

POLICY ISSUE INFORMATION

January 15, 2002

SECY-02-0011

FOR: The Commissioners

FROM: William D. Travers
Executive Director for Operations

SUBJECT: EQUAL EMPLOYMENT OPPORTUNITY (EEO) BRIEFING

PURPOSE:

To inform the Commission of the status of the Equal Employment Opportunity (EEO) Program at the NRC.

BACKGROUND:

The Energy Reorganization Act of 1974, as amended, requires the NRC Executive Director for Operations (EDO) to report to the Commission, at semi-annual public meetings, on the problems, progress, and status of the Agency's Equal Employment Opportunity (EEO) Program. For the next briefing, scheduled for February 6, 2002, the staff will discuss some of the successful initiatives that are now among the Agency's "best practices" in advancing the four guiding principles of the NRC's 5-Year Affirmative Employment Plan (AEP). The four guiding principles are: (1) create a discrimination-free work environment; (2) ensure Agency policies, practices, and procedures provide employees the opportunity to participate in the Agency's mission, and enable fair and equitable competition for employee career enhancement and advancement; (3) employ a competent, highly skilled and diverse workforce in a positive work environment; and (4) recognize and value diversity, thereby demonstrating trust, respect, and concern for the welfare of all employees within the Agency. The Paper will also address issues and challenges that may continue to impact EEO and the diversity program.

Following the last briefing on August 15, 2001, the Commission requested, through a Staff Requirements Memorandum (SRM) dated September 5, 2001, that the staff respond to four issues: 1) explore the feasibility of providing funding to students and faculty at historically black colleges in NRC-funded work being conducted at the Center for Nuclear Waste Regulatory Analyses at the Southwest Research Institute in San Antonio, Texas; 2) ensure that disabled employees are aware of DOD's Computer Electronic Accommodations Program; 3) provide opportunities for upward mobility; 4) provide future recruitment activities that encompass a

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range of entry level positions to high level positions to ensure that the NRC's workforce is highly qualified and diverse. These issues were addressed in our response dated November 19, 2001. A copy of the SRM and our response are provided in Attachment 1.

This report includes a statement by Martin J. Virgilio on the implementation of the EEO program within the Office of Nuclear Material Safety and Safeguards (Attachment 2). Also included are EEO complaint data and workforce profile data by grade, ethnicity, gender, occupation, and age for FY 1997 - FY 2001 (Attachment 3); and a joint EEO committee statement from the five EEO Advisory Committees (Attachment 4). Attachment 4 also includes individual committee statements from the Hispanic Employment Program Advisory Committee, the Asian Pacific American Advisory Committee, the Committee on Age Discrimination, the Federal Women's Program Advisory Committee, and the Advisory Committee for African Americans.

DISCUSSION:

1. Best Practices

At the semi-annual EEO Commission briefings in recent years, individual NRC Office Directors and Regional Administrators have shared their experiences and unique approaches to managing diversity and promoting EEO within their organizations. Additionally, several Office Directors have been meeting periodically with members of the EEO Advisory Committees to explore office-specific issues and initiatives. Due in part to this dialogue and feedback between the EEO Advisory Committee representatives and NRC senior management, a number of successful office-level practices were identified, including several that had potential for broader, agency-wide application. With support and assistance from the Office of Small Business and Civil Rights (SBCR) and the Office of Human Resources (HR), many of these "best practices" have been developed and implemented throughout the Agency and have resulted in notable progress in managing diversity and advancing the guiding principles of the NRC's 5-Year Affirmative Employment Plan (AEP). The following highlights several of these "best practices."

(a) The Merit Selection Process.

The EEO Advisory Committees, SBCR, and HR worked together to develop a checklist for merit selection vacancies which is in use throughout the Agency. The checklist provides guidance to Agency managers on implementing the merit selection process fairly and equitably, and in a manner that will promote employee confidence in the process. The checklist serves as a procedural reminder to encourage selecting officials to include broad rating factors, to consider posting positions at lower grade levels to provide upward mobility, and to interview all internal candidates on the "best qualified list" for competitive vacancies. In another key area, concerted efforts are uniformly made throughout the Agency to establish rating panels with diverse memberships to help ensure broad and balanced perspectives in evaluating and rating candidates for competitive selections.

(b) Integrated Team Approach to Recruitment.

In the past eighteen months, the Agency has achieved notable progress in recruiting highly qualified minority science and engineering candidates for the new Nuclear Safety Intern Program and entry-level technical positions. Under the leadership of the Deputy Executive Director for Management Services (DEDM), the staff effectively established a wide array of new recruitment tools and techniques, including on-the-spot offers, recruitment bonuses, and aggressive post-offer follow-up, to attract highly qualified minority science and engineering graduates to careers at the NRC. Suggestions from representatives of the

EEO Advisory Committees, NRC managers, and staff working in special-focus task groups were factored into the new initiatives.

Recruiting for entry-level candidates and the second class of Nuclear Safety Interns has been aggressive. In October 2001, teams of SES managers, HR representatives, and NRC staff returned to the University of Puerto Rico at Mayaguez to interview science and engineering students. In the fall of 2001, a similar effort was undertaken at three Historically Black Colleges and Universities (HBCUs): Tuskegee Institute, North Carolina A&T University, and Florida A&M University. The teams made a total of 22 offers to promising minority candidates and invited them for a follow-up visit at Headquarters in November 2001.

During the November follow-up visit at Headquarters hosted by HR, the Executive Director for Operations, DEDM, Office Directors from NRR, NMSS, RES, and OSTP, and the Regional Administrator from RIV, participated in a panel discussion regarding their respective areas of responsibility. In addition, representatives from the current class of Nuclear Safety Interns met with the candidates to share their insights on working for the NRC, and members of the EEO Advisory Committees and SBCR were on hand to assist HR in answering questions. Similar programs were held in Regions II and III. The success of the teams' recruitment effort stems from agency-wide collaboration and dedicated participation of HR representatives, senior managers at Headquarters, regional offices, SBCR, and the EEO Advisory Committees.

Another recruitment team visited California State and San Diego State campuses to attract highly qualified Asian Pacific American applicants enrolled in science and engineering programs. The NRC has received well over 600 applications from exceptional job seekers. By end of December, 90 written offers had been extended to a diverse group of candidates, including 39 Hispanics, 25 Whites, 23 African Americans, and 3 Asian-Pacific Americans. By mid-December, we had received acceptances from 16 Hispanics, 2 Whites, 5 African Americans, and 1 Asian Pacific American.

The Student Loan Repayment Program, which has been established in Management Directive 10.49, is an additional recruitment tool. The program authorizes the Agency to repay portions of a potential employee's Federally insured student loan, if necessary, to attract the individual to accept a position which the agency would encounter difficulty in filling with a highly qualified candidate. The program is funded for FY 2002 and implementation in the NRC will be determined by recruitment needs, skills requirements, and related workforce demands.

(c) Employee Development Programs.

To ensure a steady source and appropriate representation of women and minorities in NRC's key skills and knowledge base, the Agency has revitalized its specialized development programs for entry level employees, first-level supervisors, and Senior Executive Service (SES) managers.

The Agency established the Nuclear Safety Intern Program for outstanding individuals who are finishing or have recently received their degrees in the engineering, scientific, administrative, legal, or other applicable disciplines. An extensive two-year training program has been developed for interns which includes "core" courses and specialized technical training designed to meet specific program office needs. Special programs in writing and speaking have been added to help interns, whose native language is not English, to enhance their communication skills. In addition, at the suggestion of the

Hispanic Employment Program Advisory Committee, the Agency has recently acquired Spanish-to-English tapes to assist new employees who are interested in self-paced English language studies.

The first group of interns was officially welcomed to the NRC this fall and consists of 29 engineers, health physicists, and other scientists, and 13 legal and professional administrative interns. All technical program offices, as well as ADM, HR, and OGC, and the regional offices, are actively participating in the Nuclear Safety Intern Program. The demographics of this class are 45 percent Hispanic, 45 percent White, 5 percent African American, and 5 percent Asian.

The Leadership Potential Program (LPP) is aimed at developing leadership potential of full-time, permanent non-supervisory employees at grade levels GG-13 through GG-15. Employees must apply for the LPP, be accepted, and participate in the program's developmental activities. The LPP began in June 2001 and will conclude in May 2002. It is composed of two classes, totaling 41 participants (12 administrative personnel and 29 technical personnel) and includes a diverse mix of employees. LPP participants have completed individual assessments, identified their senior advisors, and attended six out of the ten courses in the core LLP curriculum. A *Coaching and Mentoring Workshop* was presented at Headquarters for all supervisors and senior advisors of LPP participants.

The SES Candidate Development Program (CDP) is an 18-month, part-time program for participants to engage in developmental assignments and formal training activities to enhance their executive competencies, increase their awareness of public policy, and prepare them to enter into the SES corps. A group of 23 participants completed the SES CDP in May 2001. To date, 17 have been placed in SES positions, including 2 minority males, 1 minority female, and 4 white women. A new session of the SES CDP was announced on October 12, 2001. Two information sessions were held in October for interested employees to explain the SES CDP and answer questions about the application process. One hundred forty-seven NRC employees submitted applications for this latest session of the SES CDP which is scheduled to begin in April 2002 and end October 2003.

Senior management mentors are an integral part of the Nuclear Safety Intern Program, LPP, and SES CDP to ensure that participants receive the individualized attention and guidance needed to support their success in these programs. SBCR is working with HR to enhance the mentoring process in these programs and throughout the Agency.

(d) Strategic Planning for an Aging Workforce.

A major challenge facing the NRC, and the Federal workforce as a whole, is the prospect that a significant segment of our workforce, who will become eligible for retirement over the next few years, may leave the Agency. To respond to this challenge, the Commission has authorized the implementation of a series of human capital initiatives, including "overhiring" to promote knowledge transfer. For certain critical or specialized areas of technical expertise, offices may be authorized to double-encumber positions in anticipation of the departure of an incumbent for retirement, resignation, reassignment, or promotion.

(e) Integrated, Uniform Accountability for EEO and Diversity.

Accountability is critical to an effective EEO process. Beginning last year, performance plans for SES managers included a separate sub-element clarifying and enhancing accountability for management support of the Agency's EEO and diversity goals. Similar

requirements have been added to the elements and standards for non-SES supervisors for the rating period starting in October 2001. This initiative further enhances the integrated and uniform approach to implementing the Agency's EEO responsibilities.

2. Challenges

As discussed above, the Agency has made steady progress in several key areas affecting the advancement of EEO/managing diversity and the guiding principles of the AEP. Building on the constructive dialogue and teamwork that has fostered this progress, we must continue to direct our attention and energy to the challenges that could impact EEO and diversity management at the NRC:

(a) Effective Feedback and Communications with the Staff.

Two areas of communication that continue to impact employee development and work force diversity are: (1) the employee performance appraisal process, and (2) feedback to employees about non-selection for competitive vacancies. Candid and constructive dialogue between managers and staff is critical to employee development, job satisfaction, and long-term employee retention. To promote improvement in this area, the new EEO sub-element for non-SES managers requires supervisors to "provide constructive feedback" to staff. Accordingly, senior managers will be required to evaluate their subordinate supervisors on how well they provide feedback to employees regarding the employees' performance. In addition, efforts are now underway in several offices to enhance employees' understanding of the performance appraisal process.

To address the recurring area of concern about feedback to employees regarding non-selection for competitive vacancies, HR is revising the course on "Effective Management Participation in Merit Staffing." In addition, the DEDM convened a brainstorming session with African American employees to discuss issues that could impact diversity in the workforce. As an outcome of that meeting, HR conducted four focus group sessions to gather feedback and explore initiatives to promote effective communication and creative approaches to EEO and diversity issues. This initiative is ongoing.

(b) Staff Retention and Career Development.

Training, career development, and growth opportunities will continue to be a high priority for the staff and a key element in promoting retention. Accordingly, the Agency must maintain its focus on ensuring diversity in the pipeline for both senior staff and management positions. The pipeline for future supervisory and managerial selections is becoming more diverse as 41 percent of the employees in the Leadership Potential Program are minorities and 32 percent are women, including minority women.

At the end of FY 2001, the overall demographic makeup of the NRC was 23 percent minorities and 38 percent women, including minority women. As a result of entry-level hiring over the past year, 44 professional entry-level employees have entered into NRC's workforce. These new employees include 22 minorities, 12 white women, and 10 white men.

The Agency must also continue its long-standing commitment to providing training and career development opportunities, including rotational assignments, for the staff. A continuing challenge, as often noted by the Federal Women's Program Advisory Committee, has been providing upward mobility and rotational opportunities for secretarial and administrative staff. To provide flexibility and to facilitate developmental opportunities for the administrative staff, the NRC will use newly hired temporary secretaries from the secretarial pre-assignment center as well as temporary contract secretaries, where permitted. This support will be available to assist in the administrative support area when permanent personnel are out of the office for a variety of reasons, including rotational assignments. In particular, this initiative may allow more of the agency secretarial and clerical staff to participate in developmental assignments.

(c) Worker-Friendly Culture.

Recent studies and surveys have again confirmed the importance of the quality of the work environment to worker satisfaction. Factors affecting the quality of NRC's work environment -- including flexible and part-time work schedules, credit hours, flexiplace, the Headquarters Fitness Center, the on-site day care, and the day-care tuition subsidies -- are important considerations for both established employees and potential candidates who are considering careers at the NRC. To be competitive in attracting diverse, highly-skilled new applicants, and to succeed in retaining our talent, the NRC must keep its stride in implementing innovative worker-friendly policies. In addition, as our workforce becomes more diverse, we must continue our emphasis on the managing diversity process to provide tools for our managers in resolving issues that could lead to employee dissatisfaction and complaints. A managing diversity contract was recently awarded to provide continuing assistance to offices in their efforts to identify and address office-specific diversity management issues. SBCR will continue to facilitate contractor support for offices which have implemented initial strategies to address their specific concerns.

4. Summary and Conclusion

Implementation of the “best practices” described above, coupled with enhanced efforts to improve outcomes of existing initiatives, contributed to the advancement of the four guiding principles of NRC’s Affirmative Employment Plan:

- Implementation of EEO accountability for all agency managers and supervisors will help sustain a discrimination free workplace.
- Improvements to the merit selection process, and implementation of new employee development initiatives such as the Agency’s new Nuclear Safety Intern Program, the SES Candidate Development Program, and the Leadership Potential Program will further promote employee career enhancement and advancement.
- Targeted recruitment, the effective use of new recruitment tools and incentives, and the active support of staff and managers throughout the Agency will enable us to continue to attract a competent, highly skilled and diverse group of entry level employees.
- Continued emphasis on the managing diversity process helps to demonstrate our commitment to recognize and value diversity, and thereby demonstrate trust, respect and concern for the welfare of all employees within the Agency.

The ongoing and enhanced dialogue among SBCR, HR, the EEO Advisory Committees, and NRC office directors continues to refresh the Agency’s approach to many of its challenges. While we celebrate our successes, we must also renew our commitment to achieve progress in the areas that continue to impact EEO and the diversity management throughout the NRC.

/RA/

William D. Travers
Executive Director for Operations

Attachments:

1. SRM & Staff Response
2. Statement by Martin J. Virgilio, Director, NMSS
3. Equal Employment Opportunity Workforce Profile Data
4. EEO Advisory Committees Joint Statement

Staff Requirements Memorandum (M010815A)
September 5, 2001

and

Staff Requirements Response
November 19, 2001

Attachment 1

IN RESPONSE, PLEASE
REFER TO: M010815A

September 5, 2001

MEMORANDUM TO: William D. Travers
Executive Director for Operations

FROM: Annette L. Vietti-Cook, Secretary **/RA/**

SUBJECT: STAFF REQUIREMENTS - BRIEFING ON EEO PROGRAM
(SECY-01-0126), 9:30 A.M., WEDNESDAY, AUGUST 15, 2001,
COMMISSIONERS' CONFERENCE ROOM, ONE WHITE FLINT
NORTH, ROCKVILLE, MARYLAND (OPEN TO PUBLIC
ATTENDANCE)

The Commission was briefed by the NRC staff and a representative of the equal employment opportunity (EEO) advisory committees on the EEO program. In addition, the Region II Administrator provided the status of EEO efforts in that region and representatives of each EEO advisory committee and the National Treasury Employees Union (NTEU) were provided an opportunity to speak. The Commission commended the staff, the advisory committees, and NTEU for their progress toward increasing diversity in the NRC workforce and improving opportunities for all NRC employees, and encouraged staff to continue their efforts.

The staff may want to explore the feasibility of providing funding to students and faculty at historically black colleges in NRC-funded work being conducted at the Center for Nuclear Waste Regulatory Analysis at the Southwest Research Institute in San Antonio, Texas. The staff should ensure that disabled employees are aware of DOD's Computer Electronic Accommodation Program which is a program to assist people with disabilities that is available to NRC employees. As part of its effort to provide a highly qualified and diverse workforce, the staff should recommit itself to providing opportunities for upward mobility. Additionally, staff should provide that future recruitment efforts encompass a range of entry level positions to high level positions to ensure that the NRC's workforce is highly qualified and diverse.

cc: Chairman Meserve
Commissioner Dicus
Commissioner McGaffigan
Commissioner Merrifield
OGC
CFO
OCA
OIG
OPA
Office Directors, Regions, ACRS, ACNW, ASLBP (via E-Mail)
PDR

**Statement by Martin J. Virgilio, Director
Office of Nuclear Material Safety and Safeguards**

Attachment 2

EEO PROGRAM POLICIES AND PERFORMANCE IN NMSS

Martin J. Virgilio, Director

I. Introduction

I am pleased to have the opportunity to provide the Commission an overview of NMSS's approach and activities regarding EEO and Diversity. First, I want to underscore that NMSS is fully committed to the Agency's EEO and Diversity policies and the associated goals of maintaining a healthy work environment free of discrimination, promoting inclusiveness and teamwork. I would like to acknowledge the NMSS management and staff efforts in this area, in particular those members of the NMSS Diversity Panel. I would also like to acknowledge SBCR management and staff who have been supportive of our diversity initiative, including those aspects that go beyond traditional EEO.

We believe managing diversity requires organizational and cultural changes, and that the keys to making successful cultural change are: a) alignment of the change with organizational goals and values; b) a committed leadership that is willing and able to model the desired change, that provides clear expectations, and provides the requisite resources; c) staff input; d) establishment of an infrastructure of policies, procedures and practices that reinforce the change, including personal accountability; e) effective and ongoing communication; and f) formal measurement/assessment of the effectiveness of the change.

For this presentation, I will briefly delineate the evolution of the diversity concept in NMSS, and I will describe components of our diversity initiative, and accomplishments to date.

The current focus of 'diversity' in NMSS has evolved from emphasizing workforce demographics, to understanding and appreciating employee differences, to managing diversity. Managing diversity places emphasis on creating and maintaining a positive work environment that fully supports the potential of all employees within the scope of our mission, thereby enhancing regulatory excellence within the agency.

The specific goals we expect to achieve include the following:

- ! Enhanced recruitment, development and retention of a high quality diverse workforce
- ! Healthier work environment and relationships among the staff
- ! Improved quality (including innovativeness), quantity and timeliness of our organizational products, rendering us more responsive and competitive.
- ! Enhanced public confidence through effective management of a diverse workforce.

The operating framework of NMSS' diversity initiative and accomplishments are described below:

1. Alignment with Goals and Values

We have established organizational values, visions, and expectations for NMSS consistent with those of the Agency, including an emphasis on the value of successfully managing a diverse workforce. We expect our managers, supervisors, and staff to adopt standards consistent with these goals.

2. NMSS Leadership Commitment

NMSS's Executive and Leadership teams meet weekly to develop and monitor NMSS organizational initiatives, including managing diversity. A senior management contact has been designated for NMSS members of each of EEO Advisory committee. The manager meets, at least quarterly, to exchange views on office-wide concerns, practices or initiatives that require attention. A designated "change agent" monitors our diversity actions and other organizational and human resource management initiatives. A part-time diversity consultant worked with our Diversity Panel, to design, administer and interpret our diversity survey which was used to obtain feedback from the staff regarding their perceptions of the NMSS organization. The consultant also provided diversity training, and group and individual coaching to improve management performance in this area.

3. Staff Input

Staff input was obtained from an NMSS-wide survey conducted in April 2001. Input is continuously obtained from the staff through the Diversity panel, and through management discussions with NMSS members of EEO Advisory Committee members. Based on the survey results we concluded that we need to do the following:

- ! Establish a clear and more inclusive definition of diversity management
- ! Improve communication between management and staff regarding diversity management
- ! Enhance perceived fairness/equity across subgroups in NMSS regarding human resource management policies, procedures and practices (especially those involving development, recognition/awards, and promotion)
- ! Clarify responsibilities and accountability regarding managing diversity--especially pertaining to management
- ! Establish a mechanism to measure the effectiveness of NMSS managing diversity initiatives

The NMSS Diversity Panel serves as a focal point for recommending improvements regarding diversity-related issues. The Panel consists of 12 employees who were randomly selected from NMSS personnel, and is representative of the demographics of the office. SBCR and a union representative have standing invitations to attend Panel meetings. The Panel's charter is to develop recommendations addressing five areas: 1) Definition of diversity; 2) Goals and/or approach(es) to diversity that merit focus; 3) Concepts and techniques for fostering appropriate use of diversity, including accountability; 4) Methods for fostering diversity within NMSS policies, procedures and practices, especially those pertaining to performance management (including succession planning, recruitment, hiring, orientation, development and training, work assignments, appraisals, recognition/awards, retention, promotions, exit), and 5) Method(s) for measuring the effectiveness of diversity.

4. Infrastructure and Accountability

We have made some changes in this area such as the revision of the performance elements for managers to emphasize the importance of managing diversity. The Diversity Panel has made recommendations regarding policies, procedures and practices related to human resource management, including greater emphasis on mutual responsibility of management and staff.

5. Effective and Ongoing Communication

Several communication mechanisms have been established. As previously mentioned, NMSS members of each EEO Advisory Committee have a senior management contact. The diversity panel has established a web page to improve communication within NMSS on diversity issues. The web page includes a Monthly Update and staff are invited to use the web page to provide comments on the Panel's recommendations and other management issues. The Panel has also established "comment boxes" throughout NMSS work areas for staff to provide comments and make recommendations regarding diversity. Further, employee "subgroup" meetings have been encouraged. Thus far, eight meetings have been held. They included a diverse group of staff, and provided constructive staff input.

6. Measuring Effectiveness

Management is considering a three-pronged measurement approach: (1) follow up survey (2) diversity activities and interventions assessment, and (3) review of statistical data regarding workforce subgroups. We believe that the most reasonable point at which measurable results should be assessed is around Summer 2002. At that point, the diversity survey may be re-administered, input assessed, and other measures taken. While we believe that many positive actions are taking place in NMSS, we also believe that employee and management perceptions of those actions is critical.

NMSS Workforce Demographics, Hiring and Awards

As of September 30 2001, NMSS had a total of 347 permanent employees. Nineteen percent of the staff are minorities and 34% are female. While these percentages are essentially the same as at the end of FY 2000, NMSS has been able to maintain its diverse staffing levels in light of high attrition. The table below depicts NMSS's workforce by race/ethnicity and gender:

NMSS Staff by Race/Ethnicity and Gender (As of 9/30/01)						
Race/Ethnicity	Female		Male		Totals	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
African American	22	6%	5	1%	27	7%
Asian Pacific American	8	2%	19	6%	27	8%
Hispanic	6	2%	4	1%	10	3%
Native American	0	0%	3	1%	3	1%
White, not of Hispanic origin	82	24%	198	57%	280	81%
Totals	118	34%	229	66%	347	100%

NMSS's recruitment emphasis has been twofold: (1) attracting and maintaining the critical skills needed for our current and future licensing responsibilities, and (2) enhancing NMSS's workforce racial/ethnic and gender diversity. We have fully supported the Agency initiative to establish ongoing and effective relationships with targeted colleges and universities that provide the greatest potential for attracting highly qualified, diverse applicants. Specifically, NMSS managers and staff participated in recruitment at the University of Puerto Rico, North Carolina A&T University, Tuskegee Institute and Florida A&M University to attract highly qualified engineers and scientists needed for current and future licensing responsibilities, and to enhance minority representation, particularly for African American and Hispanic staff.

We have also established cooperative education agreements with nine colleges and universities. Further, we have used the summer hire program to attract both cooperative education students and entry level candidates. Through the use of this three-pronged approach - recruitment efforts at colleges and universities, establishment of cooperative education agreements and an active summer hire program - NMSS has greatly increased its ability to attract and ultimately hire new staff. One example is an Asian American male who was an FY 2000 summer hire employee, and subsequently was hired into the Nuclear Safety Intern Program during FY 2001.

During FY 2001, NMSS filled 31 positions, of which 16 were technical hires. Six (38%) of the technical hires were at the GG-5 through GG-11 entry-level: 1 Asian American male, 1 Hispanic female, 1 Hispanic male, 2 white female and 1 white male. The remaining hires include: 4 minorities, 13 white women, and 8 white men. On-going and aggressive recruitment efforts should result in an increase of entry-level hires during FY 2002.

During FY 2001, we had a total of 5 cooperative education students, 3 from the University of Maryland, 1 from Georgia Tech, and 1 from Pennsylvania State University. Additionally, we had a total of 7 summer hire employees, 2 of whom had also been FY 2000 summer hire employees.

One of the continuing challenges in NMSS is our historically high attrition rate. During FY 2001, NMSS's attrition rate of 12.6% was significantly higher than the Agency's attrition rate of 9%. We are attempting to assess the reason(s) for the high attrition rate and identify appropriate strategies to reduce the attrition rate.

NMSS has implemented an ongoing awards program which recognizes employees for exceptional performance throughout the year, culminating in an annual award ceremony at the end of the appraisal period. In addition, the Employee of the Month Award (EOM) provides another opportunity for staff recognition. During FY 2001, 12 employees received the EOM award: 1 African American female, 1 Hispanic female, 2 Asian males, 4 white females, and 4 white males. Four employees received the Meritorious or Distinguished Service Awards: 1 African American male, 2 white females and 1 white male. In addition, NMSS presented a total of 228 awards, of which 226 were Performance Awards and 2 were High Quality Increases. The chart below shows the race/ethnicity and gender of the staff who received awards during FY 2001:

FY 2001 Performance Awards and High Quality Increases						
Race/Ethnicity	Female		Male		Totals	
	Number	Percent	Number	Percent	Number	Percent
African American	11	5%	4	2%	15	7%
Asian Pacific American	4	2%	12	5%	16	7%
Hispanic	2	1%	3	1%	5	2%
Native American	0	0%	3	1%	3	1%
White, not of Hispanic origin	59	26%	130	57%	189	83%
Totals	76	34%	152	66%	228	100%

Also during FY 2001, NMSS presented 47 Instant Cash awards. The chart below shows the race/ethnicity and gender of the staff who received the Instant Cash awards during FY 2001:

FY 2001 Instant Cash Awards						
Race/Ethnicity	Female		Male		Totals	
	Number	Percent	Number	Percent	Number	Percent
African American	6	13%	1	2%	7	15%
Asian Pacific American	0	0%	2	4%	2	4%
Hispanic	0	0%	1	2%	1	2%
Native American	0	0%	0	0%	0	0%
White, not of Hispanic origin	<u>10</u>	21%	27	58%	37	79%
Totals	16	34%	31	66%	47	100%

Summarizing the preceding data, NMSS has maintained a constant level of staff diversity during FY 2000-2001, despite our historically high attrition rate. Additionally, the distribution of awards is closely related to the ethnicity and gender percentages of the on-board staff. Nonetheless, NMSS will strive for continued improvement.

It should be noted that the preceding data reflects on the traditional (sub)groups that have been examined as part of the affirmative action/EEO focus of diversity. In the future, we may also provide other data and relevant information that would provide additional insights on progress made in managing diversity.

7. Conclusion

We are proud of the course that we have undertaken regarding managing diversity. We acknowledge that anticipated (e.g., resistance) and unanticipated events (e.g., resource cutbacks) may provide temporary stumbling blocks to full completion of our course. But we remain steadfast in our belief that because of the importance of managing diversity, such stumbling blocks will not deter us from reaching our final destination: to recruit and retain a highly qualified and diverse workforce whose diversity is increasingly valued and utilized to achieve our organizational goals. We welcome your support and feedback.

Equal Employment Opportunity Workforce Profile Data

Permanent Staff (inclusive of all pay grades)

	FY 01		FY 00		FY 99		FY 98		FY 97	
	%		%		%		%		%	
TOTAL	2826	100%	2828	100%	2832	100%	2961	100%	3047	100%
FEMALE	1067	38%	1064	38%	1055	37%	1093	37%	1130	37%
MALE	1759	62%	1764	62%	1777	63%	1868	63%	1917	63%
AFRICAN AMERICAN										
	367	13%	368	13%	366	13%	374	13%	379	12%
FEMALE	258	9%	258	9%	252	9%	256	9%	261	9%
MALE	109	4%	110	4%	114	4%	118	4%	118	4%
ASIAN PACIFIC AMERICAN										
	195	7%	196	7%	196	7%	200	7%	197	6%
FEMALE	49	2%	46	2%	45	2%	46	2%	47	2%
MALE	146	5%	150	5%	151	5%	154	5%	150	5%
HISPANIC										
	90	3%	71	3%	63	2%	62	2%	63	2%
FEMALE	32	1%	27	1%	23	1%	23	1%	22	1%
MALE	58	2%	44	2%	40	1%	39	1%	41	1%
NATIVE AMERICAN										
	9	0.32%	7	0.25%	9	0.32%	8	0.27%	7	0.23%
FEMALE	2	0.07%	2	0.07%	4	0.14%	3	0.10%	3	0.10%
MALE	7	0.25%	5	0.18%	5	0.18%	5	0.17%	4	0.13%
WHITE										
	2165	77%	2186	77%	2198	78%	2317	78%	2401	79%
FEMALE	726	26%	731	26%	731	26%	765	26%	797	26%
MALE	1439	51%	1455	51%	1467	52%	1552	52%	1604	53%

Age Group: Permanent Staff (inclusive of all pay grades)

	FY 01		FY 00		FY 99		FY 98		FY 97	
		%		%		%		%		%
TOTAL ALL AGES	2826	100%	2828	100%	2832	100%	2961	100%	3047	100%
<i>56+</i>	623	22%	610	22%	610	22%	592	20%	583	19%
<i>50-55</i>	696	25%	682	24%	635	22%	664	22%	644	21%
<i>40-49</i>	968	34%	978	35%	999	35%	1036	35%	1079	35%
<i>39 & Under</i>	539	19%	558	20%	588	21%	669	23%	741	24%

Senior Executive Service

	FY 01		FY 00		FY 99		FY 98		FY 97	
	%		%		%		%		%	
TOTAL	146	100%	140	100%	140	100%	181	100%	185	100%
FEMALE	21	14%	19	14%	18	13%	21	12%	20	11%
MALE	125	86%	121	86%	122	87%	160	88%	165	89%
AFRICAN AMERICAN	9	6%	9	6%	9	6%	9	5%	8	4%
FEMALE	2	1%	2	1%	2	1%	2	1%	1	1%
MALE	7	5%	7	5%	7	5%	7	4%	7	4%
ASIAN PACIFIC AMERICAN	6	4%	5	4%	4	3%	7	4%	6	3%
FEMALE	2	1%	1	1%	1	1%	1	1%	0	0%
MALE	4	3%	4	3%	3	2%	6	3%	6	3%
HISPANIC	2	1%	2	1%	2	1%	2	1%	2	1%
FEMALE	0	0%	0	0%	0	0%	0	0%	0	0%
MALE	2	1%	2	1%	2	1%	2	1%	2	1%
NATIVE AMERICAN	0	0%	0	0%	0	0%	0	0%	0	0%
FEMALE	0	0%	0	0%	0	0%	0	0%	0	0%
MALE	0	0%	0	0%	0	0%	0	0%	0	0%
WHITE	129	88%	124	89%	125	89%	163	90%	169	91%
FEMALE	17	12%	16	11%	15	11%	18	10%	19	10%
MALE	112	77%	108	77%	110	79%	145	80%	150	81%

Managers/Supervisors (includes SES & non-SES supervisors/managers)

	FY 01		FY 00		FY 99		FY 98		FY 97	
		%		%		%		%		%
TOTAL	329	100%	327	100%	322	100%	399	100%	430	100%
FEMALE	61	19%	58	18%	57	18%	69	17%	77	18%
MALE	268	81%	269	82%	265	82%	330	83%	353	82%
AFRICAN AMERICAN	24	7.29%	27	8.26%	27	8.39%	29	7.27%	30	6.98%
FEMALE	10	3%	10	3%	10	3%	14	4%	13	3%
MALE	14	4%	17	5%	17	5%	15	4%	17	4%
ASIAN PACIFIC AMERICAN	13	3.95%	13	3.98%	13	4.04%	19	4.76%	21	4.88%
FEMALE	2	1%	3	1%	4	1%	5	1%	6	1%
MALE	11	3%	10	3%	9	3%	14	4%	15	3%
HISPANIC	6	1.82%	7	2.14%	7	2.17%	7	1.75%	6	1.40%
FEMALE	2	0.61%	1	0.31%	1	0.31%	1	0.25%	1	0.23%
MALE	4	1%	6	2%	6	2%	6	2%	5	1%
NATIVE AMERICAN	1	0.30%	1	0.31%	1	0.31%	0	0.00%	1	0.23%
FEMALE	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
MALE	1	0.30%	1	0.31%	1	0.31%	0	0.00%	1	0.23%
WHITE	285	86.63%	279	85.32%	274	85.09%	344	86.22%	372	86.51%
FEMALE	47	14%	44	13%	42	13%	49	12%	57	13%
MALE	238	72%	235	72%	232	72%	295	74%	315	73%

**Age Group: Managers/Supervisors (includes SES & non-SES;
excludes SLS/team leaders)**

	FY 01		FY 00		FY 99		FY 98		FY 97	
		%		%		%		%		%
TOTAL ALL AGES	329	100%	327	100%	322	100%	399	100%	430	100%
<i>56+</i>	75	23%	65	20%	62	19%	82	21%	86	20%
<i>50-55</i>	125	38%	125	38%	116	36%	132	33%	138	32%
<i>40-49</i>	111	34%	116	35%	122	38%	164	41%	184	43%
<i>39 & Under</i>	18	5%	21	6%	22	7%	21	5%	22	5%

Senior Level System

	FY 01		FY 00		FY 99		FY 98		FY 97	
	%		%		%		%		%	
TOTAL	62	100%	59	100%	49	100%	38	100%	37	100%
FEMALE	12	19%	11	19%	10	20%	8	21%	7	19%
MALE	50	81%	48	81%	39	80%	30	79%	30	81%
AFRICAN AMERICAN	1	2%	0	0%	0	0%	2	5%	2	5%
FEMALE	0	0%	0	0%	0	0%	1	3%	1	3%
MALE	1	2%	0	0%	0	0%	1	3%	1	3%
ASIAN PACIFIC AMERICAN	3	5%	4	7%	4	8%	3	8%	4	11%
FEMALE	0	0%	0	0%	0	0%	0	0%	1	3%
MALE	3	5%	4	7%	4	8%	3	8%	3	8%
HISPANIC	2	3%	1	2%	1	2%	1	3%	1	3%
FEMALE	1	2%	1	2%	1	2%	1	3%	1	3%
MALE	1	2%	0	0%	0	0%	0	0%	0	0%
NATIVE AMERICAN	0	0%	0	0%	0	0%	0	0%	0	0%
FEMALE	0	0%	0	0%	0	0%	0	0%	0	0%
MALE	0	0%	0	0%	0	0%	0	0%	0	0%
WHITE	56	90%	54	92%	44	90%	32	84%	30	81%
FEMALE	11	18%	10	17%	9	18%	6	16%	4	11%
MALE	45	73%	44	75%	35	71%	26	68%	26	70%

Team Leaders

	FY 01		FY 00		FY 99		FY 98		FY 97	
	%		%		%		%		%	
TOTAL	135	100%	135	100%	135	100%	106	100%	107	100%
FEMALE	32	24%	32	24%	30	22%	18	17%	14	13%
MALE	103	76%	103	76%	105	78%	88	83%	93	87%
AFRICAN AMERICAN	16	12%	15	11%	13	10%	11	10%	5	5%
FEMALE	8	6%	9	7%	8	6%	5	5%	2	2%
MALE	8	6%	6	4%	5	4%	6	6%	3	3%
ASIAN PACIFIC AMERICAN	6	4%	7	5%	7	5%	2	2%	4	4%
FEMALE	2	1%	2	1%	1	1%	1	1%	0	0%
MALE	4	3%	5	4%	6	4%	1	1%	4	4%
HISPANIC	2	1%	2	1%	1	1%	3	3%	2	2%
FEMALE	0	0%	0	0%	0	0%	0	0%	0	0%
MALE	2	1%	2	1%	1	1%	3	3%	2	2%
NATIVE AMERICAN	0	0%	0	0%	0	0%	0	0%	0	0%
FEMALE	0	0%	0	0%	0	0%	0	0%	0	0%
MALE	0	0%	0	0%	0	0%	0	0%	0	0%
WHITE	111	82%	111	82%	114	84%	90	85%	96	90%
FEMALE	22	16%	21	16%	21	16%	12	11%	12	11%
MALE	89	66%	90	67%	93	69%	78	74%	84	79%

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1																	
2	Non-Supervisory Staff by Grade Categories - FY 2001 (Excludes employees in																
3	categories: Executive Pay, SES, SLS, Administrative Judges, Supervisors/Managers & Team Leaders)																
4		TOTAL	%	GG 4/7	%	GG 8/9	%	GG 10/11	%	GG 12	%	GG 13	%	GG 14	%	GG 15	%
5	TOTAL	2295	100%	260	100%	186	100%	134	100%	97	100%	546	100%	633	100%	439	100%
6	FEMALE	961	42%	220	85%	160	86%	119	89%	69	71%	184	34%	143	23%	66	15%
7	MALE	1334	58%	40	15%	26	14%	15	11%	28	29%	362	66%	490	77%	373	85%
8	AFRICAN AMERICAN	326	14%	62	24%	60	32%	43	32%	32	33%	69	13%	43	7%	17	4%
9	FEMALE	240	10%	52	20%	54	29%	41	31%	26	27%	40	7%	18	3%	9	2%
10	MALE	86	4%	10	4%	6	3%	2	1%	6	6%	29	5%	25	4%	8	2%
11	ASIAN PACIFIC AMERICAN	172	7%	13	5%	6	3%	2	1%	2	2%	36	7%	60	9%	53	12%
12	FEMALE	45	2%	11	4%	6	3%	2	1%	2	2%	9	2%	9	1%	6	1%
13	MALE	127	6%	2	0.77%	0	0%	0	0%	0	0%	27	5%	51	8%	47	11%
14	HISPANIC	80	3%	22	8%	13	7%	1	1%	6	6%	20	4%	12	2%	6	1%
15	FEMALE	29	1%	12	5%	9	5%	1	0.75%	2	2%	3	1%	2	0%	0	0.00%
16	MALE	51	2%	10	3.85%	4	2%	0	0%	4	4%	17	3%	10	2%	6	1%
17	NATIVE AMERICAN	8	0%	1	0%	0	0%	1	1%	1	1%	2	0%	1	0%	2	0%
18	FEMALE	2	0%	0	0%	0	0%	1	1%	1	1%	0	0%	0	0%	0	0%
19	MALE	6	0%	1	0.38%	0	0%	0	0%	0	0%	2	0.37%	1	0%	2	0%
20	WHITE	1709	74%	162	62%	107	58%	87	65%	56	58%	419	25%	517	82%	361	82%
21	FEMALE	645	28%	145	56%	91	49%	74	55%	38	39%	132	24%	114	18%	51	12%
22	MALE	1064	46%	17	7%	16	9%	13	10%	18	19%	287	53%	403	64%	310	71%

ADVANCEMENTS TO SES & SLS																
	FY 2001				FY 2000				FY 1999				FY 1998			
	SES	%	SLS	%	SES	%	SLS	%	SES	%	SLS	%	SES	%	SLS	%
TOTAL	11	100%	5	100%	9	100%	15	93%	2	100%	5	100%	11	100%	8	100%
FEMALE	3	27%	2	40%	2	22%	3	20%	0	0%	1	20%	3	27%	1	13%
MALE	8	73%	3	60%	7	78%	12	73%	2	100%	4	80%	8	73%	7	88%
AFRICAN AMERICAN	1	9%	0	0%	0	0%	0	0%	1	50%	0	0%	1	9%	0	0%
<i>FEMALE</i>	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	9%	0	0%
<i>MALE</i>	1	9%	0	0%	0	0%	0	0%	1	50%	0	0%	0	0%	0	0%
ASIAN PACIFIC AMERICAN	2	18%	0	0%	1	11%	1	0%	0	0%	0	0%	1	9%	0	0%
<i>FEMALE</i>	1	9%	0	0%	0	0%	0	0%	0	0%	0	0%	1	9%	0	0%
<i>MALE</i>	1	9%	0	0%	1	11%	1	0%	0	0%	0	0%	0	0%	0	0%
HISPANIC	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
<i>FEMALE</i>	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
<i>MALE</i>	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
NATIVE AMERICAN	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
<i>FEMALE</i>	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
<i>MALE</i>	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
WHITE	8	73%	5	100%	8	89%	14	93%	1	50%	5	100%	9	82%	8	100%
<i>FEMALE</i>	2	18%	2	40%	2	22%	3	20%	0	0%	1	20%	1	9%	1	13%
<i>MALE</i>	6	55%	3	60%	6	67%	11	73%	1	50%	4	80%	8	73%	7	88%

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1																	
2	NON-SES COMPETITIVE SELECTIONS - FY 2001																
3																	
4		TOTAL	%	GG 6/7	%	GG 8/9	%	GG 10/11	%	GG 12	%	GG 13	%	GG 14	%	GG 15	%
5	TOTAL	179	100%	5	100%	18	100%	5	100%	10	0%	3	100%	22	100%	19	100%
6	FEMALE	88	49%	5	100%	18	100%	5	100%	7	0%	1	33%	5	23%	3	16%
7	MALE	91	51%	0	0%	0	0%	0	0%	3	0%	2	67%	17	77%	16	84%
8	AFRICAN AMERICAN	32	18%	2	40%	4	22%	2	40%	6	0%	1	33%	3	14%	1	5%
9	FEMALE	24	13%	2	40%	4	22%	2	40%	4	0%	0	0%	1	5%	0	0%
10	MALE	8	4%	0	0%	0	0%	0	0%	2	0%	1	33%	2	9%	1	5%
11	ASIAN PACIFIC AMERICAN	11	6%	1	20%	1	6%	0	0%	0	0%	0	0%	4	18%	0	0%
12	FEMALE	4	2%	1	20%	1	6%	0	0%	0	0%	0	0%	1	5%	0	0%
13	MALE	7	4%	0	0%	0	0%	0	0%	0	0%	0	0%	3	14%	0	0%
14	HISPANIC	7	4%	0	0%	1	6%	0	0%	0	0%	0	0%	0	0%	2	11%
15	FEMALE	5	3%	0	0%	1	6%	0	0%	0	0%	0	0%	0	0%	0	0%
16	MALE	2	1%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	2	11%
17	NATIVE AMERICAN	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
18	FEMALE	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
19	MALE	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
20	WHITE	129	72%	2	40%	12	67%	3	60%	4	0%	2	2%	15	68%	16	84%
21	FEMALE	55	31%	2	40%	12	67%	3	60%	3	0%	1	33%	3	14%	3	16%
22	MALE	74	41%	0	0%	0	0%	0	0%	1	0%	1	33%	12	55%	13	68%

Departures

	FY 01		FY 00		FY 99		FY 98		FY 97	
		%		%		%		%		%
TOTAL	167	100%	165	100%	233	100%	207	100%	194	100%
FEMALE	71	43%	71	43%	85	36%	78	38%	70	36%
MALE	96	57%	94	57%	148	64%	129	62%	124	64%
AFRICAN AMERICAN	23	14%	18	11%	22	9%	15	7%	12	6%
FEMALE	17	10%	9	5%	13	6%	12	6%	10	5%
MALE	6	4%	9	5%	9	4%	3	1%	2	1%
ASIAN PACIFIC AMERICAN	9	5%	11	7%	9	4%	12	6%	5	3%
FEMALE	2	1%	4	2%	2	1%	4	2%	2	1%
MALE	7	4%	7	4%	7	3%	8	4%	3	2%
HISPANIC	6	4%	4	2%	5	2%	5	2%	6	3%
FEMALE	3	2%	2	1%	2	1%	0	0%	5	3%
MALE	3	2%	2	1%	3	1%	5	2%	1	1%
NATIVE AMERICAN	0	0%	2	1%	0	0%	0	0%	0	0%
FEMALE	0	0%	2	1%	0	0%	0	0%	0	0%
MALE	0	0%	0	0%	0	0%	0	0%	0	0%
WHITE	129	77%	130	79%	197	85%	175	85%	171	88%
FEMALE	49	29%	54	33%	68	29%	62	30%	53	27%
MALE	80	48%	76	46%	129	55%	113	55%	118	61%

Hires

	FY 01		FY 00		FY 99		FY 98		FY 97	
		%		%		%		%		%
TOTAL	158	100%	161	100%	102	100%	116	100%	109	100%
FEMALE	69	44%	80	50%	47	46%	40	34%	31	28%
MALE	89	56%	81	50%	55	54%	76	66%	78	72%
AFRICAN AMERICAN	19	12%	19	12%	11	11%	9	8%	9	8%
FEMALE	14	9%	14	9%	7	7%	6	5%	6	6%
MALE	5	3%	5	3%	4	4%	3	3%	3	3%
ASIAN PACIFIC AMERICAN	8	5%	11	7%	5	5%	15	13%	5	5%
FEMALE	5	3%	5	3%	1	1%	3	3%	1	1%
MALE	3	2%	6	4%	4	4%	12	10%	4	4%
HISPANIC	26	16%	11	7%	5	5%	4	3%	1	1%
FEMALE	8	5%	6	4%	2	2%	1	1%	1	1%
MALE	18	11%	5	3%	3	3%	3	3%	0	0%
NATIVE AMERICAN	1	1%	0	0%	1	1%	1	1%	0	0%
FEMALE	0	0%	0	0%	1	1%	0	0%	0	0%
MALE	1	1%	0	0%	0	0%	1	1%	0	0%
WHITE	104	66%	120	75%	80	78%	87	75%	94	86%
FEMALE	42	27%	55	34%	36	35%	30	26%	23	21%
MALE	62	39%	65	40%	44	43%	57	49%	71	65%

Rotation Assignments

	FY 01		FY 00		FY 99		FY 98		FY 97	
	%		%		%		%		%	
TOTAL	199	100%	193	100%	141	100%	215	100%	238	100%
FEMALE	72	36%	77	40%	66	47%	77	36%	90	38%
MALE	127	64%	116	60%	75	53%	138	64%	148	62%
AFRICAN AMERICAN	29	15%	32	17%	15	11%	24	11%	16	7%
FEMALE	20	10%	24	12%	12	9%	17	8%	11	5%
MALE	9	5%	8	4%	3	2%	7	3%	5	2%
ASIAN PACIFIC AMERICAN	19	10%	11	6%	12	9%	12	6%	16	7%
FEMALE	5	3%	3	2%	3	2%	5	2%	9	4%
MALE	14	7%	8	4%	9	6%	7	3%	7	3%
HISPANIC	7	4%	5	3%	2	1%	3	1%	6	3%
FEMALE	2	1%	2	1%	0	0%	2	1%	2	1%
MALE	5	3%	3	2%	2	1%	1	0.5%	4	2%
NATIVE AMERICAN	1	1%	2	1%	2	1%	3	1%	0	0%
FEMALE	1	1%	2	1%	1	1%	0	0%	0	0%
MALE	0	0%	0	0%	1	1%	3	1%	0	0%
WHITE	143	72%	143	74%	110	78%	173	80%	200	84%
FEMALE	44	22%	46	24%	50	35%	53	25%	68	29%
MALE	99	50%	97	50%	60	43%	120	56%	132	55%

Age Group: Rotation Assignments

	FY 01		FY 00		FY 99		FY 98		FY 97	
		%		%		%		%		%
TOTAL ALL AGES	199	100%	193	100%	141	100%	215	100%	238	100%
<i>56+</i>	23	12%	23	12%	13	9%	24	11%	23	10%
<i>50-55</i>	41	21%	43	22%	41	29%	43	20%	43	18%
<i>40-49</i>	75	38%	81	42%	50	35%	90	42%	100	42%
<i>39 & Under</i>	60	30%	46	24%	37	26%	58	27%	72	30%

Performance Appraisal Ratings - FY 2000

	TOTAL RATED	%	OUTSTANDING	%	EXCELLENT	%	FULLY SUCCESSFUL	%	MIN. SUCCESSFUL	%
TOTAL	2455	100%	975	40%	1257	51%	217	9%	6	0.2%
FEMALE	952	100%	420	44%	453	48%	78	8%	1	0.1%
MALE	1503	100%	555	37%	804	53%	139	9%	5	1%
AFRICAN AMERICAN	334	100%	123	37%	175	52%	36	11%	0	0.0%
FEMALE	242	100%	99	41%	120	50%	23	10%	0	0.0%
MALE	92	100%	24	26%	55	60%	13	14%	0	0.0%
ASIAN PACIFIC AMERICAN	179	100%	56	31%	106	59%	17	9%	0	0%
FEMALE	41	100%	15	37%	21	51%	5	12%	0	0%
MALE	138	100%	41	30%	85	62%	12	9%	0	0%
HISPANIC	55	100%	14	25%	30	55%	11	20%	0	0%
FEMALE	19	100%	6	32%	10	53%	3	16%	0	0%
MALE	36	100%	8	22%	20	56%	8	22%	0	0%
NATIVE AMERICAN	7	100%	4	57%	2	29%	1	14%	0	0%
FEMALE	1	100%	0	0%	1	100%	0	0%	0	0%
MALE	6	100%	4	67%	1	17%	1	17%	0	0%
WHITE	1880	100%	778	41%	944	50%	152	8%	6	0.3%
FEMALE	649	100%	300	46%	301	46%	47	7%	1	0.2%
MALE	1231	100%	478	39%	643	52%	105	9%	5	0.4%

PERFORMANCE APPRAISAL RATINGS - FY 1999

	TOTAL RATED	%	OUTSTANDING	%	EXCELLENT	%	FULLY SUCCESSFUL	%	MIN. SUCCESSFUL	%
TOTAL	2433	100%	918	38%	1295	53%	211	9%	9	0.4%
FEMALE	938	100%	388	41%	470	50%	76	8%	4	0.4%
MALE	1495	100%	530	35%	825	55%	135	9%	5	1%
AFRICAN AMERICAN	330	100%	91	28%	199	60%	38	12%	2	0.6%
FEMALE	230	100%	71	31%	135	59%	22	10%	2	0.9%
MALE	100	100%	20	20%	64	64%	16	16%	0	0.0%
ASIAN PACIFIC AMERICAN	177	100%	49	28%	107	60%	20	11%	1	1%
FEMALE	39	100%	14	36%	22	56%	3	8%	0	0%
MALE	138	100%	35	25%	85	62%	17	12%	1	1%
HISPANIC	51	100%	9	18%	32	63%	10	20%	0	0%
FEMALE	17	100%	5	29%	8	47%	4	24%	0	0%
MALE	34	100%	4	12%	24	71%	6	18%	0	0%
NATIVE AMERICAN	8	100%	2	25%	4	50%	2	25%	0	0%
FEMALE	3	100%	1	33%	2	67%	0	0%	0	0%
MALE	5	100%	1	20%	2	40%	2	40%	0	0%
WHITE	1867	100%	767	41%	953	51%	141	8%	6	0.3%
FEMALE	649	100%	297	46%	303	47%	47	7%	2	0.3%
MALE	1218	100%	470	39%	650	53%	94	8%	4	0.3%

PERFORMANCE APPRAISAL RATINGS - FY 1998

	TOTAL RATED	%	OUTSTANDING	%	EXCELLENT	%	FULLY SUCCESSFUL	%	MIN. SUCCESSFUL	%
TOTAL	2622	100%	891	34%	1421	54%	303	12%	7	0.3%
FEMALE	1011	100%	370	37%	542	54%	96	9%	3	0.3%
MALE	1611	100%	521	32%	879	55%	207	13%	4	1%
AFRICAN AMERICAN	356	100%	91	26%	210	59%	52	15%	3	0.8%
FEMALE	248	100%	69	28%	146	59%	31	13%	2	0.8%
MALE	108	100%	22	20%	64	59%	21	19%	1	0.9%
ASIAN PACIFIC AMERICAN	181	100%	43	24%	110	61%	28	15%	0	0%
FEMALE	40	100%	11	28%	27	68%	2	5%	0	0%
MALE	141	100%	32	23%	83	59%	26	18%	0	0%
HISPANIC	55	100%	11	20%	37	67%	7	13%	0	0%
FEMALE	21	100%	5	24%	14	67%	2	10%	0	0%
MALE	34	100%	6	18%	23	68%	5	15%	0	0%
NATIVE AMERICAN	7	100%	3	43%	3	43%	1	14%	0	0%
FEMALE	2	100%	1	50%	1	50%	0	0%	0	0%
MALE	5	100%	2	40%	2	40%	1	20%	0	0%
WHITE	2023	100%	743	37%	1061	52%	215	11%	4	0.2%
FEMALE	700	100%	284	41%	354	51%	61	9%	1	0.1%
MALE	1323	100%	459	35%	707	53%	154	12%	3	0.2%

PERFORMANCE APPRAISAL RATINGS - FY 1997

	TOTAL RATED	%	OUTSTANDING	%	EXCELLENT	%	FULLY SUCCESSFUL	%	MIN. SUCCESSFUL	%
TOTAL	2681	100%	1189	44%	1266	47%	221	8%	5	0.2%
FEMALE	1053	100%	528	50%	446	42%	77	7%	2	0.2%
MALE	1628	100%	661	41%	820	50%	144	9%	3	0.5%
AFRICAN AMERICAN	362	100%	146	40%	168	46%	47	13%	1	0.3%
FEMALE	258	100%	113	44%	111	43%	33	13%	1	0.4%
MALE	104	100%	33	32%	57	55%	14	13%	0	0.0%
ASIAN PACIFIC AMERICAN	176	100%	61	35%	98	56%	16	9%	1	1%
FEMALE	41	100%	16	39%	24	59%	0	0%	1	2%
MALE	135	100%	45	33%	74	55%	16	12%	0	0%
HISPANIC	53	100%	12	23%	36	68%	5	9%	0	0%
FEMALE	18	100%	3	17%	14	78%	1	6%	0	0%
MALE	35	100%	9	26%	22	63%	4	11%	0	0%
NATIVE AMERICAN	6	100%	2	33%	3	50%	1	17%	0	0%
FEMALE	2	100%	0	0%	2	100%	0	0%	0	0%
MALE	4	100%	2	50%	1	25%	1	25%	0	0%
WHITE	2084	100%	968	46%	961	46%	152	7%	3	0.1%
FEMALE	734	100%	396	54%	295	40%	43	6%	0	0%
MALE	1350	100%	572	42%	666	49%	109	8%	3	0.2%

Age Group: Performance Appraisal Ratings

FY 2000

	TOTAL RATED	%*	O	%*	E	%*	FS	%*	MS	%*
TOTAL	2405	100%	954	40%	1230	51%	215	9%	6	0.2%
56+	534	100%	161	30%	305	57%	67	13%	1	0.2%
50-55	561	100%	224	40%	282	50%	53	9%	2	0%
40-49	846	100%	376	44%	402	48%	65	8%	3	0.4%
39 and less	464	100%	193	42%	241	52%	30	6%	0	0.0%

FY 1999

	TOTAL RATED	%*	O	%*	E	%*	FS	%*	MS	%*
TOTAL	2433	100%	918	38%	1295	53%	211	9%	9	0.4%
56+	585	100%	161	28%	352	60%	68	12%	4	0.7%
50-55	558	100%	226	41%	289	52%	42	8%	1	0%
40-49	845	100%	335	40%	431	51%	76	9%	3	0.4%
39 and less	445	100%	196	44%	223	50%	25	6%	1	0.2%

FY 1998

	TOTAL RATED	%*	O	%*	E	%*	FS	%*	MS	%*
TOTAL	2622	100%	891	34%	1421	54%	303	12%	7	0.3%
56+	513	100%	138	27%	302	59%	72	14%	1	0.2%
50-55	557	100%	190	34%	304	55%	63	11%	0	0%
40-49	935	100%	336	36%	476	51%	119	13%	4	0.4%
39 and less	617	100%	227	37%	339	55%	49	8%	2	0.3%

FY 1997

	TOTAL RATED	%*	O	%*	E	%*	FS	%*	MS	%*
TOTAL	2681	100%	1189	44%	1266	47%	221	8%	5	0.2%
56+	497	100%	197	40%	247	50%	51	10%	2	0.4%
50-55	541	100%	255	47%	247	46%	38	7%	1	0.2%
40-49	968	100%	440	45%	454	47%	72	7%	2	0.2%
39 and less	675	100%	297	44%	318	47%	60	9%	0	0%

All Awards: NRC Meritorious & Distinguished Service, HQI, Performance, and Instant Cash (Excludes employees in SES and Senior Level pay plans)										
	FY 2001		FY 2000		FY 1999		FY 1998		FY 1997	
		%		%		%		%		%
TOTAL	2113	100%	2108	100%	2000	100%	1746	100%	1689	100%
FEMALE	879	42%	861	41%	871	44%	696	40%	707	42%
MALE	1234	58%	1247	59%	1129	56%	1050	60%	982	58%
AFRICAN AMERICAN	273	13%	278	13%	300	15%	218	12%	224	13%
FEMALE	213	10%	210	10%	214	11%	144	8%	155	9%
MALE	60	3%	68	3%	86	4%	74	4%	69	4%
ASIAN PACIFIC AMERICAN	116	5%	111	5%	103	5%	98	6%	77	5%
FEMALE	36	2%	40	2%	34	2%	32	2%	23	1%
MALE	79	4%	71	3%	69	3%	66	4%	54	3%
HISPANIC	44	2%	52	2%	38	2%	38	2%	42	2%
FEMALE	16	1%	19	1%	12	1%	12	1%	15	1%
MALE	28	1%	33	2%	26	1%	26	1%	27	2%
NATIVE AMERICAN	6	0.3%	7	0.3%	8	0.4%	8	0.5%	7	0.4%
FEMALE	0	0.0%	4	0.2%	4	0.2%	4	0.2%	2	0.1%
MALE	6	0.3%	3	0.1%	4	0.2%	4	0.2%	5	0.3%
WHITE	1675	79%	1660	79%	1551	78%	1384	79%	1339	79%
FEMALE	614	29%	588	28%	607	30%	504	29%	512	30%
MALE	1061	50%	1072	51%	944	47%	880	50%	827	49%

Age Group: Awards--NRC Meritorious & Distinguished Service, HQI, Performance, and Instant Cash (Excludes employees in SES and Senior Level pay plans.)

	FY 01		FY 00		FY 99		FY 98		FY 97	
		%		%		%		%		%
TOTAL ALL AGES	2113	100%	2108	100%	2000	100%	1742	100%	1679	100%
<i>56+</i>	379	18%	373	18%	395	20%	369	21%	412	25%
<i>50-55</i>	499	24%	483	23%	486	24%	422	24%	396	24%
<i>40-49</i>	801	38%	818	39%	724	36%	625	36%	579	34%
<i>39 & Under</i>	434	21%	434	21%	395	20%	326	19%	292	17%

PATCOB Categories - FY 2001

DATA AS OF SEPTEMBER 30, 2001

	ON BOARD		PROFESSIONAL		TECHNICAL		ADMINISTRATIVE		CLERICAL		OTHER		BLUE COLLAR	
	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL
TOTAL	2826	100.00%	1750	100.00%	197	100.00%	603	100.00%	264	100.00%	5	100.00%	7	100.00%
FEMALE	1067	37.76%	320	18.29%	177	89.85%	317	52.57%	250	94.70%	2	40.00%	1	14.29%
MALE	1759	62.24%	1430	81.71%	20	10.15%	286	47.43%	14	5.30%	3	60.00%	6	85.71%
AFRICAN AMERICAN	367	12.99%	109	6.23%	67	34.01%	123	20.40%	65	24.62%	1	20.00%	2	28.57%
FEMALE	258	9.13%	53	3.03%	60	30.46%	85	14.10%	59	22.35%	1	20.00%	0	0.00%
MALE	109	3.86%	56	3.20%	7	3.55%	38	6.30%	6	2.27%	0	0.00%	2	28.57%
ASIAN PACIFIC AMERICAN	195	6.90%	163	9.31%	11	5.58%	13	2.16%	7	2.65%	1	20.00%	0	0.00%
FEMALE	49	1.73%	21	1.20%	10	5.08%	11	1.82%	7	2.65%	0	0.00%	0	0.00%
MALE	146	5.17%	142	8.11%	1	0.51%	2	0.33%	0	0.00%	1	20.00%	0	0.00%
HISPANIC	90	3.18%	64	3.66%	6	3.05%	9	1.49%	9	3.41%	2	40.00%	0	0.00%
FEMALE	32	1.13%	13	0.74%	5	2.54%	4	0.66%	9	3.41%	1	20.00%	0	0.00%
MALE	58	2.05%	51	2.91%	1	0.51%	5	0.83%	0	0.00%	1	20.00%	0	0.00%
NATIVE AMERICAN	9	0.32%	5	0.29%	0	0.00%	3	0.50%	1	0.38%	0	0.00%	0	0.00%
FEMALE	2	0.07%	1	0.06%	0	0.00%	1	0.17%	0	0.00%	0	0.00%	0	0.00%
MALE	7	0.25%	4	0.23%	0	0.00%	2	0.33%	1	0.38%	0	0.00%	0	0.00%
WHITE	2165	76.61%	1409	80.51%	113	57.36%	455	75.46%	182	68.94%	1	20.00%	5	71.43%
FEMALE	726	25.69%	232	13.26%	102	51.78%	216	35.82%	175	66.29%	0	0.00%	1	14.29%
MALE	1439	50.92%	1177	67.26%	11	5.58%	239	39.64%	7	2.65%	1	20.00%	4	57.14%

PATCOB Categories - FY 2000

DATA AS OF SEPTEMBER 30, 2000

	ON BOARD		PROFESSIONAL		TECHNICAL		ADMINISTRATIVE		CLERICAL		OTHER		BLUE COLLAR	
	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL
TOTAL	2328	100.00%	1748	100.00%	191	100.00%	592	100.00%	297	100.00%	7	100.00%	7	100.00%
FEMALE	1054	37.62%	806	17.51%	172	90.05%	312	52.70%	272	94.77%	7	33.33%	7	14.29%
MALE	1764	62.38%	1442	82.49%	19	9.95%	280	47.30%	15	5.23%	0	0.00%	0	0.00%
AFRICAN AMERICAN	368	13.01%	110	6.29%	64	33.51%	119	20.10%	73	25.44%	0	0.00%	2	28.57%
FEMALE	258	9.12%	50	2.86%	57	29.84%	84	14.19%	67	23.34%	0	0.00%	0	0.00%
MALE	110	3.89%	60	3.43%	7	3.66%	35	5.91%	6	2.09%	0	0.00%	2	28.57%
ASIAN PACIFIC AMERICAN	196	6.93%	170	9.73%	10	5.24%	9	1.52%	7	2.44%	0	0.00%	0	0.00%
FEMALE	46	1.63%	22	1.26%	9	4.71%	8	1.35%	7	2.44%	0	0.00%	0	0.00%
MALE	150	5.30%	148	8.47%	1	0.52%	1	0.17%	0	0.00%	0	0.00%	0	0.00%
HISPANIC	71	2.51%	43	2.46%	7	3.66%	11	1.86%	9	3.14%	1	33.33%	0	0.00%
FEMALE	27	0.95%	7	0.40%	6	3.14%	4	0.68%	9	3.14%	1	33.33%	0	0.00%
MALE	44	1.56%	36	2.06%	1	0.52%	7	1.18%	0	0.00%	0	0.00%	0	0.00%
NATIVE AMERICAN	7	0.25%	3	0.17%	0	0.00%	3	0.51%	1	0.35%	0	0.00%	0	0.00%
FEMALE	2	0.07%	1	0.06%	0	0.00%	1	0.17%	0	0.00%	0	0.00%	0	0.00%
MALE	5	0.18%	2	0.11%	0	0.00%	2	0.34%	1	0.35%	0	0.00%	0	0.00%
WHITE	2186	77.30%	1422	81.35%	110	57.59%	450	76.01%	197	68.64%	2	66.67%	5	71.43%
FEMALE	731	25.85%	226	12.93%	100	52.36%	215	36.32%	189	65.85%	0	0.00%	1	14.29%
MALE	1455	51.45%	1196	68.42%	10	5.24%	235	39.70%	8	2.79%	2	66.67%	4	57.14%

PATCOB Categories - FY 1999

DATA AS OF SEPTEMBER 30, 1999

	ON BOARD		PROFESSIONAL		TECHNICAL		ADMINISTRATIVE		CLERICAL		OTHER		BLUE COLLAR	
	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL
TOTAL	2892	100.00%	1756	100.00%	200	100.00%	573	100.00%	291	100.00%	3	100.00%	9	100.00%
FEMALE	1057	37.25%	302	17.20%	178	89.00%	301	52.53%	273	93.81%	0	0.00%	1	11.11%
MALE	1777	62.75%	1454	82.80%	22	11.00%	272	47.47%	18	6.19%	3	100.00%	8	88.89%
AFRICAN AMERICAN	366	12.92%	114	6.49%	72	36.00%	111	19.37%	66	22.68%	0	0.00%	3	33.33%
FEMALE	252	8.90%	50	2.85%	64	32.00%	78	13.61%	60	20.62%	0	0.00%	0	0.00%
MALE	114	4.03%	64	3.64%	8	4.00%	33	5.76%	6	2.06%	0	0.00%	3	33.33%
ASIAN PACIFIC AMERICAN	196	6.92%	172	9.79%	7	3.50%	10	1.75%	7	2.41%	0	0.00%	0	0.00%
FEMALE	45	1.59%	23	1.31%	6	3.00%	9	1.57%	7	2.41%	0	0.00%	0	0.00%
MALE	151	5.33%	149	8.49%	1	0.50%	1	0.17%	0	0.00%	0	0.00%	0	0.00%
HISPANIC	63	2.22%	38	2.16%	5	2.50%	10	1.75%	9	3.09%	1	33.33%	0	0.00%
FEMALE	23	0.81%	6	0.34%	4	2.00%	4	0.70%	9	3.09%	0	0.00%	0	0.00%
MALE	40	1.41%	32	1.82%	1	0.50%	6	1.05%	0	0.00%	1	33.33%	0	0.00%
NATIVE AMERICAN	9	0.32%	3	0.17%	2	1.00%	2	0.35%	2	0.69%	0	0.00%	0	0.00%
FEMALE	4	0.14%	1	0.06%	2	1.00%	0	0.00%	1	0.34%	0	0.00%	0	0.00%
MALE	5	0.18%	2	0.11%	0	0.00%	2	0.35%	1	0.34%	0	0.00%	0	0.00%
WHITE	2198	77.61%	1429	81.38%	114	57.00%	440	76.79%	207	71.13%	2	66.67%	6	66.67%
FEMALE	731	25.31%	222	12.64%	102	51.00%	210	36.65%	196	67.35%	0	0.00%	1	11.11%
MALE	1467	51.80%	1207	68.74%	12	6.00%	230	40.14%	11	3.78%	2	66.67%	5	55.56%

PATCOB Categories - FY 1998

DATA AS OF SEPTEMBER 30, 1998

	ON BOARD		PROFESSIONAL		TECHNICAL		ADMINISTRATIVE		CLERICAL		BLUE COLLAR	
	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL
TOTAL	2981	100.00%	1824	100.00%	230	100.00%	684	100.00%	312	100.00%	11	100.00%
FEMALE	1093	36.91%	295	16.17%	204	88.70%	298	51.03%	294	94.23%	2	18.18%
MALE	1888	63.09%	1529	83.83%	26	11.30%	286	48.97%	18	5.77%	9	81.82%
AFRICAN AMERICAN	374	12.63%	112	6.14%	76	33.04%	112	19.18%	71	22.76%	3	27.27%
FEMALE	256	8.65%	44	2.41%	68	29.57%	79	13.53%	65	20.83%	0	0.00%
MALE	118	3.99%	68	3.73%	8	3.48%	33	5.65%	6	1.92%	3	27.27%
ASIAN PACIFIC AMERICAN	200	6.75%	177	9.70%	8	3.48%	9	1.54%	6	1.92%	0	0.00%
FEMALE	46	1.55%	24	1.32%	7	3.04%	9	1.54%	6	1.92%	0	0.00%
MALE	154	5.20%	153	8.39%	1	0.43%	0	0.00%	0	0.00%	0	0.00%
HISPANIC	62	2.09%	36	1.97%	5	2.17%	11	1.88%	10	3.21%	0	0.00%
FEMALE	23	0.78%	6	0.33%	4	1.74%	3	0.51%	10	3.21%	0	0.00%
MALE	39	1.32%	30	1.64%	1	0.43%	8	1.37%	0	0.00%	0	0.00%
NATIVE AMERICAN	8	0.27%	2	0.11%	3	1.30%	2	0.34%	1	0.32%	0	0.00%
FEMALE	3	0.10%	0	0.00%	2	0.87%	0	0.00%	1	0.32%	0	0.00%
MALE	5	0.17%	2	0.11%	1	0.43%	2	0.34%	0	0.00%	0	0.00%
WHITE	2317	78.25%	1497	82.07%	138	60.00%	450	77.05%	224	71.79%	8	72.73%
FEMALE	765	25.84%	221	12.12%	123	53.48%	207	35.45%	212	67.95%	2	18.18%
MALE	1552	52.41%	1276	69.96%	15	6.52%	243	41.61%	12	3.85%	6	54.55%

PATCOB Categories - FY 1997

DATA AS OF SEPTEMBER 30, 1997

	ON BOARD		PROFESSIONAL		TECHNICAL		ADMINISTRATIVE		CLERICAL		BLUE COLLAR	
	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL	NO.	% OF TOTAL
TOTAL	3042	100.00%	1875	100.00%	249	100.00%	597	100.00%	325	100.00%	11	100.00%
FEMALE	1130	37.09%	305	16.27%	222	89.16%	296	50.43%	305	93.95%	2	18.18%
MALE	1917	62.91%	1570	83.73%	27	10.84%	291	49.57%	20	6.15%	9	81.82%
AFRICAN AMERICAN	379	12.44%	112	5.97%	80	32.13%	110	18.74%	74	22.77%	3	27.27%
FEMALE	267	8.57%	46	2.45%	72	28.92%	76	12.95%	67	20.62%	0	0.00%
MALE	118	3.87%	66	3.52%	8	3.21%	34	5.79%	7	2.15%	3	27.27%
ASIAN PACIFIC AMERICAN	197	6.47%	174	9.28%	11	4.42%	9	1.53%	3	0.92%	0	0.00%
FEMALE	47	1.54%	25	1.33%	10	4.02%	9	1.53%	3	0.92%	0	0.00%
MALE	150	4.92%	149	7.95%	1	0.40%	0	0.00%	0	0.00%	0	0.00%
HISPANIC	63	2.07%	36	1.92%	8	3.21%	11	1.87%	8	2.46%	0	0.00%
FEMALE	22	0.72%	5	0.27%	6	2.41%	3	0.51%	8	2.46%	0	0.00%
MALE	41	1.35%	31	1.65%	2	0.80%	8	1.36%	0	0.00%	0	0.00%
NATIVE AMERICAN	7	0.23%	2	0.11%	2	0.80%	2	0.34%	1	0.31%	0	0.00%
FEMALE	3	0.10%	0	0.00%	2	0.80%	0	0.00%	1	0.31%	0	0.00%
MALE	4	0.13%	2	0.11%	0	0.00%	2	0.34%	0	0.00%	0	0.00%
WHITE	2401	78.80%	1551	82.72%	148	59.44%	455	77.51%	239	73.54%	8	72.73%
FEMALE	797	26.16%	229	12.21%	132	53.01%	208	35.43%	226	69.54%	2	18.18%
MALE	1604	52.64%	1322	70.51%	16	6.43%	247	42.08%	13	4.00%	6	54.55%

**Joint Statement by:
The Equal Employment Opportunity Advisory Committees**

EEO Joint Statement February 2002 Briefing

The NRC's Affirmative Employment Plan (AEP) contains guiding principles for establishing a framework for NRC's EEO program and diversity management process. Listed under each guiding principle is a set of goals and objectives needed to successfully reach the guiding principles in the NRC's AEP. The goals and objectives contained in the plan address the areas needed for a successful EEO program and diversity management process at the NRC. Because the AEP is the NRC's strategic framework for (1) identifying and pursuing EEO goals and (2) supports the NRC's managing diversity initiatives, the EEO advisory committees have decided to provide its comments on EEO and diversity at the NRC within the context of the NRC's AEP.

One guiding principle of the AEP is to employ a competent and highly skilled workforce, representative at all levels of America's diversity; and enable employees to accomplish the NRC's mission by providing support, tools, and a positive work environment. The NRC's EEO advisory committees encourage the NRC to continue with its visible and concerted emphasis on meeting the goals and objectives under this guiding principle, namely:

1. Enhance opportunities for advancement of minorities, women, and individuals with disabilities in the professional positions, through
 - a. Targeted recruitment of minorities, women, and individuals with disabilities in the applicant pool for professional positions
 - b. Encourage minorities, women, and individuals with disabilities to participate in rotational assignments.
 - c. Encourage minorities, women, and individuals with disabilities in formal development programs.
 - d. Ensure that fair and equal consideration for advancement is given to women, minorities, and individuals with disabilities.
2. Expand the pool of minorities, women, and individuals with disabilities for supervisory, management, executive, and senior level positions.

The AEP does not explicitly include employees older than 50 in the two guiding principles listed above. However, the EEO advisory committees believes that the two guiding principles listed above should be equally applicable to employees older than 50.

During the current and last years recruitment season, the NRC has adopted practices to increase the chance of successfully recruiting highly qualified minorities for entry level positions and the Nuclear Safety Intern Program. The EEO advisory committees encourage the NRC to continue those practices which included: on-the-spot offers and establishing relationships with university professors. If the make-up of the current Leadership Potential Program is a reflection of NRC's commitment to diversity, the EEO advisory committees are confident that diversity will be given due consideration during the selection of qualified candidates to participate in the upcoming Senior Executive Service Candidate Development Program.

A guiding principle of the AEP is to ensure that NRC policies, processes, and procedures provide all employees the opportunity to participate in mission accomplishments, and to compete fairly and equitably for career enhancement and advancement. The NRC's advisory committees encourage

the NRC to significantly increase its commitment to the goals and objectives under this principle, namely:

3. Establish management policies and practices that support the EEO initiatives of the NRC.
 - a. Conduct periodic reviews of the Merit Selection Process to ensure that current procedures and practices are consistent with goals and objectives.

Another guiding principle of the AEP is to recognize, appreciate, and value diversity, thereby demonstrating trust, respect, and concern for the welfare of all employees within the NRC. The NRC's advisory committees encourage the NRC to significantly increase its commitment to the goals and objectives under this principle, namely:

1. Encourage management to create and maintain a work environment that fosters open communication, mutual trust, and respect.
 - a) Encourage management to include employees in deliberations and decisions making processes, as appropriate, to create opportunities for employees' views to be heard and valued.
 - b) Provide honest and timely feedback on employees' performance and other concerns.
2. Demonstrate, through its actions, that management is concerned for employee welfare, morale, and recognition.
 - a) Continue family-friendly policies and practices such as work-at-home, part-time work schedules, and job sharing.

The NRC has already started addressing some of these goals. As part of the internal communication effort, the EDO and some of the Offices have encouraged honest, frank feedback on employee performance. The EDO and HR have held focus group meetings with minority employees to identify aspects of the Merit Selection Process that may need attention.

The NRC's goals and objectives for EEO and diversity should be treated as a key message. Many of us that serve on the individual EEO advisory committees are well-aware of the efforts of the EDO, HR, SBCR, and some of the Offices/Regions to enhance diversity at the NRC and strengthen its commitment to EEO. However, it appears that many of the ongoing initiatives have not been effectively communicated to NRC employees and supervisors. Even though it is not included as a goal or objective in the NRC's Affirmative Employment Plan, NRC managers should more frequently communicate their commitment and expectations for the EEO program and diversity management process at the EDO, Office/Region, Division, Branch, and Section levels of management as part of the communication infrastructure recommended in the Communication is Key report dated May 2001.

On the whole, the EEO advisory committees are satisfied with the recent efforts the NRC has made with regard to the EEO program and diversity management, but would like to see more visible progress. Each of the EEO advisory committees looks forward to working with SBCR, HR, and NRC management to ensure visible progress is made toward fully implementing the goals and objectives identified in the NRC's Affirmative Employment Plan.

**Hispanic Employment Program Advisory Committee
February 2002 EEO Briefing Statement**

The Hispanic Employment Program Advisory Committee (HEPAC) appreciates this opportunity to address the Commission on EEO-related issues that impact the Nuclear Regulatory Commission (NRC). Since HEPAC's creation, nine years ago, we have always stressed that NRC management needs to address four main issues:

1. Recruitment and hiring of Hispanics;
2. Retention of Hispanics;
3. Support promotions and career development for Hispanics; and
4. Provide high visibility rotations for Hispanics to, for example, Commission and EDO offices.

This past year has been good for the Hispanics at NRC. The Agency has excelled in recruiting and hiring entry-level Hispanics. The new hires hold much promise for the future and currently provide each of their offices with an enhanced level of diversity. HEPAC recognizes the recent efforts are a good start to addressing the under-representation of Hispanics in the agency relative to their representation in the civilian labor force. However, HEPAC believes that to achieve diversity at NRC that is reflective of society's diversity will require a sustained Agency effort to recruit and hire Hispanics.

Retention has not been a problem because NRC has also addressed the other issues. The Agency's efforts to support promotion and career development of Hispanics have been visible. NRC promoted three Hispanics to GG-15, one Hispanic to a supervisor, and selected three Hispanics for the Leadership Potential Program. HEPAC encourages the Agency to ensure that selection of qualified candidates to the Senior Executive Service Candidate Development Program reflects the diversity recently achieved in the Leadership Potential Program. On rotational assignments, three Hispanics had rotations to the Commission Offices (Chairman's and Commissioner Dicus' office) within the same year. These rotational opportunities are significant because they provide visibility for employees that may have otherwise not been afforded certain opportunities. For instance, one Hispanic was promoted to a GG-15 and was selected for the Leadership Potential Program after rotating through a Commissioner's office.

All four issues of concern to HEPAC are equally important to the success of Hispanics at NRC. HEPAC would like to commend the Agency for all the efforts recruiting and hiring entry-level Hispanics. HEPAC would caution, however, that addressing only one issue at the expense of the others will diminish any positive impact and may even hamper any progress in other areas. For example if management solely focuses on increasing the entry-level hires to address the EEO-issues for Hispanics, retention is likely to suffer, which will undoubtedly decrease the success of the recruitment efforts. HEPAC encourages the Agency to strive for the same success in retention, promotion, career development, and creation of rotational opportunities, as has been achieved in recruiting and hiring of entry-level employees.

HEPAC appreciates management support this past year and praises their efforts.

The Asian/Pacific American Advisory Committee (APAAC)
February 2002 EEO Briefing Statement

In the last EEO Briefing, we expressed a concern that the number of Asian/Pacific Americans (APAs) in management positions, including SES ranks, remained historically low compared with the available pool of highly qualified APAs. Specifically, the APA group was the most adversely impacted group during a series of Office reorganizations in the past. The under-representation of APAs in management and SES positions is evident from the Workforce Profile Data included in this briefing package. We would like to reemphasize our concern and continue urging greater management focus on the issue of advancement of APA employees to management positions.

Again, we recommend management focus in the following areas:

- a) Improve APA representation in management assignments, including SES.
- b) Encourage active participation in formal and informal sponsorships between SES managers and APA employees to enhance developing APA employees' career advancement potentials.
- c) Broaden APA employees' experience and participation in leadership and management assignments, including various career developmental programs.
- d) Participate actively by all Program Offices and Regions in targeted recruitment and in career development of APA employees.

We recognize the selection of five APAs in the NRC Leadership Potential Program and 2002 Executive Leadership Program as a positive step in developing feeder groups for management positions. However, the continuing under-representation of APAs in senior level management positions critically undermines the Agency's diversity goals. We emphatically urge that Agency management effectively address these recommendations.

Committee on Age Discrimination (CAD)
February 2002 EEO Briefing Statement

The Committee on Age Discrimination (CAD) appreciates the opportunity to address the Commission on aging issues. 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). We actively campaigned for new members and we were successful in adding an additional three members.

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 40. The full and productive use of the NRC's older employees is in the best interest of NRC staff, managers, and the goals of the agency. CAD hopes to continue to work with SBCR, NRC management, and the Commission, to make the NRC an example of progressive thinking and innovative actions regarding aging workforce issues in government, and society as a whole.

We have met with the NRR and NMSS liaisons to discuss issues of concerns to the committee and we intend to use the NRR and NMSS liaisons as a means to achieve the long term CAD goals of an age discrimination-free organization and the transfer of the knowledge and experience of the older NRC workforce to the younger workforce.

We would like to take this opportunity to bring to your attention one area of continuing interest to CAD:

Continuing CAD concerns are fair performance appraisals, rotational assignments, and promotions for staff age 50 and above. Past briefings have identified low ratings in appraisals, few rotational assignments, and few promotions for older scientists and engineers. These same issues still exist. CAD highly recommends that management continue to be sensitized to ensure fair evaluations of staff age 50 and above. To address these issues, CAD recommended to SBCR that a seminar be held to reinforce, expand, and refine employees' and managers' knowledge and skills related to effectively participating in NRC's performance appraisal process. SBCR is working with HR to explore ways to implement CAD's proposal.

Again, we thank you for the opportunity to address the Commission on aging issues and look forward to our continued interaction with other EEO committees and the SBCR.

**Federal Women's Program Advisory Committee
February 2002 EEO Briefing Statement**

FWPAC's goal for FY 2002 is to enhance opportunity for women to advance at NRC through (1) the development of additional upward mobility positions, and (2) increased rotational opportunities.

FWPAC would like to highlight some recent progress toward these goals in the development of a new upward mobility position in Region IV. FWPAC further recommends the Commission establish the goal of one new upward mobility position in each of the other three regions and 3-4 new upward mobility positions in Headquarters.

FWPAC is continuing to track progress on last year's goals that have not been included into this year's objectives:

- ! Career planning training that targets clerical and administrative support staff similar to the Career Planning Sessions sponsored by FWPAC, HR, and SBCR.
- ! Review and update secretarial positions descriptions consistent with the actual work performed. Reclassify, as necessary, jobs to reflect accurate position titles, series, and grades.
- ! "Family-friendly" work arrangements such as Flexiplace.

The issue of flexiplace has been addressed with the new telecommuting policy negotiated between NRC and the union (Collective Bargaining Agreement, Article 54). This article provides for both fixed schedule and project-based telecommuting. This agreement will benefit all employees, not only women.

**Advisory Committee for African Americans
February 2002 EEO Briefing Statement**

The Advisory Committee for African Americans (ACAA) welcomes the opportunity to address the Commission on equal employment opportunity (EEO) related issues that impact African American employees and the Agency. During the past year, the NRC has taken a number of positive steps to strengthen the NRC's EEO program and diversity management process.

In FY 2001, a group of African American employees from the various Offices and Regions met with the Deputy Executive Director for Management Services (DEDMS) to discuss workplace issues that impact career development and advancement of African Americans. As a result, an action plan was developed to address concerns raised during those meetings. These include recruitment, retention, sponsorship, and feedback. Also, staff from the Office of Human Resources coordinated facilitated focus groups of African American employees to discuss the merit selection process.

To address targeted recruitment concerns, the NRC implemented recruitment strategies for Historically Black Colleges and Universities similar to those used so successfully at the University of Puerto Rico.

As outlined in the Joint EEO Statement, ACAA's focus continues to be:

- ! Increase the number of African Americans in supervisory, management, senior executive service, and senior level positions.
- ! Increase the number of African Americans in the feeder groups (Grades GG 13-15) for supervisory, management, senior executive service, and senior level positions.
- ! Increase the number of entry-level and experienced African American new hires.

ACAA will continue working with the Deputy Executive Director for Management Services, Office of Human Resources, Office of Small Business and Civil Rights, and program offices to strengthen the NRC's EEO program and diversity management process.