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MEMO TO: Lillian Van Santen, MDTs  
FROM: BEMW, INC.  
DATE: October 19, 1982  
SUBJECT: SECOND QUARTERLY REPORT: ONGOING CONSULTATION AND LIAISON WITH  
NRC REGIONAL CAREER COUNSELING PROGRAMS  
CONTRACT #ADM-82-358

QUARTERLY REPORT  
ONGOING CONSULTATION AND LIAISON  
WITH NRC REGIONAL CAREER COUNSELING PROGRAMS  
NRC CONTRACT #ADM-82-358  
OCTOBER 18, 1982

BEMW, INC.  
CAREER/LIFE PLANNING OPTIONS  
4948 St. Elmo Avenue  
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SECOND QUARTERLY REPORT  
NRC REGIONAL CAREER COUNSELING PROGRAM

INTRODUCTION

In general the career counselors report the NRC employees to be excellent clients, who are goal oriented and invest consistent energy into the counseling program. They indicate that having four sessions provides continuity and positive outcomes since clients are followed-up over a period of time and are encouraged to be deeply involved. All of the counselors consider the career counseling as a process to be taught which can then be repeated at various points in the client's life. They consistently stress that clients are their own agents of change.

The profile of those employees participating in the program range from Grade 4 to 15 and appear to be equally distributed between clerical/administrative personnel and technical and professional staff. The one exception to this is Region II where of the 25 participants involved, 23 are support/clerical people and 2 technical/professional.

PROGRESS TO DATE

During the Second Quarter of the Liaison and Monitoring Contract, BEMW, Inc. has been in touch by letter and by telephone with each of the regional career counselors as well as the NRC liaison personnel in each region. All five programs report positive reception on the part of employees and excellent logistical support from the liaisons. The counselor from Region V in particular has expressed appreciation for the support of the administration evidenced by their "open doors" and their cooperation whenever a conference is requested. Numbers of clients seen to date are as follows:

	<u>Clients Seen</u>	<u>Clients Remaining</u>	<u>Waiting List</u>
Region I	19	6	22
Region II	13	12	
Region III	19	6	22
Region IV	23	2	
Region V	<u>24</u>	<u>1</u>	<u>20</u>
Totals	98	27	64

Each region will probably pick up an average of 3 additional clients to compensate for those who did not require all 4 sessions.

## FOCUS OF THE CAREER COUNSELING PROGRAMS

Counselors and clients in all five regions have concentrated on the following areas of growth:

- a) Development of specific skills in self-assessment
- b) Career decision making
- c) Goal setting
- d) Practical skills in planning
- e) Resume writing
- f) SF-171 development
- g) Greater awareness and understanding of transferable skills and abilities
- h) Increased effectiveness in communication skills
- i) Supervisors becoming more comfortable and adept at delegating work with the result that they can accomplish more in a less harried manner
- j) Realistic assessment of positions at NRC as they relate to the individual's options and needs, generally resulting in an increased sense of satisfaction with their NRC employment.

## AREAS OF GENERAL CONCERN THROUGHOUT ALL REGIONS

Among the clerical and support personnel there is a continuing desire for more responsibility, recognition and challenge. Women in support service roles do not always find themselves affirmed by supervisors/managers for the responsible work they do. Many from this group felt the need for career re-evaluation in a more systematic, goal-directed fashion. There was a general recognition of the large gap between the administrative and clerical positions and the professional and technical jobs pointing to a need for bridge positions. It was perceived that women in inspector roles struggle, oftentimes, for recognition of their equal capabilities to give quality performance. Frequent "reorganization" was mentioned as unsettling to many employees by several of the counselors. We take this to mean that some employees in the regions feel concerned about the NRC policy of regionalization and its implications vis-a-vis their status.

## FINDINGS AND RECOMMENDATIONS REGIONALLY

### Region I

Concerns voiced by both support and professional staff:

1. There is a strong need for more opportunities for training.
2. There was an expressed need for more explanation regarding changes occurring between headquarters and Region I.
3. There seemed to be a relatively high degree of stress within the agency and the suggestion was made that a program in stress management be offered.

4. Counselor recommended the purchase of two government publications for use of employees in researching various careers, specifically The Occupational Outlook Handbook, 1982-83 edition and the Dictionary of Occupational Titles 1977 edition and perhaps the Career Desk Top Kit (from Careers, Inc., Largo, Florida).
5. It would be worthwhile to offer seminars on "How to Write a Better SF 171" for employees in general.

Concerns voiced by individuals within the professional group in Region I were focused in the following areas:

1. Excessive travel.
2. Frustration in seeking change because of the politics within the agency.
3. A feeling of being victimized by a tight economy that would make a geographic move to another region for a job with less travel "financial suicide".
4. Disillusionment with an agency that stressed numbers and formulas rather than quality in job performance. Counselor found that for the most part, these professionals were dedicated, sincere, hard-working and committed to quality performance. It troubled them to know that their ideals were not given priority often enough by the agency.
5. There was a feeling of being stymied because the agency would not allow them to take training that would enhance their job skills.
6. Additional frustrations were felt across the board in that there were few places to advance within the agency.
7. There was an articulated concern over a major reorganization between headquarters and Region I and the impact this might have on positions opening up within their region, or their ability to bid on those positions.

## Region II

1. Counselor found a strong, open line of communication between employees and their supervisors.
2. Employees demonstrate a sense of pride in their work and have an understanding of the importance of their role in the overall accomplishment of the mission of the agency.
3. There are relatively few complaints about work or working conditions, indicating the region is well managed.
4. Employee morale is good.



5. Major area of client concern in this region was expressed in terms of "I enjoy what I do and I do it well, but where do I go from here?" Counselor suggested the development of bridge positions having the effect of both increasing upward mobility and freeing up the time of the professional engineers to engage more fully in the mainstream mission of the agency.

#### Region III

1. Counselor found an expressed appreciation for training opportunities that provide timely, as well as valuable, experience and knowledge offered by the agency.
2. Regional administrators exhibit significant human side of management.

#### Region IV

No additional findings or recommendations at this time.

#### Region V

1. Support staff noted a need for more tangible recognition of work, such as a letter of commendation indicating administration is cognizant of work above and beyond the call of duty.
2. The above group's perception is that their training needs are not taken seriously and do not receive the same attention as those of technical and professional staff.
3. Increased work load pressure and stress due to turnover and loss of positions may be leading a few to seek other work settings.
4. A second segment of the staff, the Safeguards Branch expressed concern as a group. They anticipate a loss of at least two positions and some are therefore working very diligently on planning for their future.

#### SUMMARY

Counselors in all five regions report improved morale, more informed decision making and increased job satisfaction as individuals complete their career planning process.