



**Comprehensive** Diversity  
Management  
Plan

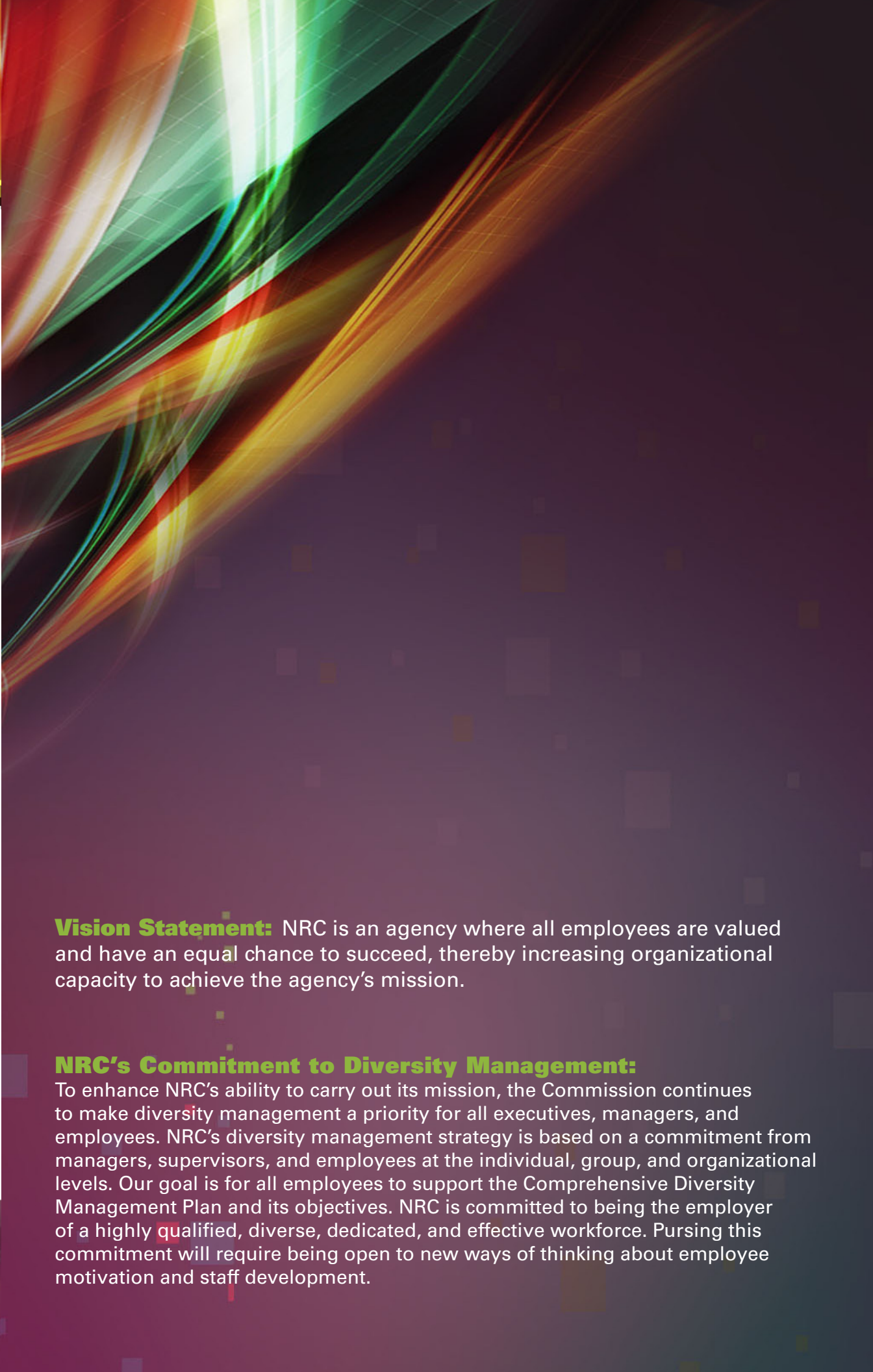
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From left to right,  
Commissioner William D. Magwood,  
Commissioner Kristine L. Svinicki,  
Chairman Gregory B. Jaczko,  
Commissioner George Apostolakis,  
Commissioner William C. Ostendorff





**Vision Statement:** NRC is an agency where all employees are valued and have an equal chance to succeed, thereby increasing organizational capacity to achieve the agency's mission.

**NRC's Commitment to Diversity Management:**

To enhance NRC's ability to carry out its mission, the Commission continues to make diversity management a priority for all executives, managers, and employees. NRC's diversity management strategy is based on a commitment from managers, supervisors, and employees at the individual, group, and organizational levels. Our goal is for all employees to support the Comprehensive Diversity Management Plan and its objectives. NRC is committed to being the employer of a highly qualified, diverse, dedicated, and effective workforce. Pursuing this commitment will require being open to new ways of thinking about employee motivation and staff development.

# To All Employees



*Chairman, Gregory B. Jaczko,  
Executive Director for Operations, R. William Borchardt*

The NRC Comprehensive Diversity Management Plan (CDMP) is meant to be a living document designed to promote strategies to increase NRC's organizational capacity, guide decisions and practices that impact equal opportunity, and promote the principles of diversity management.

Managing diversity is an increasingly vital process that encompasses systems, policies, and practices. The more diverse the workforce becomes, the more challenges and opportunities there may be to manage people and processes effectively. Organizations need to ensure that they attract diverse groups of employees and provide them challenging tasks, real authority within their span of control, and appropriate growth and development. The NRC takes great pride in being considered the best place to work in the Federal Government. Based on responses to the Office of Personnel Management's Federal Human Capital Survey, NRC was rated the top organization overall and in the areas of strategic management, effective leadership, and work/life balance compared to other large agencies in 2007. In recent prior years, NRC was consistently among the top five agencies. It is imperative to NRC's current and future success that we continue to stimulate employees to stretch their skills and increase their capacity to contribute to the achievement of agency goals and to ensure the best return on our human capital investment.

The CDMP continues to serve as a roadmap for NRC to become an agency where all employees are valued and have an equal chance to succeed. Senior management provides clear vision, models what is expected, and holds others accountable. The staff takes their lead and fosters behaviors to work creatively and cooperatively in an inclusive workplace in pursuit of agency goals. Successfully managing a diverse workforce will increase NRC's organizational capacity in achieving the agency's mission.

# Introduction

It is the policy of the NRC to foster equal opportunity for all employees and to promote principles of diversity management that will enhance the level of effectiveness and efficiency of its programs. The concept of diversity management is a strategic business objective that seeks to increase organizational capacity in a workplace where the contributions of all employees are recognized and valued. NRC's goal is to build a high-performing, diverse workforce based on mutual acceptance and trust. It is also NRC's policy to select the best-qualified applicant for the job, regardless of race, national origin, gender, age, color, disability, religion, sexual orientation, or any other nonmerit factor.

The Commission and senior management continue to support the Comprehensive Development Management Plan to guide individual behaviors, decisions, and diversity management initiatives that gauge how well the agency is achieving its diversity management objective. The Comprehensive Diversity Management Plan represents a structured approach to ensure continued progress in reaching its diversity management goals, promoting a discrimination-free work environment, and providing opportunities for all employees to use their diverse talents to support the agency's mission.

The CDMP sets expectations that managers and staff must be engaged in order for the agency to make progress. To further this goal, a set of relevant CDMP performance measures were developed and incorporated into the agency's operating plan to measure, monitor, and assess progress in diversity management. Each office is expected to report on its progress and accomplishments achieved consistent with the CDMP goals.





# I. Diversity Management at NRC

Diversity management means creating a workplace where differences in heritage, background, style, tradition, and views are valued, respected, and used to increase organizational capacity and promote an open, collaborative working environment. The goal of diversity management is to enable all employees to reach their full potential in pursuit of the organization's mission. This includes fostering an environment where diversity is commonplace and enhances execution of the agency's objectives. Organizational capacity refers to the combination of leadership, staff, culture, structures, systems, and processes that support individual and collective abilities to perform functions, solve problems, and set and achieve objectives. As the workforce becomes more diverse and the environment more open to new ideas and ways of thinking, organizations have found that employees and teams become more effective in processing information, solving problems, and contributing to the organization's mission.

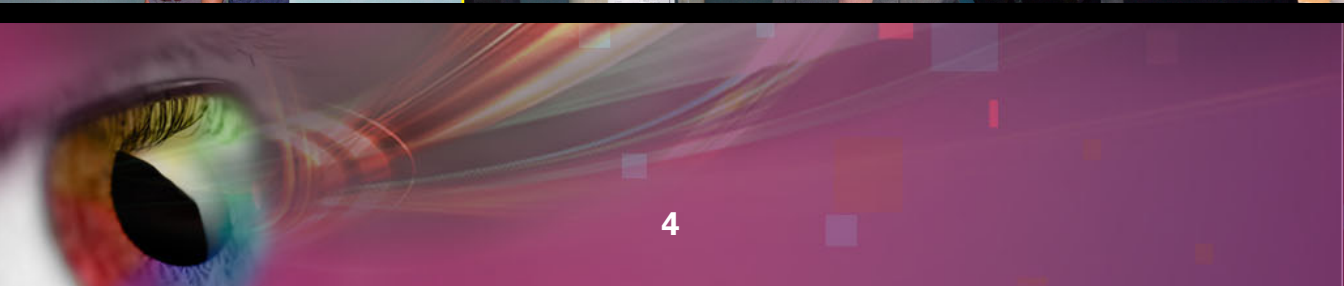
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## **The agency is committed to the following objectives:**

- Building a talented, dedicated, diverse workforce.
- Educating the workforce regarding diversity management principles.
- Improving communication throughout the NRC
- Motivating employees to reach their highest potential and to make their greatest contribution to the NRC.





- Encouraging employees to offer their views and suggestions toward achieving program and organizational goals without threat of retribution.
- Respecting and appreciating individual differences.
- Creating and maintaining an inclusive approach to all systems, policies, and practices
- Selecting the best-qualified applicant for the job, regardless of race, national origin, gender, age, color, disability, religion, sexual orientation, or any other nonmerit factors.

### **Role of Leadership (Managers and Supervisors)**

Leaders are responsible for leading change, fostering desired behaviors, and ensuring the following:

- Organizational systems, policies, and practices support the vision and are responsive to change.
- The workplace is inclusive.
- Diversity management principles are integrated into the operations of the organization.

### **Role of All Employees**

- Support the principles of diversity management
- Respect others, including differences and similarities in views, styles, backgrounds, etc.
- Fully participate in the agency's efforts to foster greater organizational effectiveness and efficiency by applying the principles of diversity management.

### **Initial Approach**

This Comprehensive Diversity Management Plan represents the agency's approach to establish comprehensive diversity management goals and measures, and allows for periodic review of agency accomplishments to determine future focus areas. The plan is based on the best information currently available about NRC's internal environment and will be reevaluated every 3 years, or as needed.



## II. Current Environment

Agency leadership is assessing the agency's achievements in meeting its diversity management objectives. The following are examples of recent progress in this area:

- Recruiting a pool of diverse applicants resulted in a more diverse pipeline for supervisory and management positions.
- Selecting a pool of diverse candidates for leadership and executive development programs enhanced the potential for diverse pools of candidates for senior positions.
- Maintaining Equal Employment Opportunity and diversity management performance standards in the Senior Executive Service performance management system enhanced uniformity in evaluating accomplishments in this area.
- Maintaining an effective Alternative Dispute Resolution (ADR) program helped to reestablish lines of communication between staff and management.
- Ensuring that all agency managers, supervisors, and team leaders completed the required EEO and diversity management training enhanced diversity awareness.
- Updating a CDMP helped to increase NRC's organizational effectiveness and efficiency.
- Establishing a communication Web link has provided employees information regarding organizations that provide assistance to address their concerns.
- Providing offices diversity management contract support assisted in addressing organizational concerns.
- Implementing the NRC's procedures enabled the prompt and effective processing of requests for reasonable accommodation by employees with disabilities.
- Providing statistical information on the NRC's Web site in compliance with the Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002 (No FEAR Act).
- Developing antiharassment procedures promoted reporting and prompt processing of allegations of harassment based on race, gender, age, color, disability, national origin, religion, sexual orientation, or other forms of prohibited discrimination.





# III. Diversity Management Strategy and Links to Key Planning

## A Top-Down Business Imperative

The principles of diversity management are embedded in NRC's Strategic Plan, Organizational Values, Performance Plan, SES Performance Management System, Affirmative Employment Principles, and the Human Capital Strategic Plan. The schematic below shows the integration of diversity management into NRC's key systems. This integration provides the means to bring diversity management into the core of the agency's business, daily operations, and planning processes. Attachment 1 summarizes areas where NRC's key systems reflect the principles of diversity management.

The establishment of agencywide diversity management goals in this plan will ensure a common focus for management and staff. A variety of strategies (examples provided in Attachment 2) may be implemented at the office level that will also contribute to progress in achieving the

agencywide diversity management goals. As each office assesses its organizational and diversity management needs, appropriate strategies to be added in its office operating plan may also be considered. Agency-level accomplishments will be monitored by the Office of Small Business and Civil Rights (SBCR) to assess progress and develop periodic status reports. SBCR will lead the development of a validation and verification strategy for the measures contained in this CDMP.



# IV. Goals and Measures

The CDMP goals, along with the performance measures that will be tracked at the agency level, are as follows:

**Goal 1**     **Recruit diverse employees at all levels.**

**Outcome Measure** - Diversity of new hires at NRC compares favorably to relevant national labor market availability data.

**Goal 2**     **Develop and retain diverse employees by promoting an environment that values differences.**

**Outcome Measure** - Employee satisfaction survey results by demographic group compare favorably to survey results of NRC's total workforce.

**Goal 3**     **Increase the diversity of employees in senior and managerial positions.**

**Outcome Measure** - Consistent with applicable law, representation of minorities and women in senior level and managerial positions is enhanced.



# Links to Key Planning Systems

Diversity management links to the following NRC key planning systems are explained in more detail below:

## **NRC's Organizational Values**

NRC's Organizational Values, referred to as ISOCCER, serve as a guide to decisionmaking and individual conduct. The values indicate qualities NRC endorses and describe how NRC will conduct critical work. Each of the values embodies the diversity management and inclusion initiatives.

- Integrity** ... in our working relationships, practices and decisions.
- Service** ... to the public, and others who are affected by our work.
- Openness** ... in communications and decisionmaking.
- Commitment** ... to protecting the public health and safety.
- Cooperation** ... in the planning, management, and work of the agency.
- Excellence** ... both in our individual and collective actions.
- Respect** ... for individuals' roles, diversity, and viewpoints.

## **Strategic Plan**

The Strategic Plan includes two goals: safety and security. The Strategic Plan also provides for the agency's organizational excellence objectives of openness, effectiveness, and operational excellence. Of these, the operational excellence objective provides for the use of innovative recruitment strategies, leadership development, enhanced management accountability, creation of a discrimination-free environment, and support for training and development of staff.

## **Performance Plan**

The NRC Performance Plan incorporates the diversity workforce goals of sustaining a high-performing, diverse workforce and achieving a level of workplace diversity that compares favorably with the relevant national labor market.

## **Performance Management System**

NRC's SES Performance Management System links to diversity management principles through the executive core qualification – leading people.

Also, every SES manager should aspire to the following key leadership attributes which reflect the goals of diversity management:

- build diversity
- communicate effectively
- demonstrate personal leadership
- build capability
- coach
- mentor
- develop
- motivate



### Affirmative Employment Principles

The NRC Affirmative Employment Principles include the following four guiding principles that embody the principles of diversity management:

- Creating a working environment that is free of discrimination, including harassment, and is accessible to individuals with disabilities.
- Ensuring that agency 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.
- Employing a competent and highly skilled workforce, consistent with the national labor market, and enabling employees to accomplish the agency's mission by providing support, tools, and a positive environment.
- Recognizing, appreciating, and valuing diversity, thereby establishing trust, respect, and concern for the welfare of all employees within the agency.

The CDMP builds on the guiding principles of the Affirmative Employment Principles and specifically details management actions that will make diversity and inclusion a reality at NRC.

### Human Capital Strategic Plan

The agency has established several human capital goals which are embodied in the Human Capital Strategic Plan. The following goals link to the CDMP:

- Create a learning culture where knowledge is seamlessly shared throughout the organization.
- Develop leaders that communicate the mission to the workforce, have a vision for accomplishing that mission, publish a plan, execute that plan, and report significant outcomes and results.
- Create an environment rich in work-life balance making NRC a great place to work.
- Hire the best diverse talent to accomplish the mission.
- Build a continuous pipeline of diverse talent to accomplish the NRC mission.

### Office Operating Plan

The Operating Plan is a management tool by which an office monitors the planning, budgeting, and performance management of their resources for programs, projects, and activities. The office operating plans include activities that management plans to achieve during the fiscal year consistent with the NRC's Performance Plan and Strategic Plan. The operating plans take the overall goals in the Strategic Plan and specify actions that will be taken to accomplish the goals. The CDMP performance measures are incorporated in the operating plan and offices' quarterly reports are structured to align with the CDMP goals.



# Examples of EEO and Diversity Management Strategies

**STRATEGIES**—Examples of diversity management strategies are provided for office consideration. Strategies implemented by offices should contribute to the agency's success in diversity management. SBCR and HR will monitor agency progress in this area and provide periodic status reports.

## **GOAL 1.0 - Recruit diverse employees at all levels.**

### **STRATEGIES:**

- Use diverse panel members to evaluate candidates for vacancies, when possible.
- Strengthen and develop relationships with targeted groups (e.g., minority populations) at historically minority colleges and universities and professional organizations and identify other institutions with large diverse populations.
- Continue to serve as liaison with students and employees, and encourage them to apply for development programs.
- Increase emphasis on developing the feeder groups for the Leadership Potential Program and the Senior Executive Service Candidate Development Program.
- Continue to review and modify recruitment strategies for identifying and attending job fairs for minorities and women.

## **GOAL 2.0 - Develop and retain diverse employees by promoting an environment that values differences.**

### **STRATEGIES:**

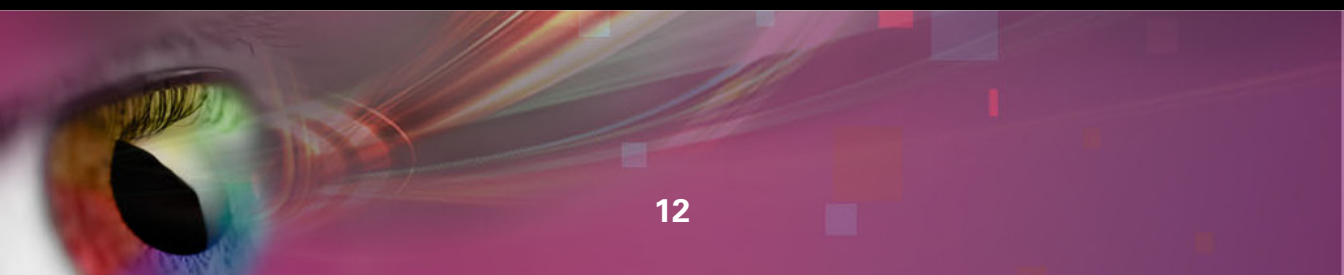
- Communicate strategies to clarify links between diversity management strategies and mission accomplishment.
- Support skills and training needs assessments and the development and implementation of individual development plans (IDPs) consistent with mission priorities and workforce goals. Conduct an organizational assessment to determine organizational strengths and areas for improvements related to diversity management principles.
- Develop action plans to address any improvement areas identified in the employee satisfaction survey results or office-specific organizational assessments.
- Enhance mechanisms (e.g., discussion groups, staff meetings) where managers and employees can express their ideas and concerns on diversity and work environment issues. Use facilitated support as needed.
- Promote agency EEO and diversity management efforts through effective communications.
- Promote diversity on major task forces and committees.
- Where appropriate, incorporate best EEO and diversity management practices.
- Support continuous development of managerial leadership, technical, and administrative talent to ensure organizational continuity.

## **Attachment 2**

**GOAL 3.0 - Increase the diversity of employees in senior and managerial positions.**

**STRATEGIES:**

- Support participation of qualified employees in internal and external leadership and executive development programs.
- Provide staff with meaningful career planning, mentoring, and developmental opportunities for exposure to senior management (including Commission and Executive Director for Operations levels).
- Hold focus groups (or conduct surveys) to determine where there may be concerns or problems with fairness in recruitment, developmental opportunities, appraisals, promotions, and awards.
- Identify and address perceived barriers to advancement opportunities.
- Increase emphasis on developing feeder group applicants for leadership and executive development programs such as the SES Candidate Development Program and the Leadership Potential Program.
- Ensure that employees are given challenging assignments to develop executive core qualifications.
- Ensure emphasis on the principles contained in the CDMP in the Leadership Potential Program and the SES Candidate Development Program.
- Attract a pool of more diverse applicants for senior positions.
- Select the most qualified candidate regardless of race, national origin, gender, age, color, disability, religion, sexual orientation, or any other non-merit factor.







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