

Modification 242

Part III – List of Documents, Exhibits, and Other Attachments, Section J – List of Attachments, Appendix I, Diversity Plan, is modified by deleting the current contents and adding the 2015 Diversity Plan

Modification 209

Part III – List of Documents, Exhibits, and Other Attachments, Section J – List of Attachments, Appendix I, Diversity Plan, is modified by deleting the current contents and adding the 2014 Diversity Plan

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Part III – List of Documents, Exhibits, and Other Attachments, Section J – List of Attachments, Appendix I, Diversity Plan, is modified by deleting the current contents and adding the 2011 Diversity Plan.

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Part III – List of Documents, Exhibits, and Other Attachments, Section J – List of Attachments, Appendix I, Diversity Plan, is modified by deleting the current contents and adding the 2010 Diversity Plan.

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Part III – List of Documents, Exhibits, and Other Attachments, Section J – List of Attachments, Appendix I, Diversity Plan, is modified by deleting the current contents and adding the 2009 Diversity Plan.

PART III – SECTION J

APPENDIX I - DIVERSITY PLAN

National Security Technologies, LLC

2015 Diversity Plan

April 2015

Prepared by
National Security Technologies, LLC
Employee Relations



National Security Technologies^{LLC}
Vision • Service • Partnership

National Security Technologies, LLC, is an equal opportunity employer operating under contract to the Department of Energy under Contract No. DE-AC52-06NA25946.

**Diversity is opportunity,
it's all about you.**



National Security Technologies, LLC

2015 Diversity Plan

April 2015

Approved by:

Date:



18 MARCH 2015

C.W. Young
Labor Relations/Employee Relations Manager



18 MARCH 2015

Jack Stumpf
Director, Enterprise Services

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Acronyms

AAP	Affirmative Action Plan
CCR	Central Contractor Registration
DHS	Department of Homeland Security
DI	Desktop Instruction
EEO	Equal Employment Opportunity
EETAP	Employee Education Training Assistance Program
ER	Employee Relations
HR	Human Resources
HUBZone	Historically Underutilized Business Zone
NSTec	National Security Technologies, LLC
NvE	Nevada Enterprise
OP	Organization Procedure
POC	Point of Contact
SNHEP	Southern Nevada Hispanic Employment Program
STEM	science, technology, engineering, and math
UNLV	University of Nevada, Las Vegas

Definitions

Affirmative Action – A good faith effort, driven by federal, state, and local law and executive orders, to ensure that minorities, women, special disabled veterans, Vietnam Era veterans and other covered veterans, and people with disabilities have fair representation and opportunities in the workplace.

Community Outreach – Company and employee involvement in activities supporting education in technical fields, community service organizations, and opportunities for minorities, women, and the disadvantaged in the local community.

Diversity – Differences in people, consisting of primary dimensions (race, ethnicity, gender, age, religion, disability, and sexual orientation) and secondary dimensions (communication style, work style, experience, organizational role or level, economic status, geographic origin, etc.).

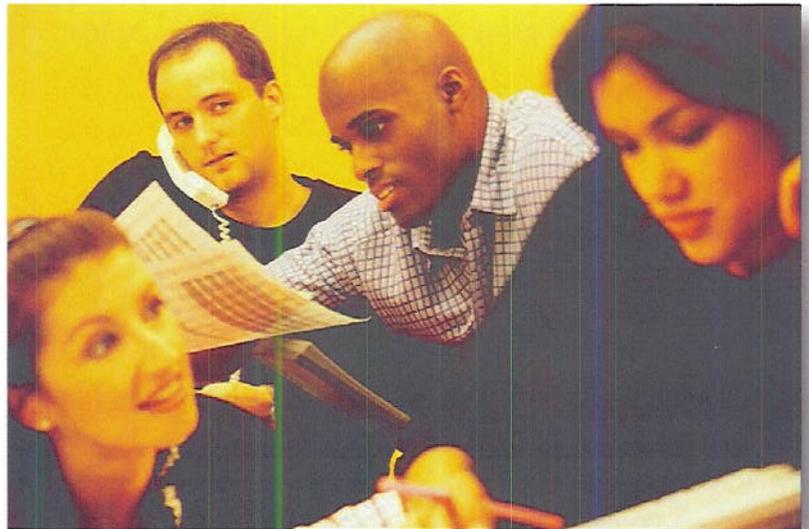
Diversity Program – Managing diversity in a systematic way that promotes recognition of and respect for differences, and using those differences to create a successful, creative, and effective workplace.

Educational Outreach – Opportunities provided for employees to improve their employment skills, as well as programs supporting colleges and universities with a large percentage of females and minorities.

Equal Employment Opportunity – Freedom from discrimination in the terms and conditions of employment based on race, color, religion, sex, national origin, sexual orientation, disability, age, or covered veteran's status.

Minority – A person who falls within one of the following racial or ethnic groups as defined by the U.S. Department of Labor: American Indian or Alaskan Native, Asian, Black or African American, Native Hawaiian or other Pacific Islander, or Hispanic or Latino.

Profiling – Those practices that scrutinize, target, or treat employees or applicants for employment differently or single them out or select them for unjustified additional scrutiny, based on race or national origin.



Stakeholder – A person or entity that has a vested interest in operations conducted and/or managed by National Security Technologies, LLC (NSTec).

Technology Transfer – The process by which NSTec develops, transfers, or exchanges technologies and capabilities with related entities.

Preface

Formed in 2005, National Security Technologies, LLC (NSTec) is a joint venture between Northrop Grumman Corporation, AECOM, CH2M Hill, and Nuclear Fuel Services. This combination of diverse professional and scientific expertise allows NSTec to effectively manage operations at the Nevada National Security Site, its related facilities, and laboratories for the U.S. Department of Energy, National Nuclear Security Administration Nevada Field Office.

NSTec is excited about the future of the Nevada National Security Site and its associated facilities. Our vision is to transform this unique national resource into America's national security proving ground, the preferred place for conducting high-hazard experiments vital to the security of the United States. As a service organization, we exist to supply integrated solutions to the needs of our customers.

The workforce of today is ever changing. To succeed, we must be adaptable, flexible, and willing to embrace change. Our employees are our greatest asset and our success depends on how well we work together. Today's workplace is multicultural and based on men and women from all lifestyles, working alongside each other, sharing responsibilities and decision-making.

As forward-thinking leaders, NSTec will manage the diversity program by uniting our talented and committed workforce. We will provide an environment where all employees can make a maximum contribution to the company's success by drawing upon their many different perspectives, life experiences, and abilities.

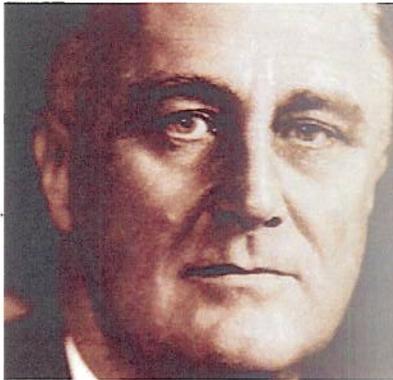
This plan will identify the company's strategies and implementation processes for effective diversity management as outlined in the key areas of:

- ▶ **Workforce**
- ▶ **Recruitment and Retention**
- ▶ **Educational Outreach**
- ▶ **Community Involvement and Outreach**
- ▶ **Subcontracting**
- ▶ **Economic Development**
(including Technology Transfer)
- ▶ **Prevention of Profiling**

Diversity recognizes and accepts the differences and similarities of our workforce. By managing diversity, we promote recognition of, and respect for, our differences and use those differences to create a successful, creative, and effective workplace.



In Praise of Cultural Diversity ...

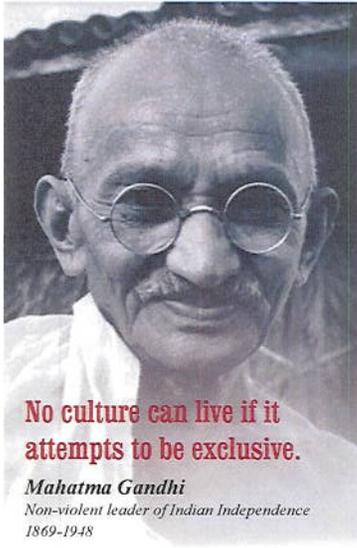
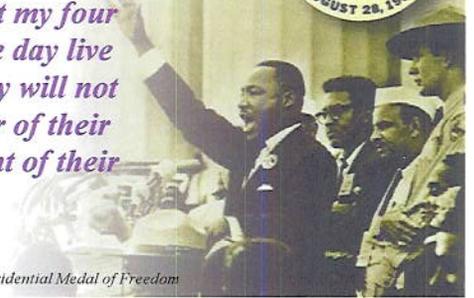


If civilization is to survive, we must cultivate the science of human relationships – the ability of all peoples, of all kinds, to live together, in the same world at peace.

Franklin D. Roosevelt
32nd President of the United States
1882-1945

...I have a dream that my four little children will one day live in a nation where they will not be judged by the color of their skin but by the content of their character...

Martin Luther King, Jr.
Clergyman, Activist
1964 Nobel Peace Prize Winner, 1977 Presidential Medal of Freedom

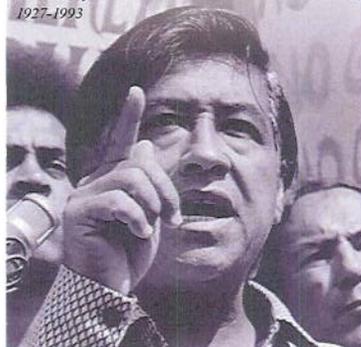


No culture can live if it attempts to be exclusive.

Mahatma Gandhi
Non-violent leader of Indian Independence
1869-1948

Preservation of one's own culture does not require contempt or disrespect for other cultures.

Cesar Chavez
American Activist and Labor Organizer
Founder of the National Farm Workers Association,
1927-1993



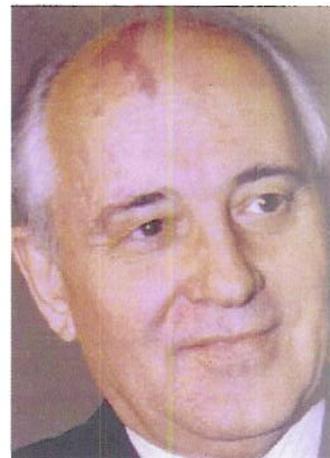
Our cultural strength has always been derived from our diversity of understanding and experience.

Yo-Yo Ma
French-born American Cellist
United Nations Messenger of Peace



Difference is the essence of humanity. Difference is an accident of birth, and it should therefore never be the source of hatred or conflict. Therein lies a most fundamental principle of peace: respect for diversity.

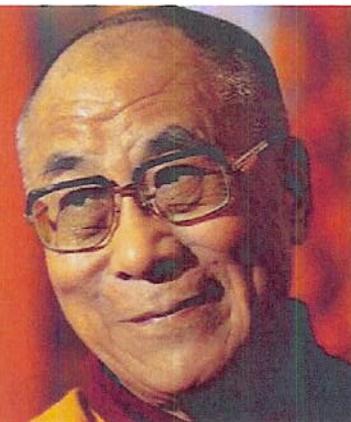
John Hume
Irish Politician, 1998 Nobel Peace Prize Winner, 1999 Defender of Democracy Award, 2001 Gandhi Peace Prize



Peace is not unity in similarity but unity in diversity, in the comparison and conciliation of differences.

Mikhail Gorbachev
Russian Politician, Environmentalist, Social Activist, 1990 Nobel Peace Prize Winner

Internal peace is an essential first step to achieving peace in the world. How do you cultivate it? It's very simple. In the first place by realizing clearly that all mankind is one, that human beings in every country are members of one and the same family.



14th Dalai Lama
1989 Nobel Peace Prize Winner

We all should know that diversity makes for a rich tapestry, and we must understand that all the threads of the tapestry are equal in value no matter what their color.

Maya Angelou
African-American Poet,
Civil Rights Leader,
National Women's Hall of Fame

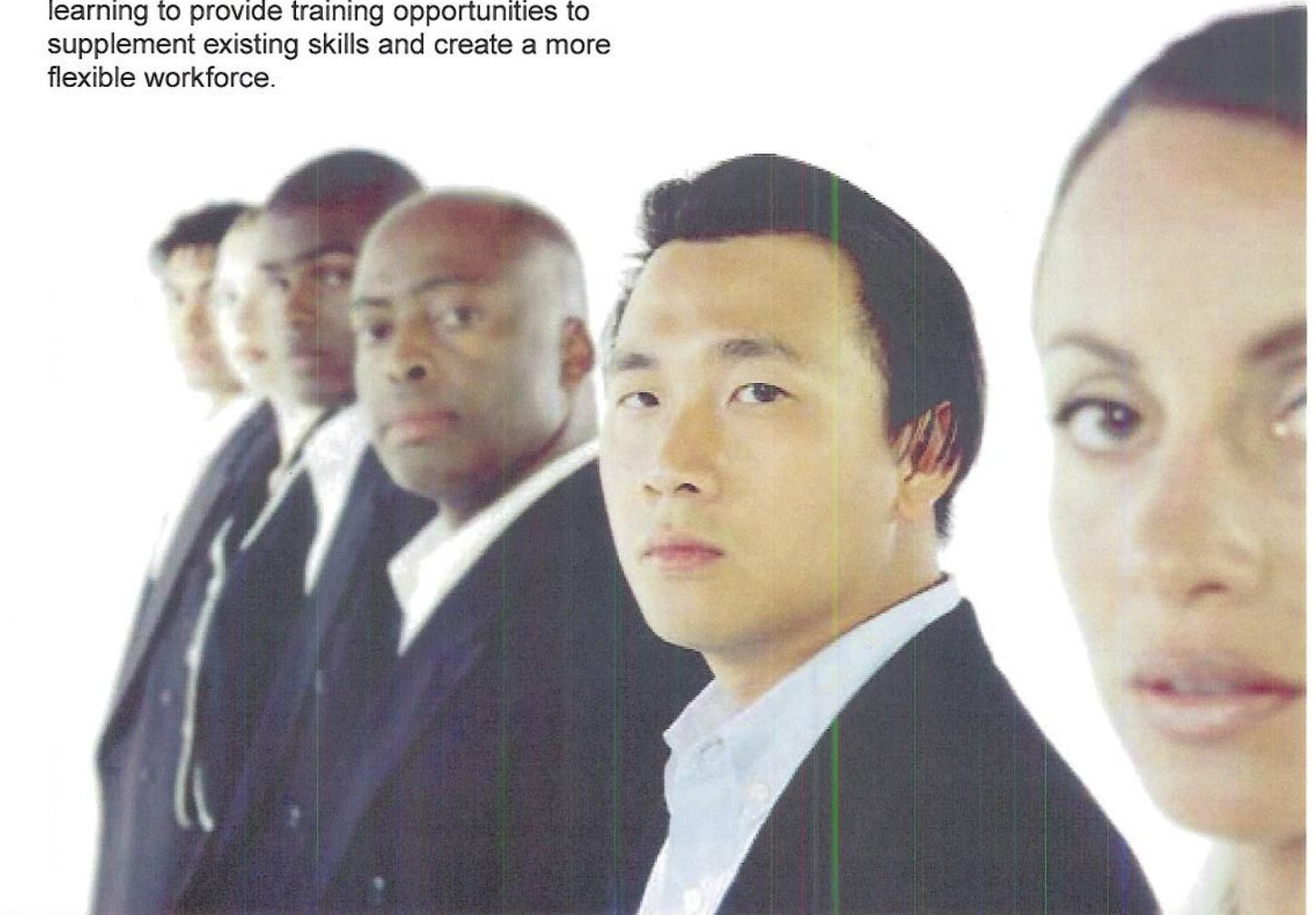


1.0 Diversity Statement

National Security Technologies, LLC (NSTec), is committed to creating and maintaining a diverse workforce that will foster a varied mix of skills and employee perspectives in a respectful environment. NSTec promotes an environment of continuous learning and minimizes diversity-related barriers in performance. NSTec will enhance diversity sensitivity, acceptance, and inclusion in all aspects of its business practices and relations with the community at large.

NSTec will promote, encourage, and support diversity management by doing the following:

- ▶ Include a diverse mix of skills and perspectives in developing and implementing programs that ensure consistency in operations.
- ▶ Establish an environment of continuous learning to provide training opportunities to supplement existing skills and create a more flexible workforce.
- ▶ Minimize barriers to performance that may occur when employees from different backgrounds and functions interact.
- ▶ Respond to unique interests of stakeholders and effectively utilize the diverse workforce to facilitate effective relationships with the community, vendors, suppliers, and others.
- ▶ Create an environment where employees take responsibility for their actions and are provided with the proper tools and skills to respond to problems and challenges while performing tasks.
- ▶ Treat all employees with respect and dignity.



2.0 Diversity Council

NSTec continues to demonstrate its commitment to diversity by fully supporting the NvE Diversity Council. Representing the broad spectrum of individuals within the NvE, the Diversity Council fosters an environment that promotes inclusion, equity, and respect to enhance the potential and contribution of all employees.

The Diversity Council continues to utilize its Vision Statement and Charter as the foundation for an ever-growing program. The Council is designed to promote awareness and understanding of diversity issues in the workplace by implementing and measuring diversity initiatives that align with the strategic goals of the company and building an organizational culture that supports diversity.

The 2015 Council Chair is Diana Lilley. Advisors are Robert Eason, Dennis Fulkerson, Pam Haynes, Dr. Raymond Juzaitis, and Wes Young.

2.1 Diversity Initiatives

One of the *Guiding Principles* of the NSTec Diversity Council, established in August 2006, was that the Council would, “Partner with our affiliated organizations within the Nevada Site Office to leverage resources and reach a wider audience.” In April of 2011, the NSTec Diversity Council transitioned to the Nevada Enterprise (NvE) Diversity Council. Combining all NvE entities allows organizations to eliminate duplication of efforts through planning and participating as one group in all diversity efforts. Members of the NvE Diversity Council include: NSTec, the Nevada Field Office (NFO), Epsilon, Navarro-Intera, the Centerra Nevada Team, Sandia Operations, and Pro2Serve.



While the primary purpose of the Council is to remove any barriers that stand between our employees and their success, at the same time, efforts continue to ensure that all employees are aware of their value within the organizations. In 2014, the Council's focus was on basic activities such as monthly awareness efforts. Diversity spotlighted several special events such as: Monthly Awareness contests and themes with articles presented in the Front Page. In collaboration with Training department, a Professional Development contest was held complex-wide utilizing Soft-

Skill online courses. This encouraged employees to enhance their professional skills at their leisure. Diversity participated in O&I's Safety Fair held in Mercury.

In recognition of Hispanic Heritage, NLV held a Floating Taco sale and LO had a Floating Taco Giveaway and Salsa contest. In honor of Veteran's Day, a personal reflection from an LO manager was published in the Front Page. RSL-Andrews held their New Year's Potluck as well as their Christmas Luncheon. A joint NSTEA and LAO diversity food drive was held for their local area's food pantry. All outlying locations held local events, potlucks, and cookouts.

In 2015, the Council will focus on expanding throughout the NvE to ensure that the activities and interest of all stakeholders have been incorporated into the Program. NSTec's diversity awareness has expanded from typical cultural awareness to include monthly messages addressing issues that are common to all cultures such as: American Heart, Child Abuse Prevention, Deaf History, Women's Equality, National Disability Employment, National Family Caregivers, and Human Rights. Special activities will be planned and scheduled; this will include changing out some monthly awareness efforts to expand recognition to other Heritage Months thereby enhancing the diversity of individuals in the company and to maximize each individual's contribution.

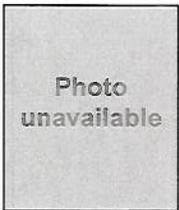
The Council continues to live up to its motto ...

The logo consists of a small graphic of four colored squares (orange, green, purple, yellow) arranged in a 2x2 grid to the left of the text "Diversity is opportunity, it's all about you!". The text is in a blue, serif font, with "it's all about you!" in a larger, more stylized script font.

3.0 Meet your Diversity Council



Diana Lilley
Chair



Derek Aberle



Steve Arner



Ariel Borders



Michael Curtis



Gwendolyn Gardner



Jerry Griggs



Timothy Henderson



Mary Lou Hewitt



Robert Kilroy



Gabriel Kline



Jodi Navarrette



Cassandra Peterson



Barbara Ulmer



Robert Eason
Advisor



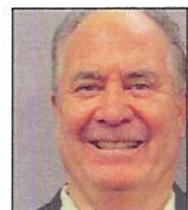
Dennis Fulkerson
Advisor



Pam Haynes
Advisor



Dr. Raymond J. Juzaitis
Advisor



Wes Young
Advisor

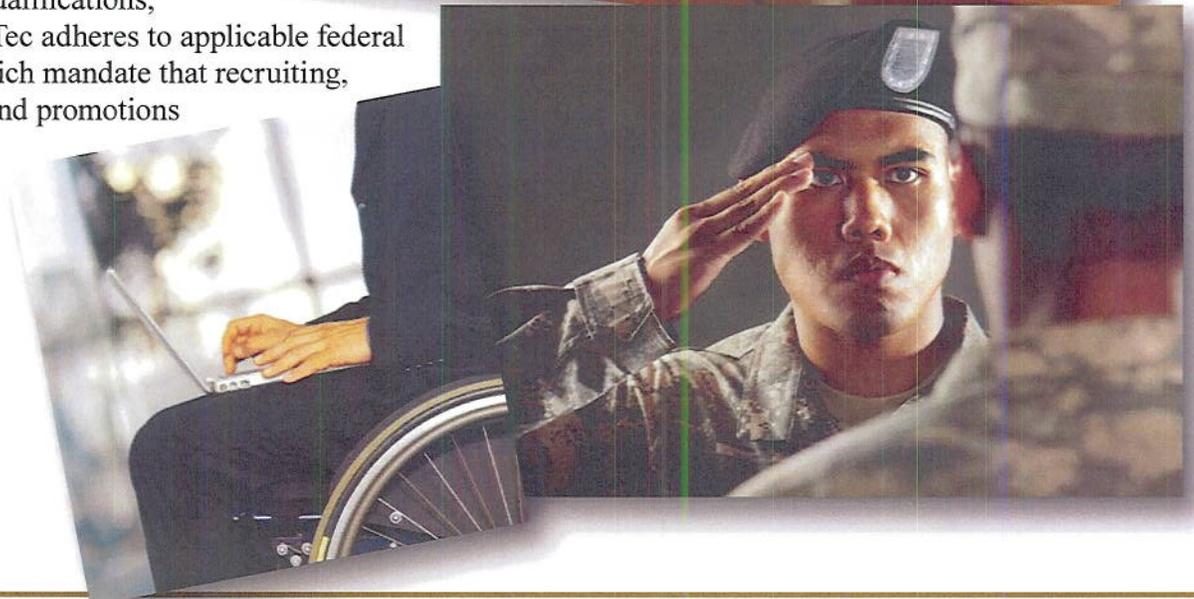
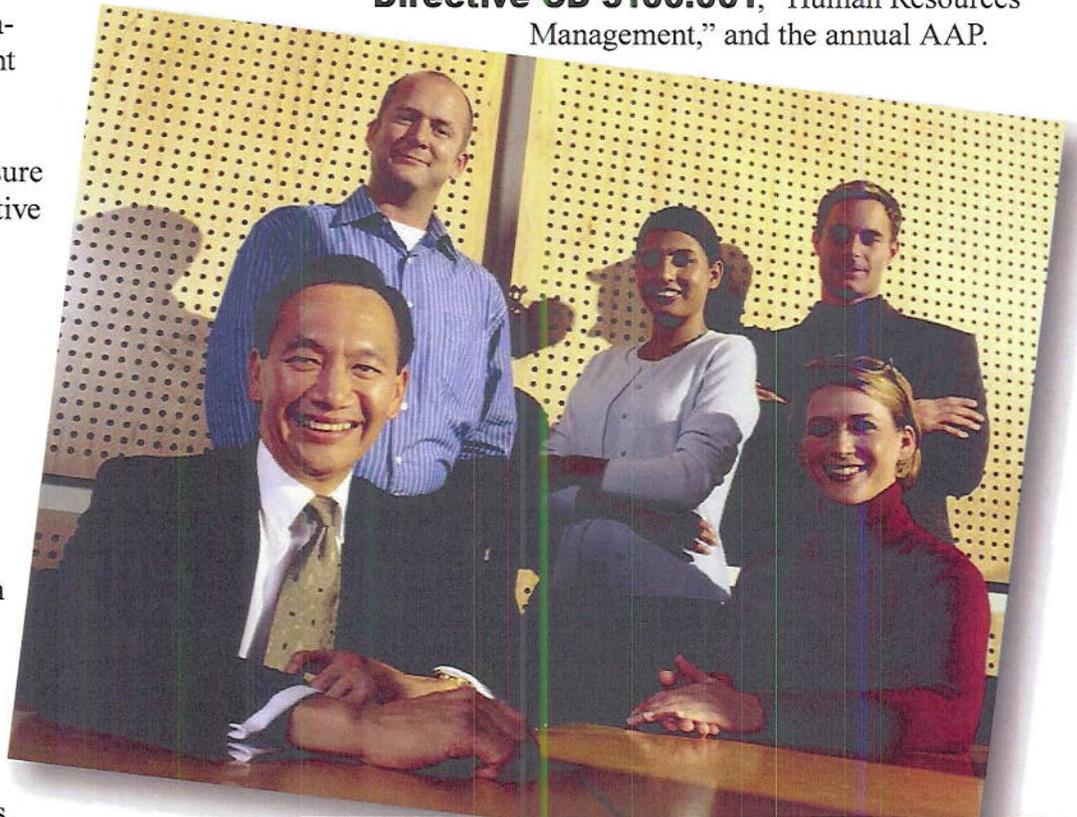
4.0 Workforce

NSTec has adopted an **Affirmative Action Plan (AAP)** which reflects its commitment to provide equal employment opportunities. NSTec is committed to providing equal employment opportunities to all persons regardless of race, color, religion, sex, national origin, sexual orientation, disability, age, or covered veterans status. NSTec complies with applicable state and local laws governing non-discrimination in employment in every location in which the company has facilities. Assessments of our AAP ensure compliance with our affirmative action goals.

Workforce diversity is a management priority. Maintaining an agile, competent, and motivated workforce will be accomplished through recruitment, retention, skills enhancement, and succession planning. We strive for a more diverse workforce in our recruitment, hiring, and personnel actions. Employment decisions are based on merit, qualifications, and abilities. NSTec adheres to applicable federal and state laws which mandate that recruiting, hiring, training, and promotions

be based on job-related factors and bona fide occupational requirements regardless of race, color, religion, sex, national origin, sexual orientation, disability, age, or covered veteran status.

Diversity initiatives for the workforce are driven by EEO, and are reflected in the **Company Directive CD 3100.001**, "Human Resources Management," and the annual AAP.

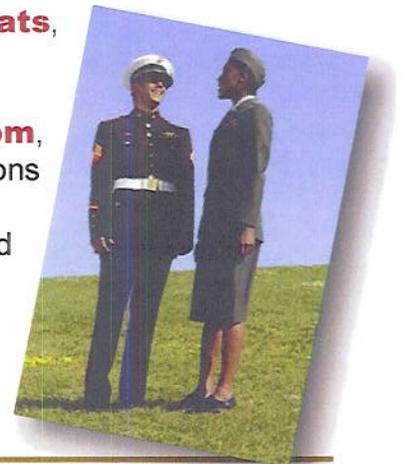


5.0 Recruitment and Retention

NSTec is committed to creating an inclusive and multi-talented workforce and will work to increase the organization's diversity by recruiting and retaining quality employees. For recruiting, selection, and promotions, we will draw from a diverse population.

Human Resources (HR) will take a leadership role working with our customers and the hiring managers to ensure that NSTec recruitment goals are met or exceeded. We will use the following strategies to ensure an effective recruitment process:

- ▶ Identify methods of recognizing and attracting qualified candidates.
 - ▶ Contact the Nevada State Job Service to list regular employment openings (except executive and top management positions, positions that will be filled from within, and bargaining unit positions that are filled by the unions).
 - ▶ Review college hire program consistent with dynamic changes in our economic environment.
 - ▶ Develop resources to improve applicant flow for experienced female and minority applicants. This could include sourcing companies, minority/diversity job fairs, and working with technical professional organizations in which females and minorities are well represented.
 - ▶ Develop and maintain a presence in schools with a high level of representation of women and minorities in their engineering and science programs.
 - ▶ Establish strong relationships with minority schools, historical black colleges and universities, and colleges with large percentages of females and minorities.
- ▶ Implemented companywide Annual Talent Review to integrate goals in the NSTec Strategic Framework Implementer, succession planning, assessment of potential (Nine-Box Matrix), and identification and development of high-potential employees. The integration of these processes, which will expand in FY 2015 to include performance management and individual development, supports goals to increase internal bench strength, retention of high-potential employees, and diversity and employee engagement.
 - ▶ Based on available funding, participate in the following organizations' national job fairs:
 - Society of Women Engineers (SWE)
 - National Society of Black Engineers (NSBE)
 - Society of Mexican-American Engineers and Scientists (MAES)
 - American Indians Science and Engineering Society (AISES)
 - Society of Hispanic Professional Engineers (SHPE)
 - ▶ Improve hiring of veterans, particularly those who are veterans of the Iraq and Afghanistan conflicts, by utilizing more veteran-affiliated sources such as **militaryvetsjobs.com**, **CivilianJobs.com**, **Helmets to Hardhats**, **hireahero.org**, **military.com**, **Recruitmilitary.com**, and private organizations that work extensively with recently separated veterans.



The following entities are currently in NSTec's recruiting strategy:

- ▶ **American Indian Science and Engineering Society**
- ▶ **Louisiana Tech University**
- ▶ **Society of Mexican-American Engineers and Scientists**
- ▶ **National Guard Homecoming Job Fair**
- ▶ **National Society of Black Engineers**
- ▶ **Society of Women Engineers**
- ▶ **University of Nevada, Las Vegas (UNLV) Minority Engineering Program**



6.0 Educational Outreach

NSTec employees are provided opportunities to improve their skills and employment options through training, seminars, and education programs. Continuing education is encouraged and essential to the continued professional development of each employee. We believe that the best way to improve the business is to improve the workforce.

NSTec extends this commitment to education by sponsoring the following programs:

- **Focus School Program**

NSTec partners with two at-risk schools, Kit Carson College Preparatory Academy of Creative Arts and Technology and Jim Bridger Middle School, which also house magnet programs for robotics, aerospace and aviation, biomedicine, and computer technology. Employees are encouraged to participate in key partnership activities that include an annual back-to-school supply drive; holiday food drives to benefit

students and their families; and e-mentoring. NSTec provides sponsorship of student achievement awards, graduation ceremonies, and other activities on an annual basis consistent with the needs of the school. In prior years, NSTec has provided funding to purchase school marquees, and a grant to the Desert Research Institute to sponsor a Green Power solar panel. Jim Bridger's school marquee was the first in Clark County to be powered using solar energy. In support of these two Focus Schools in FY 2014, NSTec:

- ▶ Donated \$10,000 to the Goodie Two Shoes Foundation to sponsor a shoe distribution day at Kit Carson
- ▶ Adopted 21 families (83 children and 36 adults) by collecting more than \$16,000 in employee donations of holiday meals and gifts for families that might otherwise go without

-
- ▶ Participated in Kit Carson Career Day and provided face-to-face mentoring for Jim Bridger at-risk students
 - ▶ Donated \$3,800 to Kit Carson to support the 5th grade graduation ceremony, teacher appreciation and recognition, and an end-of-the-year luncheon for community and parent volunteers
 - **U.S. Department of Energy's Regional Science Bowl**

Established in 1991 by the U.S. Department of Energy, the Science Bowl competition is designed to motivate high school students to pursue scientific and technical careers and promote science and mathematics literacy. NSTec coordinates the annual high school and middle school regional events on behalf of the National Nuclear Security Administration Nevada Field Office, and has provided significant financial sponsorship as well. The program brings together teams of students from Nevada, California, Arizona, and Utah schools. Many employees volunteer to serve as moderators, scientific judges, rule judges, timekeepers, scorekeepers, and messengers during the day-long competition. NSTec also provides financial support for both events through the NSTec Education Development Fund.

- **NSTec Science and Engineering Scholarships**

The NSTec Engineering and Science Scholarship program provides scholarship opportunities in all of the company's primary operating locations and Nye County, Nevada. The program is open to high school seniors pursuing a degree in engineering or science at a four-year college or university. To date, NSTec has awarded 113 scholarships totaling \$565,000 to student achievers in Clark and Nye Counties, Nevada; Livermore and Santa Barbara, California; and Northern New Mexico. Recipients receive \$5,000 and an opportunity for a summer internship. Many of the scholarship winners have returned to serve internships at the Nevada National Security Site; North Las Vegas; Livermore, California; and Los Alamos, New Mexico.

- **NSTec National Security Scholarship**

NSTec partnered with the University of Nevada, Las Vegas (UNLV) Colleges of Engineering and Sciences to create an NSTec National Security Scholarship in 2014 to develop students who can transition directly into the workforce at the Nevada National Security Site. NSTec endowed the scholarship fund with an initial investment of \$50,000 and participated in the selection committee to identify scholarship recipients for the Fall 2014 semester. The overall vision for the partnership is collaboration between NSTec and UNLV to promote research and development in areas of importance for our national security mission as well as develop interdisciplinary programs and internship opportunities that will build relationships between students and NSTec.

- **NSTec Family Scholarship Program**

The NSTec Scholarship Program provides financial assistance for dependent children of NSTec employees. Created in 2008, the program has awarded 66 scholarships totaling \$268,000 to a diverse group of students in Las Vegas, Nevada; Pahrump, Nevada; Livermore, California; Santa Barbara, California; and Los Alamos, New Mexico. Scholarships are awarded based on overall scholastic performance, a written essay, a personal interview, and financial need.

- **UNLV Multicultural Engineering Program**

NSTec has donated \$10,000 to support scholarships for the UNLV Multicultural Engineering Program. The Multicultural Engineering Program is open to all students. It has been designed to focus on assisting underrepresented populations, such as African-American, Hispanic, American Indian, and women students to pursue an education in the disciplines of engineering and computer science. In 2010, NSTec established a named scholarship to benefit a student in the UNLV Multicultural Engineering Program.

- **Education Development Fund**

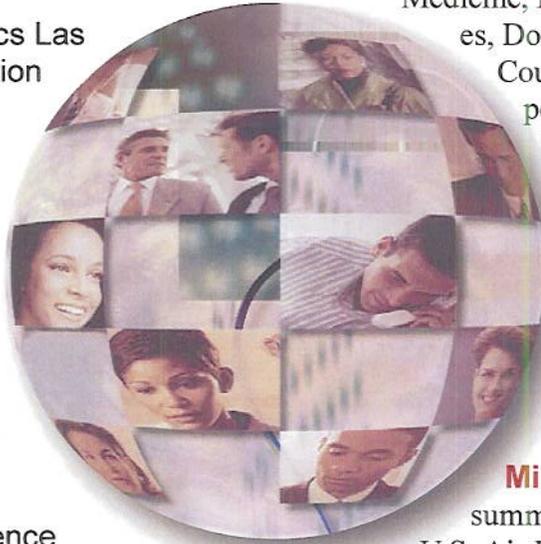
The NSTec Education Development Fund supports diverse and sustainable education programs focused on improving science, technology, engineering, and math

(STEM) at the elementary school, middle school, high school, and collegiate levels. To date, the company has committed over \$1.5 million in educational awards that enhance STEM education. Examples include:

- ▶ **\$500,000** – UNLV new Science and Engineering Building
- ▶ **\$425,000** – First Robotics Las Vegas regional competition
- ▶ **\$100,000** – NSTec STEM Innovative Instruction Grants
- ▶ **\$80,500** – Louisiana Tech University (Industrial Partners Program, National Society of Black Engineers, and Eco Car Contest)
- ▶ **\$76,475** – Regional Science Bowl High School and Middle School Competitions
- ▶ **\$55,000** – Lied Discovery Museum Sponsorship
- ▶ **\$54,100** – CCSD Northwest Career and Technical Academy
- ▶ **\$35,000** – Atomic Testing Museum (Transportation for student field trips)
- ▶ **\$20,000** – Enhance PITSCO science lab at Rosemary Clark Middle School in Pahrump
- ▶ **\$16,000** – Indian Springs Elementary School Science Fair (\$2,000/year for 8 years to ensure sustainability)

- **Internships**

Summer Internship Program (college). NSTec offers internships to provide technical assistance, fill staffing gaps, and enhance the company's reputation on campus with students who often accept full-time positions upon graduation. Several of the summer internships offered have been filled by NSTec Engineering and Science Scholarship recipients.



Clark County Summer Business Institute (high school). NSTec provides financial support, internships, and mentoring for Clark County high school juniors, seniors, and recent graduates through this 8-week internship. Students have worked 8-hour days Monday through Thursday in NSTec organizations like the Chief Financial Office, Occupational Medicine, Information Services, Human Resources, Document Control, Communications, Counter Terrorism and Operations Support, and Operations and Infrastructure. The support provided by these students equates to almost four full-time equivalents in value-added labor for the four years that NSTec has sponsored this program. The students are paid by Clark County as part of the program using grants like those provided by NSTec.

Military Academies (college). Each summer, since 2007, NSTec has sponsored U.S. Air Force Academy and/or U.S. Naval Academy internships. Cadets are paid by their respective academy and NSTec has provided non-contract funding for all travel and housing expenses.

Department of Homeland Security (DHS) Scholars and Fellows (college). NSTec has sponsored students as part of the DHS Scholars and Fellows program. Participants are paid by DHS and NSTec provides a housing stipend during the 10-week internship where students assist with real-world problem-solving at one of NSTec's operating locations.

6.1 In-House/Outside Training

Nonbargaining NSTec employees are provided opportunities to improve their skills and employment options through training, seminars, and education programs. A portion of NSTec's wage package for bargaining employees is directed to the unions' Training Trust programs. NSTec offers site-specific training for bargaining employees.

6.2 Programs in Place

- ▶ Equal Opportunity, Affirmative Action, and Diversity topics are included in NSTec's supervisory training sessions.
- ▶ NSTec's Employee Education Training Assistance Program (EETAP) covers some costs of coursework (up to \$5,000 per employee per fiscal year) at accredited colleges and universities that pertains to a nonbargaining employee's current position or one that the employee could achieve at NSTec. This includes tuition, required textbooks, and fees, when certain conditions are met. Additional courses required for degree programs but not eligible for regular EETAP reimbursement may be covered through the EETAP Supplemental Program, which provides up to \$1,500 per employee per fiscal year for qualifying courses. Employees may also use the Supplemental Funds (up to \$1,500 per employee) for costs incurred above the \$5,000 per person limit for regular EETAP-approved courses.
- ▶ NSTec makes available over 894 courses and briefings on job-related topics through instructor-led, computer-based, or web-based training. Topics include environment, safety and health, computer software, management, project management, conduct of operations, nuclear safety, and other job-specific skills.
- ▶ NSTec has a Distance Learning web-site available through Skillsoft Corporation that provides access to Business, Desktop Computer application, and Information Technology specialized web-based training



courses. It also provides access to Business Books 24/7 (online business reference books), SkillSims (simulations), and other learning tools to support business, computer skills, management, learning programs for supervisors, and leadership topics. Skillsoft users can also access Chapters-to-Go, a mobile app that allows access to books 24/7, desktop videos, and short video lessons on a specific desktop computer application topic. Skillsoft courses and events are available at no cost to bargaining and nonbargaining NSTec employees and can be accessed from work or home computers.

- ▶ Employees have opportunities to attend seminars, conferences, and outside training courses that are related to their current assignment (when budgets allow and DOE approval is given).
- ▶ ER presents informal Diversity training sessions upon request.

6.3 Actions for 2015

- ▶ Continue each of the above-mentioned programs and enhance the Skillsoft program offerings by adding specialty Information Technology courseware that supports certifications like C++ and Engineering-related documents through Skillsoft's Engineering Pro feature.
- ▶ Continue using WEBEX software to provide access to 'webinars' (web-based seminars) provided by in-house sources. These web-based events allow more participants to complete training without requiring travel or per diem costs for external events.

7.0 Community Involvement and Outreach

NSTec is committed to being a responsible corporate citizen through addressing many important issues facing our communities today. Diversity is important to us; as a company, we interact with diverse communities as a resource for employment, education, and commercial ventures. Additionally, we support organizations that promote the interests of minorities and women as well as other diversity dimensions.

To build strong community relations, we focus on several areas where time, effort, and energy are expended to achieve effective results.

NSTec's volunteerism was recognized with a Nevada Volunteers Point of Light Award in 2010.

7.1 Community Outreach

Chambers of Commerce – NSTec is an active member of the Latin, Asian, Urban, North Las Vegas, and Women's Chambers of Commerce. In addition to participating in monthly luncheons, NSTec provides event sponsorship in activities such as the Latin Chamber of Commerce Career Day.

Opportunity Village – NSTec is a strong supporter of Opportunity Village and provides sponsorship and volunteers for the Magical Forest each year. We also field a team to compete in The Great Santa Run. Since 2006, we have had over 780 employees and their families and friends help Las Vegas beat the world record for number of Santas congregated in one place.

United Way of Southern Nevada – For the 2015 campaign, NSTec employees pledged over \$290,000 to the annual campaign, which benefits residents in Southern Nevada. NSTec has served as a pace setter campaign for several years and is consistently recognized as a top employee campaign by United Way.

The Network – NSTec's "The Network" is an employee-led internal networking and professional development organization that leverages all elements of our diverse workforce and promotes working together. During FY 2014, The Network hosted 23 different events focused on professional development, community outreach, networking, or teambuilding. Events included "Business Writing 101" and "Volunteerism and Leadership" workshops, a scavenger hunt in downtown Las Vegas, and several volunteer activities. The Network was recognized for an Outstanding Contribution by Three Square for their volunteer hours, which helped over 100,000 people in Southern Nevada. The Network also coordinated NSTec volunteer activities for FIRST Robotics competitions and Clean the World.



U.S. Marines' Toys for Tots –

NSTec sponsors a drive each year to collect toys and bicycles to donate to this nationwide program. In 2014, NSTec employees donated 17 toy stuffed barrels and 123 new bicycles and tricycles to the Marines.

Salvation Army Angel Tree Program

– NSTec sponsors the program each year, allowing employees to “adopt” an angel through this program. The program benefits approximately 7,000 less fortunate children in Southern Nevada that might not receive any gifts during the holiday season. In 2014, employees adopted 100 angels, providing gifts worth almost \$5,600.

Rebuilding Together (formerly Christmas in April)

– NSTec sponsors rebuilding projects in both North Las Vegas and Pahrump, Nevada. In addition to considerable financial support, teams of employees donate their time to help with repairs, painting, landscaping, cleaning, moving furniture, and other necessary tasks.

Charitable Contributions – In 2006, NSTec created NSTec Cares to provide employees, charitable organizations, and stakeholders an opportunity to request charitable contributions.

The program focuses donations in three areas: education, diversity, and civic/community relations. Through 2014, the program has given more than \$500,000 to deserving organizations.

Our Actions Make a Difference –

To recognize and reward employee volunteer efforts, NSTec donates \$5 for every volunteer hour donated by employees in support of

charitable, educational, or professional organizations. Since January 2008, employees have donated over 23,000 hours and NSTec has donated over \$65,000 on their behalf.

Community Services Team –

Developed by the Administrative Council, this team of administrative professionals identifies a different charitable organization annually and actively supports activities of that organization by volunteering time and talents.

Southern Nevada Hispanic Employment Program (SNHEP)

– NSTec has provided scholarship funds and conference support to the SNHEP. Numerous individuals who have been scholarship recipients currently work for the company.



8.0 Subcontracting

NSTec is committed to maintaining a culturally and economically diverse environment. Small businesses are the backbone of our American economy. NSTec recognizes and welcomes the expertise and knowledge provided by small and disadvantaged businesses. *We continuously seek to build relationships* with those businesses that can meet and exceed our standards of excellence in support of our work for the U.S. Federal Government. We accomplish this by participating in fairs and workshops in Las Vegas as well as networking with state and national organizations. In addition, NSTec works closely with:

- ▶ Small Business organizations within the local community, including the SNHEP and the Nevada Minority Business Council.
- ▶ U.S. Department of Energy/National Nuclear Security Administration Small Business Program Managers Forum.
- ▶ The Office of Small and Disadvantaged Business Utilization and the Small Business Administration.

NSTec incorporates a Small Business Review process to encourage the use of Small Businesses by reviewing any orders over \$25,000. The orders are reviewed by the Compliance Manager or Procurement Manager.

Procurement maintains and utilizes a Small Business database and encourages interested suppliers to register and be categorized by socio-economic status and commodity type by working with a central point of contact (POC) at NSTec. The Small Business database allows the Procurement Department to have a centralized file of businesses that have shown interest in doing business with the company. The POC passes this information on to NSTec procurement specialists.

Procurement also utilizes the Central Contractor Registration (CCR) database (www.ccr.gov), the primary registrant database for the U.S. Federal Government, when developing bidder's lists. Accordingly, potential suppliers are encouraged to register on this site to maximize opportunities not only with NSTec but also with federal government agencies or other government contractors.



Our Small Business Plan describes our goals and approach involving small business in the categories of Veteran-Owned Small Business, Service-Disabled Veteran-Owned Small Business, Historically Underutilized Business Zone (HUBZone) Small Business, Small Disadvantaged Business, and Women-Owned Small Business.



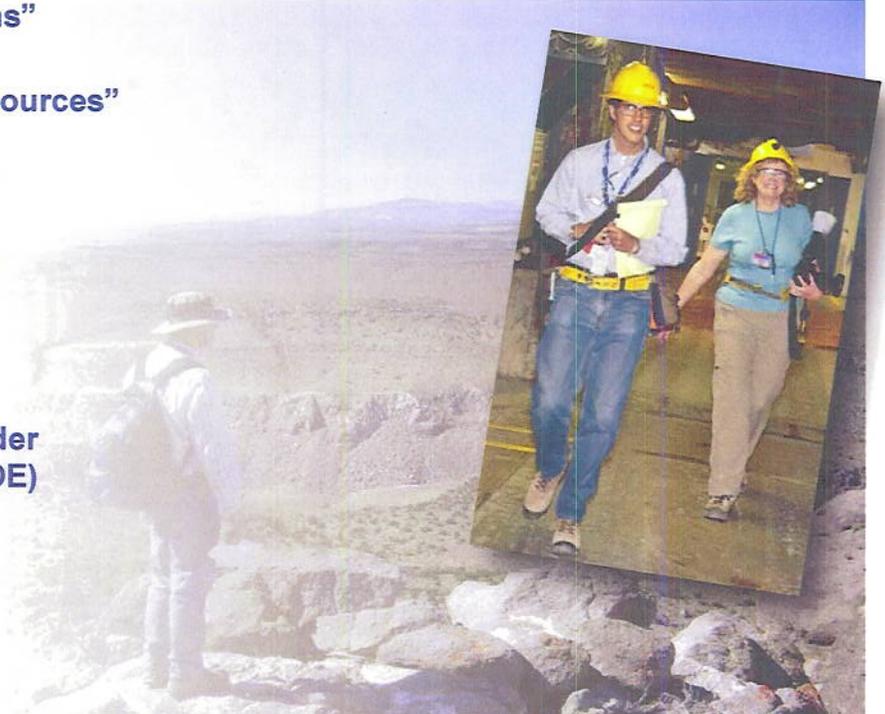
CATEGORY	FISCAL YEAR GOAL
Small Business	55%
Small Disadvantaged Business	6%
Small Woman-Owned Business	6%
Small Veteran-Owned Business	15%
Small Service-Disabled Veteran-Owned Business	2%
HUBZone	2%

We comply with the following desktop instructions (DIs) and organization procedures (OPs) that reference the socioeconomic requirements for Procurement:

- ▶ **DI-700.105, “Equal Employment Opportunity (EEO)”**
- ▶ **DI-700.301, “Acquisition Planning”**
- ▶ **DI-700.302, “Sources of Competition”**
- ▶ **DI-700.304, “Simplified Acquisitions”**
- ▶ **DI-700.305, “Government Supply Sources”**
- ▶ **DI-700.402, “Subcontracting Plan”**
- ▶ **OP-FC20.101, “Mission Statement”**
- ▶ **OP-FC20.105, “Ratifications”**
- ▶ **OP-FC20.106, “Subcontracting Under the U.S. Department of Energy (DOE) 8(a) Pilot Program”**
- ▶ **OP-FC20.109, “Noncompetitive Procurements”**

8.1 Future Goals

NSTec is committed to accomplishing the Small Business goals and seeking additional opportunities or programs that encourage the use of small businesses. In the future, it is desired to develop and implement a Mentor Protégé Program, where specific training and knowledge sharing between NSTec and future Protégés can particularly enhance the capabilities of small businesses, helping them to become more viable for government subcontracting.



9.0 Economic Development (including Technology Transfer)

NSTec conducts science and technology activities that benefit the Las Vegas community and stimulate the economy. It collaborates with local and national universities to promote technology transfer efforts and has entered into partnership arrangements with UNLV and the University of Nevada Reno, for broader access to university faculty, recruiting of university graduates to sustain a technical workforce, and increasing business activity. NSTec employees participate in conferences and symposiums and publish numerous journal articles. NSTec signed an agreement with the national laboratories, which is intended to identify and increase commercialization opportunities by “bundling” NSTec technologies with the technologies of the national laboratories.

10.0 Prevention of Profiling

The policies and directives listed in the “Workforce” section of this plan prohibit treating employees or applicants differently based on several characteristics, including race, color, and national origin.

10.1 Programs in Place

ER analyzes employment policies, practices, and decisions to hire or terminate to ensure fair, equitable consideration for all employees and applicants.

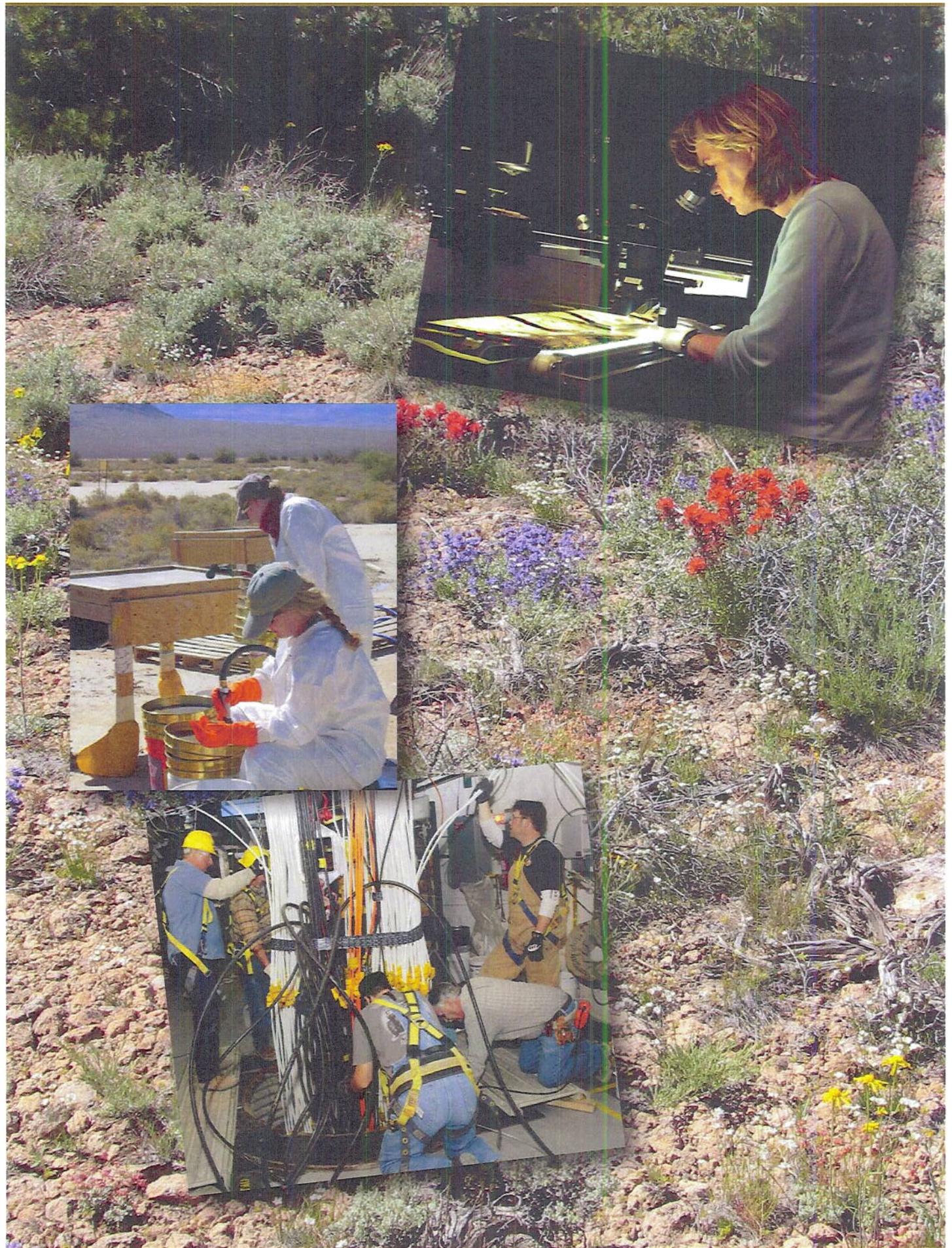
Managers who violate NSTec policies on diversity risk having adverse action taken against them.

ER also conducts investigations and expedites timely resolution of discrimination and harassment allegations.

10.2 Actions for 2015

ER will continue to conduct and oversee fair and impartial investigations in an expeditious manner, provide support to the Disciplinary Action Review Board and serve as advisors to the NvE Diversity Council.





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