

BEMW, INC., COUNSELING AND TRAINING ASSOCIATES

Old Georgetown Building, Suite 202
4948 St. Elmo Avenue
Bethesda, Maryland 20814
(301) 657-1898, (301) 652-4983

May 18, 1984

Ms. Lillian Van Santen
US. NRC MDTs
Bethesda, MD 20814

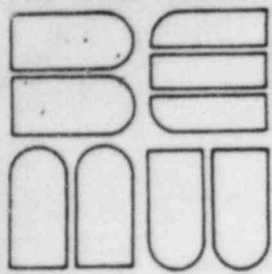
Dear Lillian,

Our final report for the 1983-84 Regional Counseling program is included in this packet, along with all the evaluations of the program from the regional counselees. If you have any questions or would like to set up an appointment to discuss the report, please contact either Tanya or me.

We will start the Individual Counseling Program for headquarters toward the end of June. Tanya Bodzin and Fran Bastress will be doing the majority of the counseling. Enjoy your Memorial Day Holiday.

Sincerely,

Irene N. Mendelson



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FINAL REPORT

FOR CONTRACT YEAR ENDING MARCH 30, 1984

ONGOING CONSULTATION AND LIAISON

WITH NRC REGIONAL CAREER COUNSELING PROGRAMS

NRC CONTRACT #ADM-82-358

BEMW, INC.

CAREER/LIFE PLANNING OPTIONS

4948 St. Elmo Avenue

Bethesda, Maryland 20814

The NRC Career Counseling is very near completion at year's end with less than 10 hours of counseling remaining. Counselors in the five regions have provided individual counseling for a total of 123 NRC employees. Region III had completed the counseling by the end of the 3rd quarter with one hour of counseling remaining to be scheduled at the client's convenience. The program has been enthusiastically received in all 5 regions. Counselors report that the career counseling program has been very gratifying; the NRC employees who have participated in the counseling program have been highly motivated and committed to the career counseling program. They demonstrate a clearer sense of direction, improved ability to communicate with their supervisors, greater ability to take charge of their jobs and control of their future.

As a result of this year's program, regional career resources have increased. Regional libraries are in the process of purchasing career materials recommended by the Regional Career Counselors. There has been an increase in the number of workshops dealing with career-related issues, i.e., resume writing, SF 171 writing, and stress management.

Creative counseling sessions have evolved as a way of providing services to resident inspectors. Instead of 4 one-hour sessions, 2 two-hour sessions were scheduled to coincide with bi-annual meetings at Region I, supplemented with an initial phone call. The counselor reports this modification has worked successfully, but sees a need for additional phone contact with the counselee.

GENERAL FINDINGS

In the wake of Regional re-organizations there has been a marked increase of stress and pressures reported by counselees. Lowered morale among employees has also been noted which may be the result of:

- * The increase in new staff and personnel,
- * an attitude of non-concern for employees by administrators,
- * a shrinking of the number of experienced staff resulting in increased workload demands,
- * Local bad press for the NRC has compounded this problem.

The philosophy of self initiative, that is the cornerstone of the career counseling program, has enabled clients to set goals and assume responsibility for their own career/life decisions. Counselors have assisted counselees in finding the inner strength to cope more effectively with circumstances over which they have no control.

Common counseling needs met through the NRC Regional Career Counseling Program include:

1. Assessment of values, limitations and/or vocational interests.
2. Determination of options.
3. Improved self confidence.
4. Improved ability to make decisions.
5. Improved oral and/or written communication skills.
6. Improved interpersonal communications among all levels of employees.
7. Upgraded SF 171's and resumes.
8. Pre-retirement planning
9. Assertive job hunting techniques.
10. Improved interviewing skills.

CONCERNS

Many of the generalized concerns relating to relocation and restructuring of the agency and the regions have been discussed in previous quarterly reports in great depth. These matters are still of utmost importance to employees, as evidenced by the number of times these topics recur in the individual counseling sessions.

LIAISON

BEMW, Inc. is in contact with the individual counselors on a regular basis to ascertain ongoing needs and help solve immediate problems.

Conference call. A conference call meeting was held March 6, 1984 in NRC Headquarter Offices. All regional counselors participated except Pat Russ from Region V who was

not available at that time. BEMW, Inc. spoke with her both before the call to bring her concerns and input to the others, and after the call, to update her on what had occurred. The one hour meeting gave the regional counselors an opportunity to report on new developments, continuing patterns and trends they are seeing in their respective regions. The call provided an opportunity to share resources and deal with common concerns. It also provided a forum for discussion and sense of identity as a staff member in the NRC Career Counseling Program, so necessary for the morale of the counselors.

CONFERENCE CALL UPDATE

REGION I

KING OF PRUSSIA, PA.

Damona Sain

Damona reported that she gave a SF 171 workshop for 13 people. She tried to condense a 6 hour workshop into 3 hours and found it frustrating. As a result of her experience she made suggestions to the counselors on ways to restructure the workshop to fit a smaller time frame.

Damona has made many referrals out to community resources to clients who needed assistance on personal matters.

Damona will be pursuing a Ph.D. in Psychoeducational Processing and will be resigning her position in the NRC program. She has appreciated the involvement in the program and the high caliber of the NRC employees seen.

REGION II

ATLANTA, GA.

Rich Nawyn

Rich met with Bob Martin, the Assistant Director. Mr. Martin is interested in seeing quantitative measures that show progress as a result of the counseling program. Rich has suggested that Bob Martin go through the program himself to see the benefits first hand.

Rich Nawyn has shared his excellent 171 workshop expertise with all the counselors. All have received through BEMW, Inc. an excellent packet of materials for use with their clients, both as individuals and groups.

REGION III

GLEN ELLEN, IL.

Dolores Linhart

Dolores reports that counselees have expressed "feelings of empowerment" as a result of the counselees.

Employees at Region III complain of a lack of direction and leadership. Productivity has dramatically been reduced

which may be a result of the leadership situation.

REGION IV. DALLAS, TX.

Becky Clark

The counselor reports her region has had bad press in the local newspapers. Employees have been demoralized.

The organizational development that Becky has been hired to do for the region has been greatly appreciated by the management.

She also reports that vendors are being moved to D.C.; many do not want to leave the region.

Engineering positions have opened up in the Region.

HEADQUARTERS BETHESDA, MD.

Irene Mendelson

Irene reported on her meeting with Lillian Van Santen. Commissioner Bird says the NRC is now in a hiring mode. There are 32,000 employees in the agency.

There has been a successful NRC training course "Supervising Human Resources" which makes supervisors more aware of the interpersonal skills needed by effective supervisors and managers.

The Bethesda counselors report that they also have made more referrals to outside resources than ever before. There has been a visible increase in the need for personal counseling.

RECOMMENDATIONS BY REGION:

Region I

1. Addition of career resource materials to Region I Library. (See attached list of materials recommended by Regional career counselor.)
2. Continuation of quarterly conference calls to enhance exchange of ideas and information among regional counselors and to update their knowledge of changes at Headquarters.
3. An annual offering of Training Workshops such as Stress Management, SF 171 Development, Interviewing Skills and Leadership Effectiveness Training.

4. Improve Publicity for training opportunities available at OPM in Philadelphia for Management and non-management staff.

Region II

1. An evaluation of common concerns of employees be undertaken.
2. Workshops be offered on Stress Management, Interpersonal Communications, Conflict Resolution, Human Relations, Time Management, Effective Writing, SF 171 Development and Resume Writing, Assertive Communications and Career Development for Professionals. Supervisory and Management Courses in Team Building, Leadership Development, Career Management for Supervisors and Managers, and Counseling Skills for Managers should also be considered.
3. A follow-up workshop to maintain continuity of the 2 year career counseling program.
4. Maintenance of a consultative relationship with Region II to determine needs and indentify expected outcome criteria and tangible measures of a successful counseling program.
5. Provision for "as-needed" Counseling for interested NRC employees without committing to a specified number of employees. This recommendation would provide counseling service when and where it is needed most.

Region III

1. Provide training seminars for all NRC employees, Conflict Management, Behavioral Styles in Work, Creating Your Future (Life/Career Planning), and Responsible Assertiveness (Seeing Self as an Equal).
2. Recognize more astutely the need to establish "bridge" positions especially for women in lower GS levels who are qualified potential for advancement.

Region V

1. Establishment of a career development resource library.
2. The offering of SF 171 and Resume Writing workshop.

Finally, although Region II Management has decided to discontinue the Career Counseling program, it is recommended that needs evaluation be conducted next year. All the counselees recommend the program be continued. The clients were exceedingly

appreciative of the opportunity to "vent their frustrations" and to take time to reflect and think about their Career/Life directions. The establishment of career Resource Libraries in the Regions is a tangible evidence of NRC enlightened approach to employee needs in providing the Regional Career Counseling Program.

CONCLUSIONS

BEMW, Inc. has found it a privilege and a pleasure to work with Damona Sain, Pat Russ, Rich Nawyn, Dolores Linhart and Becky Clark. We regret that Damon is leaving the NRC program, but recommend her to the NRC to present career development workshops as needed. We are in the process of finding suitable candidates to replace her.

We regret that Region II management has decided not to continue the structured career Counseling Program that has been successful there for two years. Rich Nawyn will be available to continue in Region II as an Organizational Development Career Consultant, an area in which he has much expertise.

We have found the counselors to be highly professional and competent in the initiation and implementation of the career counseling program under the stressful circumstances of agency re-organization.

The counselors commend the NRC Regional Liaisons for providing outstanding technical and administrative support, contributing to the success of a smoothly run program.

The Regional Counseling Program has been a challenge. It offers excellent development opportunities for employees, who recognize it as providing a concrete method to make plans for moving ahead in their careers. By providing this type of opportunity, NRC and MDTS rank among organizations and agencies with the most progressive human resources development policies.

APPENDIX I

TABLE ONE

Grade Level of Participants

<u>Grade</u>	<u>Males (49)</u>	<u>Females (63)</u>
1		1
2		2
3		5
4		6
5		15
6		18
7		2
8		3
9		3
10		
11	3	2
12	3	3
13	23	3
14	14	
15	5	
SE8	1	

TABLE TWO

Level of Education of Participants

No Stats	13
Some High School	1
High School Graduate	11
Some College	19
BA/BS	45
MA/MS	20
Ph.D. or Equivalent	3

TABLE THREE

Number of Years of Government Service

No Information	
Less than one year	10
1-4 years	34
5-9 years	29
10-14 years	18
15-19 years	8
over 20 years	13

TABLE FOUR

Age Range of Participants

Under 21	9
21-30	23
3-40	38
41-50	21
51-60	20
Over 60	1