

**BINDER, ELSTER, MENDELSON & WHEELER, INC.**

Old Georgetown Building, Suite 202  
4948 St. Elmo Avenue  
Bethesda, Maryland 20014  
(301)657-1898, (301)652-4983

December 8, 1983

Ms. Lillian Van Santen  
U.S. Nuclear Regulatory Commission  
MDTS  
Washington, D.C. 20555

Dear Lillian,,

The conference call of November 23 of the NRC Regional Career Counselors proved very valuable. The enclosed report should give you good feedback on the perceptions and feelings of the counselors. You will note that Richard Nawyn has some expertise in the type of supervisor-employee approach which you outlined, and would be happy to consult with you.

I hope we can budget for these calls on a quarterly basis. The results could be included in the quarterly reports, and we would have a closer handle on potential problems. As you see, the cost was about \$104. If all counselors were included, it should not go beyond \$125. While I was almost able to squeeze this call from the telephone budget, the program doesn't really allow for it. \$400 more on a yearly basis would do the trick, since we would save a bit on our regular calls during that particular month.

When you and I met in November, we spoke of the possibility of SF 171 workshops on a regular basis for NRC employees, like the one given in Region I. I have spoken to the USDA Graduate School and have decided that it would not be useful for BEMW, Inc. to work through the school. It might be possible, however, to write several 171 workshops into our Career Counseling contract at hourly consulting rates similar to our counseling rates (About \$50.00/hr.). This would be financially advantageous to NRC, and since we are familiar with your employees, we could address their concerns with knowledge of their situation. I hope you will be interested in pursuing this idea.

~~We also spoke about BEMW taking the SF 171 workshops above the employees' heads as a management tool. We have already discussed this with the employees and they are not interested. I hope to hear from NRC on that issue soon.~~

I look forward to speaking to you.

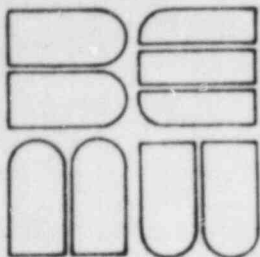
Sincerely,

*Irene*  
Irene N. Mendelson

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NRC CAREER COUNSELING CONTRACT #10-82-385,

REGIONAL LIAISON

Summary of Liaison Conference Call 11/23/83 9:12 p.m. to 10:28 p.m.

Cost \$104.00 ←

### PARTICIPANTS:

|                 |            |                 |
|-----------------|------------|-----------------|
| Irene Mendelson | HQ Liaison | Beth            |
| Mary Hammer     | HQ Liaison | RV              |
| Pat Russ        | Region V   | CA              |
| Dolores Linhart | Region III | ILL             |
| Damona Sain     | Region I   | PA              |
| Richard Nawyn   | Region II  | CA              |
| (Rebecca Clark  | Region IV  | TX) unavailable |

In order to facilitate the sharing of information from NRC HQ about issues common to Regional staff as well as consult on problems of mutual concern, a conference call was held Wednesday evening, November 23, 1983. The following issues were covered:

## REGIONAL UPDATE ON STATUS OF PROGRAM

### REGION I. DAMONA SAIN - PA

Counseling is progressing well. Several resident inspectors are scheduled in December at the time of their Regional Meeting. The SF171 workshop was well received and follow up help from Personnel has been arranged. Bob Gross the new Personnel liaison has just come abroad and will be briefed on the program.

### REGION II. RICHARD NAWYN - TX

Despite a slow start, the number of counseling sessions has picked up well in November in response to a second round of publicity. More higher grades including inspectors and other technical staff have signed up. The counselor has consulted several people in training other than the Regional Administrator, Bob Martin, in an effort to explain the program and see how counseling can assist management concerns.

### REGION III. DOLORES LINHART - IL

Counseling included more professional staff this year. Counseling has helped individuals cope with changes in leadership, crowding and other morale related issues.

Most professionals are asking "Where do I go from here?"

### REGION IV REBECCA CLARK -

Unavailable at the time of the call

### REGION V. PAT RUSS - CA

Program is going well with much interest by the staff, who know the counselor. The major change in administration and style of leadership have caused morale problems, and the counseling has allowed individuals to "vent" their feelings, clarify perspectives, and evolve new career and life plans. She has also met several times with management below the Regional Administrator level to discuss the program. Communication lines for liaison with Training are not clear.

## REPORT OF HQ LIAISON MEETING

Irene Mendelson, BEMW, Inc. reported on her meeting with Lillian Van Santen, our HQ contract officer, about current developments at NRC affecting the contract.

1. NRC needs to limit the number of higher GS grades in the future. The NRC policy expects no RIF's but will use attrition and unfilled vacancies to bring the grade structure down. This may result in more work for fewer people, morale problems because of limited chance for advancement, and a possible increase in use of consultants.

2. Use of an overage list to reassign employees to regions has sometimes resulted in poor matches of employees to jobs. OPM is trying to rectify these errors and these problems may show up in counseling. Employees newly moved to the Regions have often had morale problems and been resented by local staff.
3. Differing styles and amounts of interest and support were noted in the 5 regions depending on the administrative management.
4. A New Upward Mobility Program is in the process of being developed by Lillian Van Santen. It will create Bridge positions to enable support staff to move into targeted professional positions (a program requested in several previous counselor's reports). The program will include individualized courses of study for the employee, tours of nuclear utilities, a telephone course, and university training at government expense and possibly on government time. A total of 12-15 positions are projected (nation wide) to bridge at GS-7, hopefully to begin Spring '84. Cooperation and details between Personnel and Training are to be worked out.

Rich Nawyn (II-GA) commented on his experience and the excellent results of an Upward Mobility program at the Department of Labor in Atlanta. The cooperation between Training, Personnel, supervisors and employees have resulted in employees whose training is specifically tailored by the supervisor to relate to the specific job. He would be happy to share his experiences with Lillian Van Santen.

5. The SF171 Preparation Course given in Region I by Damona Sain (PA) was rated as excellent in both presentation and materials. The materials supplied by Rich Nawyn (GA-II) were very useful. BEMW, Inc. will check into sharing these materials with the other Regions' counselors for similar workshops. The Region I workshop was requested and paid for by the Federal Women's Program. HQ has OK'd scheduling similar workshops using unused counseling hours if mutually agreed with Regional liasons. This can serve to improve the counselor's visibility and facilitate outreach.
6. Contract option for Year III is expected to be renewed without problems or changes.
7. Counseling of inspectors and staff at localities outside of main regional offices may be facilitated by teleconferencing and making double appointments whenever the client is scheduled to come in from the field.

#### COMMON ISSUES DISCUSSED AND SOLUTIONS SHARED

Need for additional tests (in addition to the Strong Campbell Interest Inventory) was raised. The SCII is not always useful for support staff. The CAI (Career Assessment Inventory) was recommended by Pat Russ (V) for use with high school graduates. It results in a similar profile but with a more appropriate range of occupations which do not require extensive educational credentials. Judgment must be exercised



in determining who is a candidate for this test. Educational level is not the only indication. The Temperamental and Values Inventory was recommended to address issues of motivation and work style. The Myers Briggs Type Indicator was recommended by Rich Nawyn (II) to help counselors get a better picture of their personality type and how to work better with people of other types.

#### Career Resource Library

Rebecca Clark (II-TX) has negotiated with her Region to have several books purchased from the regional training budget for the NRC library, to be available for employees to check out. This saves the counselor from having to police their timely return. It was suggested that counselors from all other regions try to negotiate similar arrangements with their management liaison. Rich (II) will send BEMW, Inc. a list of useful DOL publications. BEMW, Inc. will secure from Beckay a list of the books available in the NRC library.

#### Publicity for the Program to Facilitate Outreach.

BEMW, Inc. will circulate sample announcements and flyers to be adopted by the counselors in each region to inform employees of the program. Flyers produced by the counselors and reproduced and distributed by the regional training office probably will be better marketing tools for the program.

BEMW, Inc. will consult at greater length with Rich Nawyn (II) on other ways to increase his visibility in the agency with management and technical employees

#### Improved Liaison with Regional Management

Several counselors reported that the success of the program depends on its enthusiastic reception by the rank and file employees as well as management support. Therefore regular meetings with management to keep both mutually informed are recommended.

#### Ways to Introduce Program to New Liaison Person

A brief meeting was recommended to explain the program. The counselor may use page 1 of Developing Options, the "Philosophy of Career Counseling," and discuss counseling results using several specific examples (171 help enabled a secretary to successfully compete for a promotion for which she was qualified, counseling enabled a new manager to learn new skills to handle supervisory frustrations). It can also allow for discussion of NRC plans or problems from management's point of view.

#### How Counseling Can Help the Individual Cope with Stress.

The counseling should focus on helping the individual adjust to the work environment. The employees have a better idea of what is going on within the agency and should be encouraged through the counseling to develop coping strategies and life plans taking into account new realities.

SUMMARY

The teleconference was a very successful way to:

1. Disseminate information to the whole staff about current NRC developments
2. Facilitate group problem solving of common issues
3. Provide group supervision to enhance the level of counseling skills
4. Overcome isolation of counselors working alone in the regions

It is suggested that teleconferences should be scheduled quarterly. The \$100-125 cost per conference will need to be budgeted into the next contract year.

Copies to all Regional Counselors  
Lillian Van Santen NRC Contract Officer