b>		<b>109</b>		<b>100</b>		<b>66</b>	
<b>Females</b>	47	47%	40	34%	31	28%	43	43%	25	38%
<b>Males</b>	52	53%	76	66%	78	72%	57	57%	41	62%
<b>African American</b>	11	11%	9	8%	9	8%	12	12%	6	9%
<b>Asian Pacific American</b>	5	5%	15	13%	5	5%	5	5%	2	3%
<b>Hispanic</b>	4	4%	4	3%	1	1%	8	8%	6	9%
<b>Native American</b>	1	1%	1	1%	0	0%	0	0%	0	0%
<b>White Females</b>	36	36%	30	26%	23	21%	31	31%	18	27%
<b>White Males</b>	42	42%	57	49%	71	65%	44	44%	34	52%

**Table 3A - Entry Level Hires**

	FY 99		FY 98		FY 97		FY 96		FY 95	
<b>Totals</b>	<b>14</b>		<b>10</b>		<b>17</b>		<b>29</b>		<b>19</b>	
<b>Females</b>	9	64%	5	50%	8	47%	15	52%	7	37%
<b>Males</b>	5	36%	5	50%	9	53%	14	48%	12	63%
<b>African American</b>	4	29%	0	0%	3	18%	4	14%	4	21%
<b>Asian Pacific American</b>	1	7%	1	10%	1	6%	4	14%	1	5%
<b>Hispanic</b>	0	0%	2	20%	0	0%	1	3%	3	16%
<b>Native American</b>	1	7%	0	0%	0	0%	0	0%	0	0%
<b>White Females</b>	4	29%	4	40%	6	35%	9	31%	3	16%
<b>White Males</b>	4	29%	3	30%	7	41%	11	38%	8	42%

In October 1999, HR began systematically recording information about offers and declinations for all new hires. However, there has not been sufficient time to collect meaningful diversity data. We will be reporting on this information at an EEO Commission briefing in FY 2001. Additionally, to enhance the Agency's ability to attract and hire new applicants, the Agency's recruitment strategy will include follow-up calls to applicants encouraging them to accept the Agency's offers.

**c. How are we training managers on how to do better, more objective performance appraisals since appraisals can have an impact on upward mobility and promotion?**

The Office of Human Resources (HR) offers three courses that teach key concepts of performance appraisal. All of these courses are offered throughout the year and frequently in September when supervisors are completing appraisals and preparing performance plans. These courses are:

- ◆ *Performance Appraisal Workshop*, a two-day course required for all new supervisors. This course is designed to provide participants an opportunity to expand and refine their knowledge and skills related to effectively administering the NRC performance appraisal process. The course covers topics such as the need for validity, reliability and relative uniformity in elements, standards, and appraisals, as well as the importance of comparing employee performance against standards or criteria.
- ◆ *Performance Appraisal: Enhancing Its Effectiveness and Efficiency*, a half-day workshop for supervisors. This course reinforces and supplements the information provided in the two-day course. Strategies, techniques, and exercises are provided to emphasize the importance of validity, reliability, integrity, accountability, and consistency in conducting every aspect of the performance appraisal process.
- ◆ *Human Resources Management Practices*, also required for new supervisors. It provides information about important performance appraisal features including critical elements, performance standards, performance discussions, and performance appraisal counseling.

**d. Provide the following data, if it is available. Are FERS employees more likely to leave the Agency early than CSRS employees? Could this significantly impact Agency retention of employees in the near future?**

As of 9/30/99 of this year, 53% (1,492) of NRC employees were covered under the Federal Employees Retirement System (FERS) and 47% (1,319) were covered under the Civil Service Retirement System (CSRS). Table 4 shows voluntary resignations from the NRC by retirement plan. The data show that roughly 90% of employees leaving the Agency by resignation are covered by the FERS retirement plan. As the average age of FERS employees increases, they will have less reason than CSRS employees at similar ages have had to remain until retirement age because of the portability of FERS versus CSRS.

Over time, CSRS employees will become less and less likely to leave early because they will have attained the age and service requirements for retirement. The minimum age of CSRS staff is 34; the average age is 52. For FERS staff, those ages are 19 and 44. The overall impact on

retention is likely to be slight in the near term, but could become significant in the FY 2005-2010 period. We plan to continue to monitor loss rates and projected attrition so that our succession planning, recruitment, retention and training strategies will continue to be responsive to employment trends.

**Table 4: Resignations  
by Retirement Plan**

	FY 99		FY 98		FY 97		FY 96		FY 95	
<b>Total</b>	<b>56</b>		<b>75</b>		<b>70</b>		<b>56</b>		<b>68</b>	
<b>CSRS</b>	<b>6</b>	<b>11%</b>	<b>12</b>	<b>16%</b>	<b>9</b>	<b>13%</b>	<b>7</b>	<b>13%</b>	<b>14</b>	<b>21%</b>
<b>FERS</b>	<b>50</b>	<b>89%</b>	<b>63</b>	<b>84%</b>	<b>61</b>	<b>87%</b>	<b>49</b>	<b>88%</b>	<b>54</b>	<b>79%</b>

**e. The note under Table B in SECY-99-190 indicates that there were no minority applicants for some positions filled competitively. What actions are being taken to encourage qualified employees, including women and minorities, to apply for SLS, SES, supervisory and other competitive positions and for the SES Candidate Development Program?**

NRC employees are continually encouraged to apply for positions that are posted throughout the agency. These positions are listed on the HR homepage, on the OP applications webpage, and in the Smartline phone referral system. HR is considering other means of encouraging qualified employees to apply for positions, including regular network announcements to remind employees of new vacancies posted under the merit staffing process.

In FY 1999, the SES Candidate Development Program was announced. HR held two information sessions for employees explaining the application process and criteria for selection, and provided general information regarding the Senior Executive Service. At these sessions, a representative from the Office of Personnel Management (OPM) provided the prospective applicants guidance on preparing applications, specifically how to describe their experience in meeting OPM's Executive Core Qualifications. These sessions were provided via televideo to the regional offices and the Technical Training Center, and were well publicized and widely attended.

The Staff Requirements Memorandum also requests that consideration be given to a more aggressive outreach effort with fellow agencies, such as the Department of Energy (DOE), to attract qualified, diverse applicants; and to consider appropriate use of interagency rotational assignments so we can showcase the NRC to qualified, diverse applicants.

The NRC and DOE Human Resources staffs have discussed participating in joint recruitment activities during FY 2000. The two agencies are currently working to identify specific events for joint recruitment efforts. Additionally, the Defense Intelligence Agency is sponsoring a free military recruiting event and has invited the NRC to participate. Joint participation in recruitment

activities will enable NRC to enhance efforts to reach out to diverse potential applicants with minimum cost to the Agency. Interagency assignments are also being considered as a means of developing employees from other agencies and showcasing NRC as a prospective employer.

**Attachment: As stated**

cc: SECY  
OGC  
OCA  
OPA  
CFO  
CIO

**REVISED**

IN RESPONSE, PLEASE  
REFER TO: M990805

August 25, 1999

MEMORANDUM TO: William D. Travers  
Executive Director for Operations

FROM: Annette L. Vietti-Cook, Secretary /s/

SUBJECT: STAFF REQUIREMENTS - BRIEFING ON EEO PROGRAM  
(SECY-99-190), 10:00 A.M., THURSDAY, AUGUST 5, 1999,  
COMMISSIONERS' CONFERENCE ROOM, ONE WHITE FLINT  
NORTH, ROCKVILLE, MARYLAND (OPEN TO PUBLIC  
ATTENDANCE)

The Commission was briefed by the NRC staff on the Equal Employment Opportunity Program.

The Commission requested that the staff provide the following additional information:

- a. What impact has the reorganization and downsizing had on employees with disabilities? What impact has the reorganization and downsizing had on disabled veterans?
- b. Table E in SECY-99-190 provides diversity information for all new hires. Provide similar data for entry level professional hires (a subset of the Table E data). Collect and provide diversity information about offers and declinations for all new hires including entry-level professional hires and interns in FY 2000.
- c. How are we training managers on how to do better, more objective performance appraisals since appraisals can have an impact on upward mobility and promotion?
- d. Provide the following data, if it is available. Are FERS employees more likely to leave the agency early than CSRS employees? Could this significantly impact agency retention of employees in the near future?
- e. The note under Table B in SECY-99-190 indicates that there were no minority applicants for some positions filled competitively. What actions are being taken to encourage qualified employees, including women and minorities, to apply for SLS, SES, supervisory and other competitive positions and for the SES Candidate Development Program?

Consideration should be given to a more aggressive outreach effort with fellow agencies, such as DOE, to attract qualified, diverse applicants. Consideration should also be given to using, when appropriate, rotational assignments to other agencies and from other agencies so we can showcase the NRC to qualified, diverse potential applicants.

cc: Chairman Dicus  
Commissioner Diaz  
Commissioner McGaffigan  
Commissioner Merrifield  
OGC  
CFO  
CIO  
OCA  
OIG  
OPA  
Office Directors, Regions, ACRS, ACNW, ASLBP (via E-Mail)  
PDR - Advance  
DCS - P1-17



UNITED STATES  
NUCLEAR REGULATORY COMMISSION  
WASHINGTON, D.C. 20555-0001

February 24, 2000

MEMORANDUM TO: Irene P. Little, Director  
Office of Small Business and Civil Rights

FROM: Mary S. Givvines, Chairperson *Mary S. Givvines*  
Federal Women's Program Advisory Committee

SUBJECT: JOINT STATEMENT OF THE ADVISORY COMMITTEES

The joint statement (statement) of the advisory committees is attached. The statement was coordinated on February 17, 2000. Individual committee statements are being coordinated with your office and are not attached.

I will ask committee chairpersons to come to your office and sign this memorandum to reflect agreement with the statement's content.

Signatures of committee chairperson or co-chairperson follow:

*Brian Thomas*  
Brian Thomas, ACAA

*Mary S. Givvines*  
Mary Givvines, FWPAC

*Raymond Holt, Jr.*  
Raymond Holt, Jr., ACAA

*Yen-Ju Chen*  
Yen-Ju Chen, APAAC

*Charles Cox*  
Charles Cox, CAD

*Jose Ibarra*  
Jose Ibarra, HEPAC

Attachment: As stated



## EEO Joint Statement April 2000 Briefing

The EEO Advisory Committees (Committees), in consultation and cooperation with the Office of Small Business and Civil Rights (SBCR) and the Office of Human Resources (HR), continue to address EEO issues confronting the Agency. This joint statement summarizes those issues most important to the Committees. Statements of the individual Committees are attached.

The Committees appreciate SBCR's ongoing efforts in working directly with Office Directors and managers on their EEO challenges and goals. In addition, SBCR has continued to support and work closely with the Committees. SBCR and HR have been effective in responding to data requested by the Committees.

The Committees believe that the Agency has not made significant progress in addressing some long-standing EEO issues including:

- Enhancing the representation of minorities in SES, SLS, and manager positions, including the SES candidate development program (CDP). There is a need to increase the number of minorities (especially minority women) and persons with disabilities in SES, SLS, management, supervisory, and senior level positions, and to increase the feeder groups for these positions.

Minority selections for the recent SES CDP were low. Selection results did not improve minority representation which may severely impact future opportunities for minorities in the SES over the next five years. In addition, not all highly qualified minorities that applied were provided feedback.

- Information about the Agency's upward mobility program has not been effectively communicated and too few positions have been filled through the upward mobility process. The Commission's February 23, 1999, SRM addressed promoting from within the Agency and placed particular emphasis on promoting employees who have acquired degrees and/or special training. While the Agency may not be able to establish a large number of these positions, greater consideration should be given to utilizing upward mobility positions wherever possible.
- The issue of longer than average time-in-grade for Asian Pacific Americans has long been recognized by the Agency and was brought to the attention of the Commission in late 1999. Despite recent management efforts to address the concern, this issue still persists to this date, especially in light of recent reorganization efforts.

The EEO Advisory Committees provide the following additional recommendations to the Commission for improving EEO performance:

- SRM's following EEO briefings should identify methods for addressing EEO issues and specify actions that lead to continuous monitoring and improvements in the EEO Program.

- Allow more employees, especially women, minorities, professional persons over 40 years old and persons with disabilities to perform rotational assignments in more visible positions, such as to the Offices of the EDO, Commissioners, and Chairman to improve their professional development.
- Establish substantive criteria for evaluating EEO performance of managers and supervisors. Although an EEO sub-element was added in the HR elements and standards in the SES performance appraisals, there is still no specific substantive criteria for evaluating EEO performance.
- CAD identified "significant" trends of reduced performance appraisal evaluations for technical staff age 50 and older which were derived from performance appraisal data for 1997 and 1998 provided by HR. This conclusion was based on the results of valid statistical studies. A memorandum from the Director, Office of Human Resources was issued in September 1999 to office directors and regional administrators regarding the completion of FY 1999 performance appraisals. CAD recommends that a memorandum be issued by the EDO, similar to the one issued by the previous EDO in May 1990, as a more effective means of enhancing sensitivity to realistic and fair evaluations for employees.
- Improve overall communication within the Agency relative to management decisions and actions, especially regarding reorganizations and the SES CDP.
- The SBCR should report directly to the Commission on issues of EEO concern. The Committees believe that EEO matters would be addressed more equitably when given Commission-level attention. This reporting level would also meet the intended organization structure perceived by law.

The EEO Advisory Committees and Subcommittees appreciate the attention that the Commission has given to Committee concerns in the past, and we implore your support of our current issue and concerns.

**Federal Women's Program Advisory Committee**  
**EEO Statement**  
**March 2000**

FWPAC appreciates the opportunity to address the Commission on EEO-related issues that affect women in the NRC. Our focus has remained on supporting efforts to enhance representation of women in professional, management and senior level positions, especially minority and professional women. We have continued to foster successful communication between FWPAC, members of other EEO Advisory Committees, the Office of Small Business and Civil Rights, the Office of Human Resources, and other Federal Women Programs throughout the government.

We encourage continued support and commitment in managing a diversified workforce at the NRC. It has become increasingly urgent to hire and retain a highly qualified, diverse, and motivated staff. We recognize that there is great potential in employees which must be appreciated and maximized to successfully carry out the Agency's objectives.

In the past two years, three minority women (two African American and one Asian Pacific American) were promoted into the SES program. Eight women were recently selected for the NRC SES Candidate Program: 6 White women, 1 African American woman, and 1 Asian Pacific American woman. We will continue to support initiatives that enhance representation of all women, especially minority women in professional, supervisory, management, and executive positions. We will also continue our efforts to increase employee awareness of the role of FWPAC, and to identify and address the concerns of our constituency.

In addition, FWPAC will continue to support an increased awareness of family-friendly programs already in place, such as work-at-home, flexiplace, flexitime, part-time, credit hours, and others for all employees, especially women. We also encourage support for additional educational programs to help parents deal with both family and health related issues and the continued support of management in enabling women to participate in training/development programs. We strongly support and advocate these and other measures to promote a positive NRC work environment that encourages each woman to perform at her maximum potential.

## **April 2000 Commission Briefing Statement by the Committee on Age Discrimination (CAD)**

The Committee on Age Discrimination (CAD) continues to enjoy the active participation of its members, and successful communications with the other EEO committees and the Office of Small Business and Civil Rights (SBCR).

The Age Discrimination in Employment Act (ADEA) applies to employees over the age of 40. In recognition of the NRC's aging population, CAD studies aging issues for several age groupings over the age of forty, including a grouping of age 55+. As the NRC workforce continues to age, CAD may extend its studies to include even older groupings. The full and productive use of the NRC's older employees is in the best interest of all NRC employees, managers, and the goals of the agency. However, CAD firmly believes that American society consciously, or unconsciously, supports the concept that a youthful workforce is better than an older workforce. CAD believes that, even more insidiously, society subconsciously believes that an older workforce is undesirable. CAD further believes that, to some degree, society's beliefs are also ingrained in NRC's thinking and practices regarding aging employees. CAD hopes to work with SBCR, NRC management and the Commission, to make NRC an example of progressive thinking and innovative actions regarding aging workforce issues in government, industry, and society as a whole.

CAD has discussed some of the following issues in past Commission briefings. We have been working with SBCR to develop appropriate actions to achieve the desired outcomes for these issues. We would welcome any Commission guidance and input in achieving our goals.

### ***Performance Evaluations of Employees Aged 50 and Older***

Using a sound statistical approach, our Data Analysis Subcommittee finalized a study, which identified indications of possible age discrimination within the NRC. An earlier study, a review of fiscal year 1996 data, indicated a concern for promotion rates for staff aged 50 and older. Our new study, using fiscal year 1997 and 1998 data, shows statistically very significant trends of reduced performance appraisal evaluations for staff in the older age brackets. The new CAD analysis showed that older engineers in the top three grades received a much smaller percentage of outstanding ratings than younger staffers. A similar trend was found for scientists. In a letter to SBCR, CAD recommended that an EDO memorandum be issued providing to managers and supervisors information about these adverse EEO trends to assure that they were aware of the trends. SBCR initially indicated such a memorandum would be issued but later withdrew the plan to issue such a memorandum. It is not apparent to the CAD that SBCR intends to take further action on this issue.

### ***Effects of Agency Downsizing***

The CAD is concerned that NRC downsizing has resulted in the loss of older experienced staff members whose unique knowledge was not captured before they left. Further, we (and industry as well) observed that the loss of experienced resident inspectors had even greater potential significance. CAD noted that the loss of older experienced staff was unavoidable because downsizing was accomplished by attrition which involved generally retirement-eligible personnel. To counteract this loss, and to recognize the value of senior employees, CAD is seeking ways to preserve the knowledge vested in senior employees. CAD had discussed and

recommended a formal, visible program of site succession planning. This plan would assist in maintaining the level of competency at the sites.

### ***Capturing Corporate Experience***

CAD is also trying to find ways to establish an effective program to capture the "corporate knowledge" accumulated by the older experienced staff. Noting the loss of experience within the agency, CAD suggests that the NRC consider developing a program that uses volunteers from the working level staff.

### ***Increased Longevity***

CAD asserts that increased longevity will intensify trends toward a longer working lifetime, aging issues, and professional advancement concerns. These issues will be shared by an increasing percentage of the NRC workforce regardless of their ethnic origins, gender, or other differences. These trends can only enlarge the aging issue and present an increasing policy challenge to NRC leadership. CAD proposes that NRC set an example for government agencies in dealing with aging workforce issues.

### ***Recognition of Age Issues***

In the past CAD had stated aging issues should be in the formal agency operating plan. CAD notes that the agency is shifting to new planning methods using outcomes versus outputs as a goal. CAD recommends that the agency's new outcome-based planning incorporate outcomes for NRC's aging workplace.

### ***Effectiveness***

CAD does not feel that it has been fully effective in accomplishing its advisory function regarding communicating aging issues to SBCR, NRC senior management, and the Commission. Some progress has been made with aging issues being discussed at Commission briefings but as noted in the performance evaluation issue for employees aged 50 and older, meaningful progress on issues has not been noticed. CAD will strive to be more effective in the future. We feel that attention to aging issues will enhance the NRC's productivity, and effectiveness in managing outcomes. By taking a lead in dealing with aging issues, the NRC can only enhance its reputation with its stakeholders and with its workforce.



UNITED STATES  
NUCLEAR REGULATORY COMMISSION

WASHINGTON, D.C. 20555-0001

March 2, 2000

MEMORANDUM TO: William D. Travers  
Executive Director for Operations  
U.S. Nuclear Regulatory Commission

FROM: Rateb (Boby) Abu-Eid, Co-Chairperson *Rateb Abu-Eid*  
Joint Labor-Management Equal Employment  
Opportunity Committee  
U.S. Nuclear Regulatory Commission

Cheryl A. Trottier, Co-Chairperson *Cheryl Trottier*  
Joint Labor-Management Equal Employment  
Opportunity Committee  
U.S. Nuclear Regulatory Commission

SUBJECT: THE JOINT LABOR-MANAGEMENT EQUAL EMPLOYMENT  
OPPORTUNITY COMMITTEE ISSUES AND RECOMMENDATIONS

The currently effective U.S. Nuclear Regulatory Commission/National Treasury Employees Union (NRC/NTEU) Collective Bargaining Agreement established the Joint Labor-Management Equal Employment Opportunity Committee (JLMEEOC) to advise NRC's management concerning equal employment opportunity issues. The function of the JLMEEOC is described in Attachment 1. The current Committee members are listed in Attachment 2.

The purpose of this memorandum is to bring to the attention of NRC's management concerns regarding standing Equal Employment Opportunity (EEO) issues (Attachment 3) and to offer recommendations for helping the Agency track and resolve EEO issues (Attachment 4).

In the recent past, the JLMEEOC has reported through the Office of Small Business and Civil Rights (SBCR). However, as the Charter and the NTEU bargaining agreement specify, this Committee advises NRC management. Therefore, the Committee believes it can more effectively fulfill its mission by reporting directly to the Office of Executive Director for Operations (EDO), or to the Commission directly. In making this change, the JLMEEOC wants to affirm its appreciation of the efforts of SBCR Director, Irene Little, and her staff in supporting the Agency's EEO goals.

The major standing EEO issues and concerns include: (a) enhancing opportunities for advancement of minorities and women in professional positions; (b) expanding the pool of women and minorities for supervisory, management, executive, and senior level positions; (c) enhancing Agency efforts to attract, develop, mentor, and retain minorities, women, and disadvantaged groups; (d) improving staff written and oral communication skills; (e) improving management communication, perceptions, and responsiveness about EEO affirmative actions; and (f) re-examining EEO issues pertaining to NRC's reorganization. The JLMEEOC recommendations include developing plans and a structured program to monitor, track, and

William D. Travers

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implement affirmative actions. The JLMEEOC believes that implementation of an effective EEO program requires serious attention, follow-up, and action by NRC's management at various levels, as well as staff perseverance and earnest initiative.

The JLMEEOC appreciates this opportunity to advise NRC's management on EEO issues and will continue to work with its constituents and management for achieving NRC's ultimate EEO goals and fostering a caring work environment that benefits all.

Attachments (4): As stated

## ATTACHMENT #1

### FUNCTION OF THE JOINT LABOR-MANAGEMENT EQUAL EMPLOYMENT OPPORTUNITY COMMITTEE & PROCEDURE FOR REPORTING AND ADVISING NRC

In accordance with Article 48.2.5 of the U.S. NRC and NTEU Chapter 208 Collective Bargaining Agreement, the Joint Labor-Management Equal Employment Opportunity Committee (JLMEEOC) function is to advise management on all matters concerning EEO. In addition, as part of its function, the JLMEEOC provides comments and advice regarding the content of the draft EEO Affirmative Action (AA) plans and Upward Mobility (UM) plans and their implementation as prepared by the Agency Civil Rights Program Manager.

Currently, the JLMEEOC provides advice regarding Equal Employment Opportunity (EEO) matters through the Office of Small Business and Civil Rights (SBCR). This advice is provided in the form of an EEO Advisory Committee statement attached to the Executive Director for Operations (EDO) report submitted to the Commission at semi-annual public meetings.

Members of the JLMEEOC believe that the Committee should continue to use the same procedure of reporting on a semi-annual basis to the Commission through the EDO Office. However, the JLMEEOC members believe that the Committee should provide more frequent advice on EEO matters directly to EDO to allow for discussion and focus to resolve issues and implementation of EEO action plans. To fulfill its function, the JLMEEOC should be provided with sufficient EEO data and information; specifically those pertaining to the draft AA plans, as well as UM plans, and their implementation. Data should also be provided to monitor progress made towards achieving AA goals and UM plans. Therefore, the JLMEEOC requests to directly report to and advise the EDO on EEO matters on a more frequent basis independent of the current semi-annual EEO statement submitted to the Commission. The JLMEEOC will continue to maintain its coordination with SBCR and the EEO Advisory Committees.

This proposed function and reporting procedure of the JLMEEOC would allow early identification of EEO issues, exchange of ideas, and effective monitoring of the progress made on issues resolution. It would also allow for follow-up and early modifications of plans if necessary. The newly proposed approach is also consistent with Article 48.2.5 of the U.S. NRC and NTEU Chapter 208 Collective Bargaining Agreement.



**ATTACHMENT # 2**

**The Current Members of The Joint Labor-Management Equal Employment Opportunity Committee (JLMEEOC) are:**

**Rateb (Boby) Abu-Eid, Co-Chairperson**

**Cheryl A. Trottier, Co-Chairperson**

**Michael H. Stein**

**Sandra D. Frattali**

**Samuel L. Pettijohn**

**Cynthia Carpenter**

## ATTACHMENT #3

### STANDING EEO ISSUES

The JLMEEOC believes that the Agency has not made significant progress to address the long-standing EEO issues. The JLMEEOC identified several EEO issues during previous EEO semi-annual Commission briefings; many of these issues are still ongoing and pending for resolution. It should be pointed out that most of these issues were also raised by the EEO Advisory Committees. The JLMEEOC request that the Agency continue to explore ways to make more progress on affirmative action and diversity enhancement. The JLMEEOC presents below a list of long-standing EEO issues that were raised previously, by the JLMEEOC in its semi-annual EEO statements:

1. **Enhancing opportunities for advancement of minorities and women in professional positions:** Statistical data showed that certain minority groups, at lower grades (e.g., 6/7/8) and at grade GG-14, spend 50 - 100% more time in grade than the overall average at the Agency. There is an urgent need to strengthen and broaden upward mobility efforts to improve opportunities for administrative, para-professionals, and technical staff of women and minority groups.
2. **Expanding the pool of women and minorities for supervisory, management, executive, and senior level positions:** The JLMEEOC noted earlier that minorities are still under-represented in management positions. There is also a shortage in the feeder groups for these positions. Persons should be considered for management position without regard to age, color, race, or national origin. The JLMEEOC is concerned that minority selection for the Senior Executive Service Candidate Development Program (SES CDP) was low. Thus, the SES CDP pool was not properly utilized to improve minority representation.
3. **Enhancing Agency efforts to attract, develop, mentor, and retain minorities, women, and disadvantaged groups:** The JLMEEOC believes that the Agency should strive to attract and retain women and minorities at the NRC. In addition, staff development and mentoring programs should be enhanced and structured to increase minority staff participation.
4. **Improving communications skills among staff:** The JLMEEOC believes that there is a need to enhance the overall communication throughout the Agency, specifically oral and written skills. The JLMEEOC believes that effective communication is a critical element in an employee's efforts in seeking new opportunities and self development.

## ATTACHMENT #4

### The JLMEEOC Recommendations To Address EEO Standing Issues

The JLMEEOC recommends that the Agency focus on the following specific actions to address standing EEO issues:

1. Define specific EEO goals and develop an effective action plan for implementation within a specific timeframe. The plan should include means for tracking and monitoring affirmative actions. The plan should be reviewed by NRC's key managers as well as EEO committees.
2. Develop a comprehensive training program to enhance staff skills in oral and written communication and train managers about EEO and affirmative action objectives, improving management responsiveness, and evaluating progress. In addition, establish incentives for staff and managers to participate in the EEO development program.
3. Establish a well defined procedure or vehicle for coordination between SBCR, HR, and NRC's management with the EDO and the Commission's overview to gain momentum, attention, and focus on EEO matters.
4. Develop an effective program to recruit and retain minority, women, and disadvantaged groups. This program should include plans for minority outreach as well as for providing incentives to train and retain minority staff.
5. Establish an independent monitoring vehicle with involvement of all EEO committees and Office managers to ensure progress is made on resolution of EEO issues. The JLMEEOC is recommending establishing monitoring means by independent individuals or organizations beyond the program responsible for EEO and affirmative actions implementations.

The JLMEEOC believes that substantive progress on resolving EEO issues and implementing affirmative actions can only be achieved through: (1) attention and cooperation of NRC's management at all levels; (2) staff initiative and perseverance for self development; and (3) EDO and Commission attention, support, and clear directions. The JLMEEOC is confident that with the Commission's perseverance and effective efforts the above EEO issues will be seriously addressed to ensure maintaining an effective EEO program and policies within the NRC.