

Career Guidance Begins

Workshop Scheduled June 7 and 8

A new Career Counseling Program available to all Laboratory employees will be introduced in early June. The Program is designed to provide both individual and group guidance to employees interested in exploring various career opportunities.

A workshop to help employees access their interests and abilities as well as evaluate requirements for specific types of jobs will form the primary focus of the Program. Elizabeth Moyer and Maryanne Clark of the Lawrence Livermore National Laboratory (LLNL) designed the workshop. It is patterned after a long-existing LLNL program that has been very successfully received there. Moyer and Clark will conduct the initial session of the workshop as well as an introductory workshop for selected managers.

The initial workshop is scheduled for June 7 and 8. Participation is restricted to a maximum of 18. The program will begin at 9:00 A.M. on both mornings and conclude between 12:30-1:00 P.M. Employees are invited to nominate themselves using the detachable form below. Forms should be sent to Bill Johnson, Room B-173, C-Site by June 2. Additional workshops will be scheduled on an approximately monthly basis as long as there is interest.

The Laboratory has also employed Janet Buckner, who is experienced in career counseling in the workplace. Buckner will be available approximately three days a week for a six month period beginning June 1. She will report to Bill Johnson, Manager of Employment, Training, and Development. Her office will be located in the Theory Wing of the LOB. Employees wishing to contact her can call her on ext. 3702.

The Career Counseling Program will include individual counseling as well as the workshops. Employees may, however, elect to attend the more formal program consisting of a workshop followed by individual counseling sessions, or elect instead to work with the counselor on a one-to-one basis. ○

Career Counseling Workshop Princeton Plasma Physics Laboratory

I would like to attend the Career Counseling Workshop on June 7 and 8. I understand if I am not included in the initial workshop I will be given consideration for future workshops.

Name

PPPL Extension

Organization

Date of Application

Please respond by Thursday, June 2. Send to Bill Johnson, Room B-173, C-Site.

Counselor Selected

Janet Buckner begins a new assignment at PPPL as Career Counselor on June 1.

Her employment with the Laboratory supports the introduction of a career planning function within the Personnel Division and ties changes in educational assistance, internal development efforts, and employee revised appraisal programs together. The new program responds to comments by employees from the employee opinion survey. These comments indicated a need to provide career counseling about job opportunities and how to take advantage of them to employees.

For eleven years, Buckner held the position of Manager, Management Development with Allied-Signal Inc., where she developed programs for employees in career counseling and in related developmental actions. Prior experience includes working as a supervisor in quality control, a chemist, and a high school science teacher.

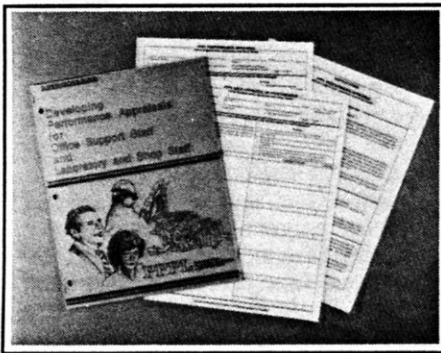
Buckner earned her Bachelor of Arts degree in Biological and Physical Sciences and Master of Arts in Counseling and Human Services from Montclair State College. In addition, she has attended Fairleigh Dickinson University, Rutgers University, and the College of St. Elizabeth taking courses in business and science, including graduate-level work in engineering.

In the field of career counseling, Buckner has experience in program start-up; developing and presenting workshops; counseling employees for skills and interests assessment, development, and career changes; and other aspects of employee assistance and development.

Prior to taking the part-time position at PPPL, Janet worked as a Counselor at Drew University and as an Instructor at the County College of Morris. She is a principal in Creative Management Services and holds membership in several professional organizations in the fields of counseling and development.

New Performance Appraisals Product of Employee Suggestions

A new performance appraisal process for members of the Office Support and Laboratory and Shop Staffs has been developed and will be used in this year's appraisal cycle.



(DIETMAR KRAUSE)

Revised forms and instruction booklet will be used in this year's appraisal cycle.

The focus of the new appraisal is on the specific work the employee was assigned during the evaluation period. Previous evaluations were based on a single set of performance criteria regardless of the work the employee performed. The changes are the result of responses on the employee opinion survey conducted at PPPL, discussions during Dialogue sessions, and experience Personnel gained working with individual employees and supervisors.

Trend Nationwide

Evaluating employees' performance based on tasks performed is an increasing trend as employers seek to make performance appraisals more meaningful, according to Steve Iverson, Director of Personnel.

"It's like getting a new suit fitted by a tailor, it's designed for you, not anyone else. Each job at the Laboratory is different. Each has different problems and opportunities, and each requires a different background, set of skills, and experience. So, it seems to make sense that the performance appraisal be 'tailored' to reflect these things," Iverson said.

Taking the cue from the results of the employee opinion survey, Personnel undertook the development of an appraisal process that would respond to employee comments.

"About half of the employees on these staffs said that the existing appraisal process was of no or little help in providing them with an evaluation of performance and an indication of how to improve it," said Personnel's Bill Johnson, who coordinated the efforts of the cross-organizational task force charged with developing the new appraisal process.

"Making the appraisal more meaningful showed us that supervisors needed to change how they evaluated the work employees do on their jobs. It meant that we had to make sure there was an updated Job Description for every job, so that employees and supervisors clearly understand the job duties and what is expected," Johnson said.

Peg McKelvie was engaged to work with managers and supervisors in updating Job Descriptions and in writing new ones where none had previously existed. This effort is more than three-quarters done, and the revised and new descriptions will be used in establishing the responsibilities of each job.

Task Force

John Lowrance, Don Knutson, Dave O'Neill, and Bob Smart worked with Johnson in developing the new appraisal process and forms. Johnson said involving line managers added practical input that would otherwise be missing.



(DIETMAR KRAUSE)

Dave O'Neill, Bob Smart, Don Knutson, Bill Johnson (l to r) and John Lowrance (not pictured) worked together to develop the new employee appraisal process and forms.

The task force's goal was to recommend a process that would help supervisors more equitably rate an employee's performance, that would relate that per-

formance to the employee's work, and that would result in a more meaningful and constructive input about performance as well as provide a basis for career guidance.

Additionally, and as important, Johnson related was that the group strived to build heightened creditability into the process. "It's obvious," he said, "if the employee or the supervisor lack confidence in the process the benefits will be severely compromised."

The appraisal form now provides for a description of the major job responsibilities and assessment of how each was accomplished, for a short narrative description of several items that help to explain performance, for an overall summary evaluation, and for actions that can be taken in the future to improve performance and help the individual grow professionally.

Emphasis on Job

"The major difference in the new appraisal process is the greater emphasis on actual job tasks and on providing information to the employee," Johnson explained.

As in the past, rating job performance is done using a five-point scale, but the middle of the scale has been expanded to accommodate the performance ratings of the majority of employees at PPPL.

"Opening up the rating allows for individual difference in performance without distorting the meaningfulness of the overall evaluation score. It will provide the opportunity to link performance and pay adjustments more noticeably," Johnson added.

Johnson said that "another difference in the process is increased employee involvement." The new self-appraisal form provides a greater opportunity for employees to rate themselves in their job tasks and to comment on such things as how the job may have changed, actions taken during the appraisal period to improve themselves and/or their abilities, future plans, etc.

Distribution of appraisals forms and instructions will occur the first week in June. Instructional sessions will be scheduled to help introduce the new process. ○