

103
DIVERSITY AT THE DEPARTMENT OF ENERGY

Y 4. SCI 2:103/172

Diversity at the Department of Ener...

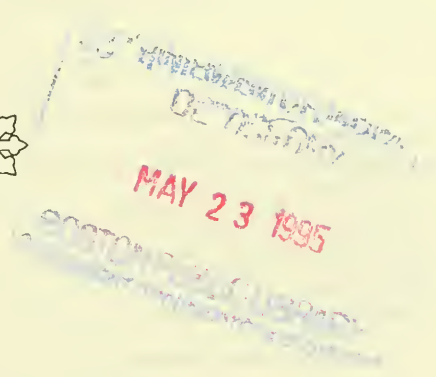
HEARING
BEFORE THE
SUBCOMMITTEE ON ENERGY
OF THE
COMMITTEE ON
SCIENCE, SPACE, AND TECHNOLOGY
U.S. HOUSE OF REPRESENTATIVES
ONE HUNDRED THIRD CONGRESS

SECOND SESSION

OCTOBER 5, 1994

[No. 172]

Printed for the use of the
Committee on Science, Space, and Technology



U.S. GOVERNMENT PRINTING OFFICE

89-108 CC

WASHINGTON : 1994

For sale by the U.S. Government Printing Office
Superintendent of Documents, Congressional Sales Office, Washington, DC 20402
ISBN 0-16-046968-6

B
DIVERSITY AT THE DEPARTMENT OF ENERGY

Y 4. SCI 2:103/172

Diversity at the Department of Ener...

HEARING
BEFORE THE
SUBCOMMITTEE ON ENERGY
OF THE
COMMITTEE ON
SCIENCE, SPACE, AND TECHNOLOGY
U.S. HOUSE OF REPRESENTATIVES
ONE HUNDRED THIRD CONGRESS

SECOND SESSION

OCTOBER 5, 1994

[No. 172]

Printed for the use of the
Committee on Science, Space, and Technology



U.S. GOVERNMENT PRINTING OFFICE
DISTRIBUTION STATEMENT A
OCT 1994
MAY 23 1995
U.S. GOVERNMENT PRINTING OFFICE

U.S. GOVERNMENT PRINTING OFFICE

89-108 CC

WASHINGTON : 1994

For sale by the U.S. Government Printing Office
Superintendent of Documents, Congressional Sales Office, Washington, DC 20402
ISBN 0-16-046968-6

COMMITTEE ON SCIENCE, SPACE, AND TECHNOLOGY

GEORGE E. BROWN, JR., California, *Chairman*

| | |
|--------------------------------------|---|
| MARILYN LLOYD, Tennessee | ROBERT S. WALKER, Pennsylvania* |
| DAN GLICKMAN, Kansas | F. JAMES SENSENBRENNER, JR., Wisconsin |
| HAROLD L. VOLKMER, Missouri | SHERWOOD L. BOEHLERT, New York |
| RALPH M. HALL, Texas | TOM LEWIS, Florida |
| DAVE McCURDY, Oklahoma | HARRIS W. FAWELL, Illinois |
| TIM VALENTINE, North Carolina | CONSTANCE A. MORELLA, Maryland |
| ROBERT G. TORRICELLI, New Jersey | DANA ROHRABACHER, California |
| RICK BOUCHER, Virginia | STEVEN H. SCHIFF, New Mexico |
| JAMES A. TRAFICANT, JR., Ohio | JOE BARTON, Texas |
| JAMES A. HAYES, Louisiana | DICK ZIMMER, New Jersey |
| JOHN S. TANNER, Tennessee | SAM JOHNSON, Texas |
| PETE GEREN, Texas | KEN CALVERT, California |
| JIM BACCHUS, Florida | MARTIN R. HOKE, Ohio |
| TIM ROEMER, Indiana | NICK SMITH, Michigan |
| ROBERT E. (BUD) CRAMER, Jr., Alabama | EDWARD R. ROYCE, California |
| DICK SWETT, New Hampshire | ROD GRAMS, Minnesota |
| JAMES A. BARCIA, Michigan | JOHN LINDER, Georgia |
| HERBERT C. KLEIN, New Jersey | PETER BLUTE, Massachusetts |
| ERIC FINGERHUT, Ohio | JENNIFER DUNN, Washington |
| PAUL McHALE, Pennsylvania | BILL BAKER, California |
| JANE HARMAN, California | ROSCOE G. BARTLETT, Maryland |
| DON JOHNSON, Georgia | |
| SAM COPPERSMITH, Arizona | |
| ANNA G. ESHOO, California | |
| JAY INSLEE, Washington | |
| EDDIE BERNICE JOHNSON, Texas | |
| DAVID MINGE, Minnesota | |
| NATHAN DEAL, Georgia | |
| ROBERT C. SCOTT, Virginia | |
| XAVIER BECERRA, California | |
| PETER W. BARCA, Wisconsin | |

ROBERT E. PALMER, *Chief of Staff*
MICHAEL RODEMEYER, *Chief Counsel*
KATHRYN HOLMES, *Administrator*
DAVID D. CLEMENT, *Republican Chief of Staff*

SUBCOMMITTEE ON ENERGY

MARILYN LLOYD, Tennessee, *Chairman*

| | |
|--------------------------------------|------------------------------|
| ROBERT C. SCOTT, Virginia | HARRIS W. FAWELL, Illinois |
| ROBERT E. (BUD) CRAMER, JR., Alabama | STEVEN H. SCHIFF, New Mexico |
| DICK SWETT, New Hampshire | BILL BAKER, California |
| HERBERT C. KLEIN, New Jersey | ROD GRAMS, Minnesota |
| PAUL McHALE, Pennsylvania | ROSCOE G. BARTLETT, Maryland |
| SAM COPPERSMITH, Arizona | |
| JAY INSLEE, Washington | |
| TIM ROEMER, Indiana | |
| DAVE McCURDY, Oklahoma | |

*Ranking Republican Member.

CONTENTS

WITNESS

| | Page |
|--|------|
| October 5, 1994: Corlis S. Moody, Director, Office of Economic Impact and Diversity, DOE, Washington, DC | 3 |

DIVERSITY AT THE DEPARTMENT OF ENERGY

WEDNESDAY, OCTOBER 5, 1994

HOUSE OF REPRESENTATIVES,
COMMITTEE ON SCIENCE, SPACE, AND TECHNOLOGY,
SUBCOMMITTEE ON ENERGY,
Washington, D.C.

The subcommittee met, pursuant to call, at 11:12 a.m. in Room 2318, Rayburn House Office Building, Hon. Marilyn Lloyd [chairwoman of the subcommittee] presiding.

Mrs. LLOYD. Good morning.

The subcommittee will come to order, and I will ask unanimous consent that today's hearings be covered by the media. I don't see any media. But without objection, so ordered.

Our hearing today will focus on the diversity initiative that was introduced by Energy Secretary Hazel O'Leary in July of 1994. The term "diversity" in the context of this document includes both gender and race in addition to a number of other classifications. Our witness today, Mrs. Corlis Moody, was responsible for the writing of the document. We are just so pleased to have you with us today.

Early in the 103rd Congress, the subcommittee held two hearings on issues related specifically to women in science and engineering. Today's hearing caps off the series by focusing on the Department of Energy. At today's hearings, like the others we have held, we are focused on the goal of creating an atmosphere in our science and technical institutions that fully utilizes the talents and capabilities of all our citizens. This broad inclusion is imperative for our Nation as we face the increasing challenges of the 21st century.

I expect that most of my colleagues here in the Congress would agree that women and minorities deserve equal opportunities at the Department of Energy, within the fields of science and engineering in general, and also in a broader sense within our society. Where we lose that sense of agreement is when we start to look at the issue of implementation and ask questions such as: How do we get from where we are to where we want to be?

As I'm sure you are aware, it is much easier to agree that diversity is an admirable goal than to actually do anything about it. It is a challenge to make real gains towards opening up the science and engineering enterprise to groups which have historically been underrepresented. In cases where specific bias against a particular individual or underrepresented group has been demonstrated, there is general agreement that remedial actions are warranted. The issue of targeting women and minority-owned businesses and job candidates in an effort to remedy more long-term and broad-based

discrimination is more difficult. It is in these cases that people begin to ask: How can we redress the effects of many years of unfair policies in a way that does not create new problems? This is a challenging question, a question with no easy answers.

We in the Congress don't have all the answers, and I don't expect our witness to have them all for us today, but I do want to laud both Mrs. Moody and Secretary O'Leary for this diversity initiative which identifies and establishes goals in a number of areas that are of vital importance to the Department.

Those of us with an interest in the health and vitality of our U.S. science and technology enterprise cannot ignore the question of whether this enterprise is open to all of our citizens without bias. We simply cannot afford to continue to lose or underuse so much of our Nation's human potential. We may not have all the answers, but the more we talk about these difficult issues, the more we learn and the more we know. We are all part of one larger community, and these issues affect all of us.

And now I would like to recognize my friend, Mr. Fawell, for his opening remarks.

Mr. FAWELL. Well, thank you, Madam Chairman, and once again I agree with everything you have just uttered. I would like to, however, just depart from relevant comments insofar as the subject matter of this hearing is concerned to just say a few words of tribute to you because I think this is the last committee hearing—I think; you might have three more set to go before we conclude.

But if I am correct, this is—you are finishing your 20th year in Congress and 10 years as the chairwoman of this subcommittee, and that, I think, is a record not likely to be passed, especially if term limits come popping along, and I basically hope that that is not going to be the case.

But I just wanted to express that it has been a pleasure for me to serve with you for all of my 10 years in Congress, and it is an experience from which I have greatly profited, I know that. I have observed a lady with a very good mind, with a work ethic we can all attest to, and that has worked up to a tremendous plus for this committee as a whole, for this subcommittee certainly, and for your constituents back home. So we—I—and I know I speak on behalf of all of the members of this subcommittee—we will miss you a great deal.

There is an old saying that a door never closes that another one doesn't open, or maybe doors open. I'm sure that shall be your case, and unless I miss my guess, I think the doors that open into which you will walk will be ones where you are serving some people in some other capacity.

So my best wishes to you, and I count these 10 years as a very fine experience, my knowing you and watching you work and all that you did.

Mrs. LLOYD. Thank you, and I do intend to be around. I will be on the other side peeking in to watch what you do over here.

Ms. Moody, we thank you again for your willingness to be with us today, and we welcome and look forward to your testimony at this time.

STATEMENT OF CORLIS S. MOODY, DIRECTOR, OFFICE OF ECONOMIC IMPACT AND DIVERSITY, U.S. DEPARTMENT OF ENERGY, WASHINGTON, D.C.

Mrs. MOODY. Madam Chairman, thank you for inviting me to testify before the committee today on the Department's Strategic Plan for Diversity which Secretary O'Leary unveiled at our diversity conference on July 28, 1994.

The President made a promise to the American public that his administration would value diversity. Shortly after Secretary O'Leary took office, she realigned the Department and established the Office of Economic Impact and Diversity which I head. My office is responsible for the Department of Energy's implementation of the President's promise, and we have made diversity a part of the Department's overall strategic planning.

Diversity at the Department of Energy has internal, external, and global meanings. It encompasses all differences in individuals and groups, moving well beyond race and gender to the broadest definition of inclusiveness for employees, contractors, suppliers and customers. In the past the Department was closed, nonresponsive, compliance driven, controlling and reactive.

The Strategic Plan for Diversity was developed by assistant secretaries and employees from headquarters and field sites. It will serve as a guide as we integrate diversity in all our business decisions specifically as it relates to partnering with our employees, business firms, educational institutions, international concerns, and the community. Currently we are in the process of disseminating the plan to each employee as well as our management and operating contractors. The plan gives our results to date, but I will spend a few minutes focusing on next steps toward future implementation.

We have put several things in place to implement the Strategic Plan for Diversity, and we are hopeful that it will serve as a model for other Federal agencies. For example, we are working to increase the number of minorities and women at the Senior Executive Service level and all senior grade levels, incorporating diversity goals, performance reviews, and reward systems in the overall evaluation of managerial effectiveness.

We are partnering with small disadvantaged firms in international opportunities by including them on trade missions. We are committing to increase our contribution to historically black colleges and universities from \$53 million in 1994 to \$75 million in 1995. We are establishing alliances with diverse community organizations and associations, considering demonstrated improvements in achieving diversity and selecting and rewarding contractors, and implementing a mentor-protege program that matches existing Department contractors with small disadvantaged firms in an effort to provide newer technical assistance and increase subcontracting opportunities for small and disadvantaged businesses.

Performance criteria and measures have been established for the diversity plan, and they will serve as a tool for the Department's program offices, field sites, and contractors to accomplish our objectives and evaluate the success of the program. Secretary O'Leary and I are committed to achieving the Department's mission for diversity.

Thank you again, Madam Chairman, for this opportunity to discuss the Department's Strategic Plan for Diversity, and I will be happy to answer any questions you may have.

[The attachment to Mrs. Moody's statement follows:]

PERFORMANCE CRITERIA AND MEASURES

STRATEGIC PLAN FOR DIVERSITY

| CRITERIA | | PERFORMANCE MEASURE | |
|-----------|--|---------------------|--|
| I. | ENHANCED PARTNERSHIPS WITH SMALL, MINORITY AND WOMEN-OWNED BUSINESSES | | |
| A | Implement the Mentor-Protege Initiative | 1. | Increase in the number of subcontracts resulting in achievement of goals |
| | | 2. | Increase in technical assistance provided |
| | | 3. | Full participation by management and operating contractors |
| B. | Expand technology transfer opportunities | 1. | Increase in the number of Cooperative Research and Development Agreements |
| C. | Maximize opportunities in environmental and energy efficiency and renewable energy areas | 1. | Increase in the number of subcontracts consistent with goals established by Headquarters |
| | | 2. | Contracting opportunities resulting in new entrants |
| D. | Establish aggressive goals for the Department of Energy and Management and Operating Contractor subcontracting | 1. | Achievement of target set by Headquarters |
| | | 2. | Award fee structure will be determined by the extent to which goals are accomplished |
| | | 3. | Increase in stakeholder satisfaction |
| E. | Expand Department of Energy Minority Business Technology Transfer Consortium | 1. | Increase in the number of businesses participating |
| | | 2. | Increase in the number of Memoranda of Understanding signed with management and operating contractors and laboratories |
| | | 3. | Increase in the number of Cooperative Research and Development Agreements |

| | |
|--|--|
| <p>II. PARTNER WITH MINORITY EDUCATIONAL INSTITUTION</p> | |
| <p>A. Provide developmental funds for the universities and departmental contractors to establish alliances through cooperative programs</p> | <p>1. Increase in the number of minority students pursuing science and engineering</p> <p>2. Improved science and engineering education</p> |
| <p>B. Facilitate collaborative research and development efforts with the Department's national laboratories</p> | <p>1. Increase in the number faculty and research staff taking advantage of exchange programs</p> <p>2. Increase access to advanced equipment and resources to conduct research</p> <p>3. Increase in the number of Cooperative Research and Development Agreements, and use of facilities to conduct research</p> |
| <p>C. Develop and support infrastructure at the universities</p> | <p>1. New or improved physical and laboratory facilities, scientific instrumentation, research and library holdings</p> |
| <p>D. Develop a series of bridge programs from junior high school through graduate school</p> | <p>1. Increase in the number of pre-college students electing careers in energy-related science, technology and engineering</p> |
| <p>III. ESTABLISH PARTNERSHIPS WITH EMPLOYEES</p> | |
| <p>A. Integrate diversity into the Department's total quality management initiatives by promoting openness, fairness and the participation of all employees in Departmental processes.</p> | <p>1. Teams and task forces formed will have diverse representation</p> <p>2. The amount of leadership effectiveness training provided to the Department's employees</p> |
| <p>B. Recruit, hire and retain a diverse work force</p> | <p>1. Achievement of annual goals set for hiring minorities</p> <p>2. Increase in the number of minorities and women at the Senior Executive Service level, and all grade levels</p> <p>3. Diversity goals will be integrated into all succession planning and other work force planning efforts.</p> |

| | |
|---|---|
| <p>C. Integrate work force diversity goals with operational and organizational activities</p> | <ol style="list-style-type: none"> 1. Incorporate Diversity goals, performance reviews and reward systems, including evaluation of managers and supervisors 2. Diversity will be maintained during rightsizing 3. Organizational strategic plans will contain diversity components 4. Full time equivalents for entry-level and special employment programs will be allocated, i.e., cooperative education, internships, stay-in-school and disability programs |
| <p>IV. ESTABLISH GLOBAL PARTNERSHIPS</p> | |
| <p>A Partner with minority and women-owned businesses in International opportunities</p> | <ol style="list-style-type: none"> 1. Increase in the number of minority and women-owned firms included on international trade missions 2. Increase in the number of business opportunities |
| <p>B Participation of minority and women-owned businesses in International Conferences</p> | <ol style="list-style-type: none"> 1. Increase in the number of conferences attended |
| <p>V. DOE PARTNERSHIP WITH THE COMMUNITY</p> | |
| <p>A. Provide outreach to diverse communities</p> | <ol style="list-style-type: none"> 1. Alliances will be established with community organizations and associations 2. Training and educational opportunities will be established |
| <p>B. Loan employees to assist in community development activities</p> | <ol style="list-style-type: none"> 1. Increase in the number of executives on loan to community organizations and educational institutions |

| | |
|--|---|
| <p>C. Achieve environmental justice and accountability for improved environmental quality and health standards</p> | <ol style="list-style-type: none">1. Demonstrated compliance with the intent of all environmental regulations and legislation2. Improved relationships of trust and partnership with the public, tribal governments, and stakeholders3. Enhanced procedures to monitor current deficiencies and mitigate potential impacts of planned programs and policies to promote non-discrimination among population segments |
|--|---|

Mrs. LLOYD. Thank you very much, Mrs. Moody.

I think it is really pretty good for me that we can focus in on opportunities for women and minorities at this hearing today. It is very meaningful to me.

I want to ask you how many employees we have at DEO and what percentage are women or fall into the categories and then what progress we are making, what changes—have the percentages changed in the last decade?

Mrs. MOODY. In the last decade—Madam Chairman, I will not be able to tell you the last decade numbers, but I can certainly tell you currently where we are.

Mrs. LLOYD. How far back do we have historical employment data?

Mrs. MOODY. We do have information on numbers from 1983 when the Department was created. I do not have that specific number in here in front of me.

Mrs. LLOYD. But I think it would be important if you could supply them for the record.

Mrs. MOODY. Absolutely.

[The information follows:]

Committee: HOUSE SCIENCE, SPACE AND TECHNOLOGY
SUBCOMMITTEE: ENERGY
DATE: OCTOBER 5, 1994
WITNESS: CORLIS S. MOODY
PAGE 9 LINE: 202-203

INSERT FOR THE RECORD

Enclosed is the historical data on Department of Energy employees from 1983 to the present. The data also shows the percentage of employees who are women and the percentage for other minority categories.

DEPARTMENT OF ENERGY (OVERALL)
 OFFICE OF ECONOMIC IMPACT & DIVERSITY
 OFFICE OF CIVIL RIGHTS
 WORK FORCE INFORMATION

| Year Group | <u>1983</u> | <u>1984</u> | <u>1985</u> |
|---------------|-------------|-------------|-------------|
| Black/F | 1105 | 1193 | 1215 |
| Black/M | 510 | 586 | 580 |
| Hispanic/F | 201 | 236 | 250 |
| Hispanic/M | 301 | 350 | 368 |
| Asian/F | 61 | 107 | 105 |
| Asian/M | 124 | 209 | 207 |
| Amer. Ind./F | 20 | 48 | 41 |
| Amer. Ind./M | 39 | 104 | 101 |
| White/F | 3280 | 4074 | 3994 |
| White/M | 6582 | 8731 | 8542 |
| TOTAL | 12223 | 15638 | 15403 |
| | 100 | 100 | 100 |
| | | | 7.89 |
| | | | 3.77 |
| | | | 1.62 |
| | | | 2.39 |
| | | | 0.68 |
| | | | 1.34 |
| | | | 0.27 |
| | | | 0.66 |
| | | | 25.93 |
| | | | 55.46 |

DEPARTMENT OF ENERGY (OVERALL)
OFFICE OF ECONOMIC IMPACT & DIVERSITY
OFFICE OF CIVIL RIGHTS
WORK FORCE INFORMATION

| Year Group | 1986 | 1987 | 1988 | 1989 | 1990 | 1991 | 1992 | 1993 | 1994 | | | | | | | | | |
|-------------|-------|------|-------|------|-------|------|-------|------|-------|-----|-------|-----|-------|-----|-------|-----|-------|------|
| Bleck/F | 827 | 581 | 893 | 625 | 953 | 655 | 1011 | 681 | 1036 | 673 | 1109 | 655 | 1177 | 644 | 1192 | 666 | 1212 | 691 |
| Bleck/M | 438 | 308 | 450 | 315 | 451 | 31 | 477 | 321 | 480 | 312 | 515 | 304 | 572 | 313 | 578 | 323 | 572 | 328 |
| Hispanic/F | 260 | 183 | 262 | 183 | 276 | 19 | 298 | 201 | 329 | 214 | 369 | 218 | 403 | 221 | 403 | 225 | 411 | 234 |
| Hispanic/M | 380 | 267 | 363 | 268 | 410 | 282 | 369 | 248 | 374 | 243 | 418 | 247 | 465 | 255 | 464 | 259 | 466 | 266 |
| Asian/F | 86 | 06 | 84 | 058 | 85 | 058 | 96 | 065 | 103 | 067 | 131 | 077 | 166 | 091 | 169 | 094 | 177 | 101 |
| Asian/M | 195 | 137 | 209 | 146 | 217 | 149 | 233 | 157 | 269 | 175 | 317 | 187 | 365 | 2 | 358 | 2 | 372 | 212 |
| Amer.Ind./F | 42 | 029 | 55 | 038 | 62 | 043 | 65 | 044 | 68 | 044 | 69 | 041 | 82 | 045 | 83 | 046 | 92 | 052 |
| Amer.Ind./M | 107 | 075 | 127 | 089 | 129 | 089 | 122 | 082 | 125 | 081 | 134 | 079 | 141 | 077 | 134 | 075 | 142 | 081 |
| White/F | 3644 | 253 | 3627 | 253 | 3732 | 256 | 3837 | 2583 | 4025 | 261 | 4503 | 265 | 4889 | 267 | 4799 | 268 | 4759 | 2714 |
| White/M | 8259 | 580 | 8202 | 573 | 8241 | 566 | 8347 | 5619 | 8590 | 557 | 9387 | 553 | 10005 | 547 | 9719 | 543 | 9330 | 5321 |
| TOTAL | 14238 | 100 | 14292 | 100 | 14556 | 100 | 14855 | 100 | 15399 | 100 | 16932 | 100 | 18265 | 100 | 17899 | 100 | 17533 | 100 |

DEPARTMENT OF ENERGY (HEADQUARTERS)
OFFICE OF ECONOMIC IMPACT & DIVERSITY
OFFICE OF CIVIL RIGHTS
WORK FORCE INFORMATION

| Year Group | 1986 | 1987 | 1988 | 1989 | 1990 | 1991 | 1992 | 1993 | 1994 | | | | | | | | | |
|-------------|------|------|------|------|------|------|------|-------|------|------|------|------|------|------|------|------|------|-------|
| Bleck/F | 587 | 14.2 | 637 | 14.8 | 681 | 15.5 | 699 | 15.31 | 712 | 14.5 | 780 | 13.4 | 811 | 12.7 | 824 | 13.1 | 846 | 13.57 |
| Bleck/M | 211 | 5.11 | 220 | 5.13 | 216 | 4.92 | 224 | 4.91 | 226 | 4.61 | 246 | 4.24 | 270 | 4.25 | 273 | 4.36 | 286 | 4.3 |
| Hispanic/F | 14 | 0.34 | 12 | 0.28 | 17 | 0.39 | 19 | 0.42 | 25 | 0.51 | 35 | 0.6 | 36 | 0.57 | 39 | 0.62 | 41 | 0.66 |
| Hispanic/M | 26 | 0.63 | 30 | 0.7 | 27 | 0.62 | 31 | 0.68 | 35 | 0.71 | 44 | 0.76 | 57 | 0.9 | 59 | 0.94 | 55 | 0.88 |
| Asian/F | 10 | 0.24 | 12 | 0.23 | 10 | 0.27 | 19 | 0.42 | 24 | 0.49 | 38 | 0.66 | 46 | 0.72 | 49 | 0.78 | 51 | 0.82 |
| Asian/M | 41 | 0.24 | 47 | 1.1 | 62 | 1.41 | 67 | 1.47 | 89 | 1.82 | 110 | 1.9 | 135 | 2.13 | 132 | 2.11 | 139 | 2.23 |
| Amer.Ind./F | 3 | 0.07 | 3 | 0.07 | 3 | 0.07 | 2 | 0.04 | 4 | 0.08 | 7 | 0.12 | 11 | 0.17 | 11 | 0.18 | 12 | 0.19 |
| Amer.Ind./M | 1 | 0.02 | 2 | 0.05 | 4 | 0.09 | 3 | 0.07 | 5 | 0.1 | 7 | 0.12 | 8 | 0.13 | 8 | 0.13 | 9 | 0.14 |
| White/F | 1134 | 27.4 | 1129 | 26.3 | 1154 | 28.3 | 1220 | 26.72 | 1331 | 27.1 | 1623 | 28.2 | 1792 | 28.2 | 1767 | 28.2 | 1813 | 29.09 |
| White/M | 2104 | 50.9 | 2196 | 51.2 | 2210 | 50.3 | 2282 | 49.98 | 2451 | 50 | 2906 | 50.1 | 3183 | 50.1 | 3089 | 49.5 | 2999 | 48.11 |
| TOTAL | 4131 | 100 | 4286 | 100 | 4386 | 100 | 4566 | 100 | 4902 | 100 | 5796 | 100 | 6349 | 100 | 6261 | 100 | 6233 | 100 |

Mrs. LLOYD. Well, I think you can tell us that there has been a measurable change since Secretary O'Leary's appointment. Is that not correct?

Mrs. MOODY. We think that there has been a measurable change in a number of categories, including women and minorities in higher positions, in grade levels at the Department. However, measurable change will occur after the strategy is started—after we have started implementing the strategy. It is only two months old, and so we have some work to do.

Mrs. LLOYD. Well, I imagine this time two years from now you can be sitting there with a very great record to speak of.

Mrs. MOODY. We are hopeful that that is true.

Mrs. LLOYD. And I think you will.

Does this diversity program include our labs?

Mrs. MOODY. We have separate activities going on at different laboratories. Might I cite one example for instance? Sandia National Laboratory in Albuquerque has their own diversity strategy. The headquarters strategy serves as a template, and we actually go to laboratories and help them devise their own so that they are more in tune with their objectives.

Mrs. LLOYD. But the labs will be included?

Mrs. MOODY. The labs are included in our efforts.

Mrs. LLOYD. Another area that I wanted to focus in on is our outside contracts. You know, I represent Oak Ridge, and the outside contracting is always a subject of controversy and concern. I was just wondering how many of these contracts are covered by the diversity initiative or how much goes to women-owned enterprises or minority-owned enterprises.

Mrs. MOODY. Our goals for 1994 for minority contracting and small business contracting, which would include women, was 25 percent of total procurement dollars for the Department, and those dollars are including contractors that you speak of, as in Oak Ridge and other places. The goal for women-owned business, Madam Chair, was 2 percent in 1994, and the Secretary has asked that that be raised in 1995. The number has not been decided.

Mrs. LLOYD. Mr. Fawell.

Mr. FAWELL. Thank you.

I'm looking at your statement, and you say that, "currently we are in the process of disseminating the plan to each employee as well as our management and operating contractors." Thus, I would assume that this is a very—the program really hasn't quite gotten off the ground as yet, I assume, that it has taken roughly two years to set this plan and gear up to it, and now we are in the beginning phases. Is that correct to say?

Mrs. MOODY. Mr. Fawell, in honesty, it has not been two years. The Secretary has been in place for two years, and her vision was there for two years. I was actually confirmed only last November to take on the position and to establish the strategy, and so I would say that we have been in print about three months and that the next step is the implementation which will follow the dissemination of the strategy to the rest of the work force.

Mr. FAWELL. So we really do not have any solid results obviously that we can look at in terms of increase of minorities in executive

positions and things of this sort, and the same goes with contracting, et cetera, we have to look ahead for those measurable results.

Mrs. MOODY. We have established goals, and I would want you to look at us in a few months to see the numbers that actually exemplify the work that has been done.

I can tell you that we have decreased the number of employees at the Department from 18,171 to 17,702, a decrease of 469 positions, and still maintained the percentage of women and minorities. So even in a time of downsizing our numbers are staying, and we are hoping that they will increase significantly very soon.

Mr. FAWELL. In your statement you also say that in the past the Department was closed, nonresponsive, compliance driven, controlling, and reactive, a number of conclusions, which sounds pretty bad, but what do you see as the major impediments to previous administrations insofar as diversity is concerned? Where do you see the proofs of that, all that?

Mrs. MOODY. Those comments, those words, are in my testimony, and they are a reflection of what the constituents have told us about the Department's activities prior to this diversity effort.

Our impediments, I think, were many, one of which has been fixed by the Secretary appointing me to this position. She has changed the structure of the Department in that Office of Small and Disadvantaged business, and Civil Rights and of Minority Economic Impact now fall under one person's direction. That person is me, and I report to the Secretary, giving these issues the visibility that they needed and also making it a priority for the Department. We are not saying that the people at the Department have been bad people, we are saying that our efforts were not successful because they were not a priority because leadership did not require that they be a priority. We think those things have changed and you will see results that demonstrate that change.

Mr. FAWELL. Are there parts of the Department where you might look, for instance at the labs or at particular labs that, from your viewpoint, it would appear though that they are out there in front, that they have—there are instances where there is a good record insofar as diversity is concerned?

Mrs. MOODY. Absolutely. In fact, Mrs. Lloyd's constituents would be the ones that I would name as having been doing this kind of work for a very long time at the Oak Ridge National Laboratory, and in fact the Oak Ridge facility has led the Department for many years. This is not news to them.

Mrs. LLOYD. You can say that twice, Mrs. Moody.

Mrs. MOODY. It is a fact that the management at that facility, at those facilities, had taken a forefront position on these issues long before the Secretary and I were here. So yes, there are examples in the Department, and now that the Secretary is here and has asked that it be a priority, Sandia National Laboratory and Martin Marietta Corporation have stepped up to the plate in a very meaningful way, and we think that they too are models of success.

Mr. FAWELL. In terms of diversity, that is a word that can include an awful lot, and we would also recognize that certainly in terms of discrimination based on race, religion, creed, foreign birth, and things of this sort are goals that we all want to see—the elimination of such discrimination are goals that we all want to see

occur. But how—could you just elucidate a bit on diversity? How broadly do you define that?

Mrs. MOODY. The Secretary and I have a favorite definition that we have used throughout the Department that we actually used in another life that we think demonstrates diversity, and we say that it is not race and gender, and as difficult as it is to hear that term and not have your mind immediately jump to race and gender, in fact diversity takes us further than that. It is about all of the things that make us different, whatever those things are and whoever we are. We can be in a room of all black women and have diversity because we are not the same, none of us are the same, but what are the possibilities of recognizing the differences and celebrating those differences so that when you come to the work place you are a contribution to that work place.

We don't do this because we are good people, we do this because it makes good business sense and it provides the results that the Department needs to be successful, and we think that if people come there feeling as though they have a role to play and are credible and are taken seriously for the position that they hold, we all benefit. So diversity to us means whatever you are and your contribution to the mission of the Department.

Mr. FAWELL. Well, I think it is a sound plan, and I wish you well in what is the most difficult part obviously, the implementation of that and all that goes into that, and I will look forward in future years, if I am here in those future years, to see how successful it has been.

Thank you very much for your testimony.

Mrs. MOODY. Thank you.

Mrs. LLOYD. Thank you, Mr. Fawell.

Mr. SCOTT, I want to thank you for your hard work on this committee. You and Mr. Roemer have certainly been hard working members, and I appreciate you in what you have done, and I look forward to your doing good things next year.

Mr. SCOTT. Well, thank you, Madam Chairman, and we are certainly going to miss your hard work on this committee and your focus on a number of different issues that only get lost in the shuffle, and this is obviously one of them, and that is going to certainly be a loss. If the voters are kind enough to send me back, I'll try to continue many of the things that you have done. Obviously you are a lot harder working subcommittee chairman than many others. So we just hope we can keep a lot of those ideas alive.

Mrs. Moody, I don't have many questions. Probably just keep up the good work, would be my recommendation. Let me just ask a couple of minor questions. Are you working with a number of different minority groups like NACME, ABE, NTA, and some others?

Mrs. MOODY. We are working with several, Mr. Scott, I could not begin to name, but those that you have named, yes, are a part of the group listing that we meet with and try to strategize with, feel that perhaps we have to partner with to be successful in changing the perception of the Department elsewhere.

Mr. SCOTT. And by working with them you can help create a pipeline of qualified employees and also help identify potential employees and contractors. So I am delighted to hear that you are working with those groups.

In terms of contracting what are you doing with 8(a) firms?

Mrs. MOODY. There are a number of efforts that we have undertaken this year to assist 8(a) firms in doing business with the Department, the first of which was to establish the goals for 8(a) firms, and they are the highest that we have ever had.

Also, we have done a number of procurement process changes to ensure that they have access, that there is some assistance available to help them through the process of working with Energy; and, finally, the most important effort, I think, for 1994 with regard to subcontracting will be the mentor-protege effort that our majority contractors will engage themselves in with 8(a) firms and other small and disadvantaged firms as subcontracting parts of their business, and they will actually receive technical assistance in succeeding in the Department's mission.

Mr. SCOTT. Will that process work below the Department level? The labs were specifically mentioned. How will you continue that philosophy below the level in which the Department has direct contracting authority?

Mrs. MOODY. We have gone to the Small Business Association and asked that our laboratories and management and operating contractors have the authority to work with 8(a) companies, just as we would work with them, and so they too are meeting the same objectives that the Federal worker would meet in small and disadvantaged businesses with regard to 8(a) companies.

Mr. SCOTT. Now after all of this effort, have you seen contracts improve—the number of contracts and the amount of the contracts?

Mrs. MOODY. We have seen a number of contracts approved. We have not seen enough. We are hopeful that our goals are met, but I won't have those final numbers until October, and I am hopeful that we will have met the 25 percent goal for small and disadvantaged businesses.

Mr. SCOTT. Finally, you are working with the HBCU's. As a representative of the Third Congressional District of Virginia, I just say keep up the good work.

Mrs. MOODY. Thank you very much.

Mr. SCOTT. Thank you.

Mrs. LLOYD. Thank you very much, Mr. Scott.

Mr. Roemer.

Mr. ROEMER. Thank you, Madam Chair.

I don't have a lot of questions for Mrs. Moody either, but I would just like to join with Mr. Scott's remarks about continuing to do your good job at the Department of Energy. I think our distinguished chairperson said it best in her opening statement. There are no easy answers to this very challenging question, and it is up to us in Congress to continue to bring light upon this subject, to get better educated ourselves on it, and to encourage talented, distinguished people like yourself to continue to try to open up doors to people at the different departments in Washington D.C., to ensure that we have better representation in our Federal Labs and our offices in Washington, D.C., and through the employment structure in Government.

It is probably very appropriate that the last hearing—actually the last of three hearings—that our distinguished chairperson has had on this subject, that we end on this subject, and it is a fitting

tribute to her in her last hearing before the United States Congress, and I think again Mrs. Moody said it well, and I quote her saying contribution to the work place is so vital for people, women, African American, Chinese. That is the key phrase that we are talking about today, and I think it is a key phrase for Mrs. Lloyd. Contribution to Congress and the work place is what she has been all about in her years here in Congress, and I remember as a freshman a couple of years ago getting on her subcommittee, and she walked up to me and asked me, "What ideas do you have for hearings? Would you like to sit in the chair and chair a hearing coming up in a couple of weeks?" Inviting me into her office for strategy sessions and including me in on a host of very, very complicated problem-solving sessions in her office.

My hat is off to Mrs. Lloyd, a very distinguished and sincere, honest, candid, and dedicated public servant, and we are all going to miss her dearly. She has handled very complicated subjects like fusion, helping us take our labs in new directions from Federal Laboratories to technology kitchens, breeder reactors—when she gets going talking about breeder reactors I'm lost, I can't follow her on many of those complicated topics, and I just want to say from the bottom of my heart I'm very, very thankful to you, Mrs. Lloyd, for all that you have taught me, for all that you have helped me learn, in the committee process, in the congressional process, and including me in on a host of different important endeavors in this committee, and just as a small token of my appreciation and the committee's appreciation, I wanted to present you a congressional plaque of some words that we have said about you.

[Applause.]

Mrs. LLOYD. Thank you so very much.

I certainly appreciate this tribute.

You know, I think that we want to make sure that this program is fair, and I think it is important that when we do what we are trying to do, that we are not involved in reverse discrimination, and in making this work I think it is going to be pretty difficult. As I said, there are no easy answers.

Mrs. MOODY. We agree, Mrs. Lloyd, that there are no easy answers, and we certainly will not be in the position of promoting or participating in reverse discrimination. In that regard, it is one of the reasons that the Secretary and I both embrace diversity so much more than we do staying on the continuum at the end with affirmative action.

We don't believe that white males felt that affirmative action was for them, and even though it was, and you know that because of the law, it has not demonstrated to the entire work force. Diversity allows everyone to participate, and especially those groups who felt that they did not have a place. So we don't intend to and will be very careful that you not hear about us pursuing that direction.

Mrs. LLOYD. Well, certainly I wish you well, and the entire committee wishes you well, and thank you very much for your testimony.

Mrs. MOODY. Thank you.

Mrs. LLOYD. If there are no further comments, the subcommittee stands adjourned.

[Whereupon, at 11:42 a.m., the subcommittee was adjourned.]

BOSTON PUBLIC LIBRARY



3 9999 05983 506 4

ISBN 0-16-046968-6



9 780160 469688

90000

