

Civilian Guidepost

Compiled and Edited by

CIVILIAN PERSONNEL OFFICE, MARINE CORPS BASE, CAMP LEJEUNE, NORTH CAROLINA

Issuance of this periodical approved in accordance with Department of the Navy Publications and Printing Regulations

VOLUME 25 NO. 8

11 APRIL 1980

WOMEN IN NONTRADITIONAL JOBS

This is the last article in the current series on women in nontraditional jobs. Five women filling nontraditional jobs have been highlighted. Two women were wage system employees and three were General Schedule. As more women break through barriers, become interested, trained, apply and are selected in nontraditional occupations, there will be other articles.

As the number of women entering atypical occupations increases, these occupations begin to change their nontraditional image. The scientific fields are being entered more and more frequently by women; and here at Camp Lejeune, we are also beginning to experience that change.

Highlighted in this article are Elizabeth Betz and Debbie Paulus, who work at the Quality Control Lab, Natural Resources and Environmental Affairs Division, Base Maintenance. The Lab's mission is to sample and monitor the water and sewage on the Base to ensure that requirements for safe drinking water, clean water and other state and Federal regulations are met.

Miss Betz is in a Supervisory Chemist GS-7 position with a target level of GS-10. Her duties include writing reports, conducting special analyses and general supervision of the Lab. She stated that everything done in the Lab becomes public record. Miss Betz supervises three civilians (a woman and two male physical science technicians) and a woman Marine technician.

Miss Betz was graduated from High Point College in High Point, North Carolina, with a Bachelor of Science Degree



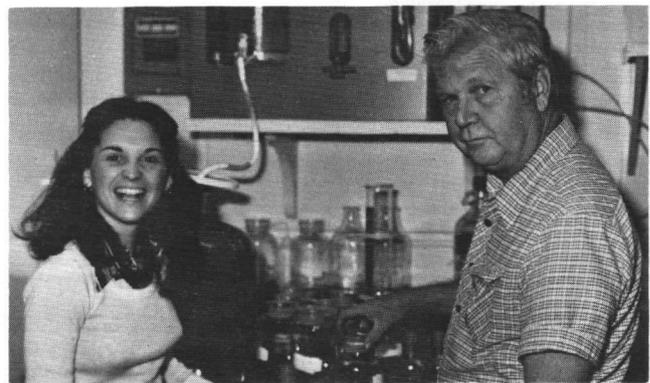
Miss Betz is setting up for a fluoride analysis of drinking water in the Quality Control Lab.

in Chemistry. As a college freshman, she was the only female in the Chemistry Department, and she was the only woman to be graduated with a Chemistry Degree in 1979. However, there are currently three women in the Chemistry Department at her alma mater. She received support from her professors; and soon gained respect from her fellow male students, who may have had doubt, by making the highest grade on the first chemistry exam. She chose this field because of her aptitude for and enjoyment of mathematics and chemistry. Her job at the Quality Control Lab is perfect for her. During college, she read articles about chemicals causing pollution, and she decided she wanted to assist in protecting the environment. She and the lab technicians must continually learn and receive training to keep updated in their field.

Mrs. Paulus, a GS-5 Physical Science Technician, is supervised by Miss Betz. She was graduated from James Madison University in Harrisonburg, Virginia, with a degree in Public Health and is currently working on a graduate degree in Human Resources Management with Pepperdine University on her own time. When Mrs. Paulus came to the Camp Lejeune area, there were no positions available in which she could use her public health training and she accepted a clerk-typist position. She began to wonder whether she would ever get out of the clerical field; but, finally, her present position was announced through the Merit Promotion Program. She applied and was selected. Her duties include running general analyses of water and sewage samples and collecting the samples. She enjoys her present job and its challenges.

Both women agreed that their jobs were nontraditional, be-

(continued on page 2, "WOMEN")



Mrs. Paulus and Mr. H. J. Burns are preparing to do an oil and grease sample analysis in the Quality Control Lab.

PROMOTION ANNOUNCEMENTS

Selection will be made without regard to age, race, sex, color, religion, national origin, lawful political affiliation, physical or mental handicap (if individual can adequately perform the job), or marital status.

Open Continuously

Water Treatment Plant Operator, WG-10

Open for Specified Period

Supervisory Supply Clerk, GS-5, Supply Clerk, GS-5, Ann. No. 45-80, closes 15 April 1980

UPCOMING ANNOUNCEMENTS

WATCH YOUR OFFICIAL BULLETIN BOARDS

- Painter Foreman, WS-9
Procurement Agent, GS-5 (Target GS-9)
Freight Classification Assistant, GS-4 (Target GS-5)
Pipefitter Foreman, WS-10
Boiler Plant Equipment Mechanic, WG-10
Carpenter, WG-9
Histopathology Technician, GS-7
Library Technician, GS-7

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FEDERAL MANAGERS' ASSOCIATION SCHOLARSHIP

The Federal Managers' Association, Chapter 57, of Camp Lejeune announces that their Second Annual \$500 Scholarship will be awarded in June, 1980. The First Annual Award was made to Miss Tami Suzanne Davis in August 1979.

The scholarship award is restricted to family members of civil service employees of the Camp Lejeune and Air Station complex and is to be used only in educational institutions within the State of North Carolina. The selection for the award will be based on scholastic achievement, participation in extracurricular and civic activities, and financial need.

Application forms for the scholarship may be obtained from Base Maintenance, Building 1202; Civilian Personnel Office, Building 33; Reception Desk, Naval Regional Medical Center; and Support Battalion, Building 1011. Applications must be received by 15 May 1980 in order to be considered.

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NATIONAL SECRETARIES' WEEK

Observance of National Secretaries' Week is being held this year during 20-26 April. This week is set aside to acknowledge the important contribution and vital role of secretaries in government, business, industry, education and the professions. Secretaries should be especially appreciated because a good secretary in some instances is harder to replace than a good executive. Showing appreciation for a good secretary makes good sense.



Colonel J. R. Fridell, Chief of Staff, recently presented Mr. Frankie L. Robinson, Air Conditioning Equipment Mechanic Foreman, Base Maintenance, a letter from the Assistant Commandant of the Marine Corps in recognition of his accumulation of over 3500 hours of sick leave. Mr. Robinson is the first Camp Lejeune employee to accrue sick leave beyond 3500 hours.

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While enormous strides have been made in communication in recent years, there's still a lot to be said for the smile.

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SUPERVISOR/MANAGER TRAINING REMINDER

The Supervisor/Manager Training Program, planned for 14-17 April, requires some scheduling of attendance.

See CPO letter 12410 of 28 March 1980 for details or call the Civilian Training Office, extensions 1593 and 3653.

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(continued from page 1, "WOMEN") cause there are not many women in the field. There are not only technical skills required but also physical demands in collecting samples from the water and sewage treatment plants and the river (from a boat), lifting large containers of water, and collecting samples from storm drains throughout the Base which are often several hundred feet off the road. They have been accepted very well by the males with whom they work and have no problems. When Mr. H. J. Burns, a Physical Science Technician (supervised by Miss Betz and a co-worker of Mrs. Paulus) was asked how he felt about women in this field, he stated, "Great, if they can do the job!"

Their advice to other women is similar. Miss Betz advises "not to let someone else change what you think of yourself, do what you really believe in and continue to pursue what you want to do." Mrs. Paulus advises women "to keep pursuing, to keep trying and to not give up."

* * *

For information about the Federal Women's Program, contact Ms. Bobbi Gress, Federal Women's Program Manager, phone 451-2385; office, Building #1, Room 154.

"HATCH ACT"
LAW PROTECTS EMPLOYEES

Following a tradition which goes back to the earliest years of the United States as a nation, Federal employees are protected by law from efforts to force them to render political service or tribute.

President George Washington set the highest standards for the men he nominated to public office, and when President Thomas Jefferson took over the nation's highest office he issued the first Executive Order against political activity on the part of Federal employees. The identification of a civil servant with a political party through active participation in its affairs was felt to compromise that employee's impartiality in the eyes of the public as well as in the minds of the opposing party.

The existing laws which govern political activities on the part of Federal employees are widely referred to as the "Hatch Act." They were passed by Congress in 1939 and 1940, and they represented the Civil Service Commission's policies and actions which had been followed in previous years.

Basically, these laws have the effect of insulating the Federal employees against the influence of political considerations that might damage his or her job tenure.

In these laws and in the Code of Federal Regulations, the following definitions are used:

- "an employee" means an individual who occupies a position in the competitive or excepted service;

- "an agency" means an executive agency of the Federal Government or an agency of the District of Columbia Government;

- "a political party" means a national party, a State political party, or an affiliated organization;

- "an election" includes primary, special, and general elections;

- "a nonpartisan election" means:

(1) an election at which none of the candidates is to be nominated or elected as representing a political party any of whose candidates for presidential elector received votes in the last preceding election at which presidential electors were selected, and

(2) an election involving a question or issue which is not specifically identified with a political party, such as a constitutional amendment, a referendum, an approval of a municipal ordinance, or any questions or issues of a similar character;

- "partisan" when used as an adjective refers to a political party.

PERMITTED ACTIVITIES

All Federal employees are free to engage in political activity to the widest extent consistent with the restrictions imposed by laws.

Every Federal employee may:

- register and vote in any election;

- express an opinion as an individual privately and publicly on political subjects and candidates;

- display a political picture, sticker, badge, or button.
- participate in the nonpartisan activities of a civic, community, social, labor, professional, or similar organization;

- be a member of a political party or other political organization and participate in its activities to an extent consistent with the laws;

- attend a political convention, rally, fund-raising function, or other political gathering;

- sign a political petition as an individual;

- petition Congress or any member of Congress, such as by writing to a member of Congress to give an opinion as to how the member should vote on a particular issue;

- make a financial contribution to a political party or organization;

- take an active part as an independent candidate, or in support of an independent candidate, in a partisan election as outlined in the "Exceptions" section below;

- take an active part as a candidate or in support of a candidate in a nonpartisan election;

- be politically active in connection with a question which is not specifically identified with a political party, such as a constitutional amendment, a referendum, the approval of a municipal ordinance, or any other question or issue of a similar character;

- serve as an election judge or clerk in a similar position to perform nonpartisan duties as prescribed by State or local law; and

- otherwise participate fully in public affairs, except as prohibited by law, in a manner which does not materially compromise his or her efficiency or integrity as an employee or the neutrality, efficiency, or integrity of the employing agency.

The activities listed above do not authorize an employee to engage in political activity in violation of laws while on duty or while in a uniform that identified an individual as an employee.

The head of an agency may prohibit or limit the participation of an employee or class of employees in the agency in any activity outlined above if participation in the activity would interfere with the efficient performance of official duties or create a conflict—or an apparent conflict—of interest.

PROHIBITED ACTIVITIES

Activities which are prohibited to Federal employees in the area of political participation include, but are not limited to:

- using official authority or influence for the purpose of interfering with or affecting the result of an election;

- taking an active part in political management or in a political campaign of a partisan nature;

- serving as an officer of a political party, or serving as a member of a national, State, or local committee of a political party, or serving as an officer or member of a committee of a partisan political club, or being a candidate for any of the above positions;

- organizing or reorganizing a political party organization of a political club;

- directly or indirectly soliciting, receiving, collect-

(continued on page 4 - "HATCH ACT")

(continued - "HATCH ACT")

ing, handling, disbursing, or accounting for assessments, contributions, or other funds for a partisan political purpose.

- taking an active part in managing the political campaign of a partisan candidate for public office or political party office;
- becoming a partisan candidate for, or campaigning for, an elective public office;
- soliciting votes in support of, or in opposition to, a partisan candidate for public office or political party office;
- acting as recorder, watcher, challenger, or in a similar office at the polls on behalf of a political party or partisan candidate;
- driving voters to the polls on behalf of a political party or partisan candidate;
- endorsing or opposing a partisan candidate for public office or political party office in a political advertisement, a broadcast, in campaign literature, or similar materials;
- serving as a delegate, alternate, or proxy to a political party convention;
- addressing a convention, caucus, rally, or similar gathering or political party in support of, or in opposition to, a partisan candidate for public office or political party office; and
- initiating or circulating a partisan nominating petition.

The above prohibitions DO NOT APPLY TO:

- an employee of an educational or research institution, establishment, agency, or system which is supported in whole or in part by the District of Columbia, or by a recognized religious, philanthropic, or cultural organization;
- an employee of the Alaska Railroad who resides in a municipality on the line of the railroad in respect to political activities involving that municipality;
- an employee who works on an irregular or occasional basis on the days that he or she performs no services; and
- an employee who resides in a municipality or other political subdivision as shown in the section "Exceptions" below, subject to the conditions outlined in that section.

EXCEPTIONS

The activities outlined in the section "Prohibited Activities" above are not prohibited:

- in a nonpartisan election; and
- in certain municipalities or political subdivisions of Maryland and Virginia, and in other areas in which the majority of the voters are employed by the Government of the United States. Employees residing in these certain municipalities or political subdivisions may take an active part in political management and political campaigns in connection with partisan elections for local officers of the municipality or political subdivision except:
 - that participation in politics shall be as an independent candidate or on behalf of, or in opposition to, an independent candidate; and
 - candidacy for, and service in, an elective office shall not result in neglect of, or interference with, the performance of the duties of the employee, or create a conflict, or apparent conflict, of interest.

Any questions concerning political activity should be directed to the Civilian Personnel Office, extension 1579.

DEPENDENTS' AID ASSOCIATION COLLECTION NOTICE

Two members of the Association, Alphonso Wooten and Robert E. Moore, have died since the last collection period. Payment is made to a beneficiary upon receipt of the certificate of death.

Association Bylaws provide that assessments will be collected after the death of two members; therefore, \$1 is now due from each member. The period 15 through 29 April has been approved for this collection.

Eligible employees who are not members may join the Association during this period by contacting their collector and paying a fee of \$1. Total membership as of the last collection period was 2008.

MEETINGS

AFGE MEETING: 7:30 p.m., 17 April 1980, AFGE Office Building, Gum Branch Road

FMA MEETING: 7:30 p.m., 20 April 1980, Carolina Barbeque, Highway 17 South

APPORTIONMENT OF

FEDERAL RETIREMENT BENEFITS

The Office of Personnel Management has issued final regulations on court-ordered apportionment of civil service retirement benefits in connection with the divorce, annulment of marriage, or legal separation of a Federal employee or retiree.

The regulations require that a State court order, decree, or court-approved property settlement agreement specifically provide that the former spouse is entitled to payments from the retirement fund. Community property settlements involving future retirement benefits are included in the regulations.

To request apportionment and establish the validity of a court order, the former spouse must submit to the Office of Personnel Management, P. O. Box 17, Washington, DC 20044, a recently certified copy of the order; a statement that it has not been amended, superseded, or set aside; and identifying information on the employee or retiree such as full name, claim number and date of birth.

An affected employee or retiree will be given a 30-day period to contest the court order before any payments are made to a former spouse.

The provisions also apply to any unpaid retirement fund refunds as well as annuities now being paid.

The success of a good idea depends on knowing what to do with it! Submit yours as a Benny Sugg today!

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VOLUME 25 NO. 2

18 JANUARY 1980

WHY WOMEN IN NONTRADITIONAL JOBS?

Not every woman is interested in acquiring a trade, but more and more women are learning about career choices and opportunities in nontraditional trades and crafts jobs that offer increased earnings, the opportunity to learn a skill, and advancement potential. For a woman who enjoys using her hands and physical strength and who likes being in a shop or outdoors, a career in this area may be very satisfying.

Both women and men are finding out that a woman who lifts heavy tools or equipment on a construction site is no less a woman than one who carries heavy grocery bags or children. Most people have definite ideas about what women's work "should be" and what men's work "should be" and sometimes seeing change or changing our own attitudes is extremely difficult.

During World War II, nearly three million women worked as skilled craftworkers, laborers and foremen. These workers proved that women can successfully perform jobs such as welding, pipefitting and carpentry.

Camp Lejeune, as the largest employer in Onslow County, is committed to assuring that job and training opportunities in all career fields are open to women as well as men, including nontraditional jobs.

With this issue of the Civilian Guidepost, a series of articles will be published highlighting women filling nontraditional jobs at Camp Lejeune. In all probability, some people will see these "women firsts" as tokenism--and there's no denying that it would have been nice if these women had made it yesterday. But women are breaking through today and because they are, more will make it tomorrow. So the first are publicized--to make the seconds, and the thirds and the fourths come faster. However, no one, man or woman, should be hired or promoted to a job for which he or she cannot qualify.

ARLYNE DUFFY, UPHOLSTERER

"I would never know if I could do it, unless I tried."

Arlyne Duffy is the Upholsterer at Base Motor Transport and is one of few lady blue-collar workers. Her previous experience was in the clerical field. She entered her present job through the Upward Mobility Program. Potential to do the job was required, not past experience. She performed the duties of the position so well, she was promoted to the WG-9 target level in six months.



Her duties include repairing seat covers in government vehicles. This requires taking seats out, sometimes having to crawl underneath the vehicle, and putting them back in. She states this is not as hard for her now as it used to be, and she can handle all aspects of her job alone except for assistance with lifting. She can complete four vehicles a day. She uses and maintains a set of tools for her trade.

Mrs. Duffy has adapted well to this work which she says surprises her more than anyone else. She has the support of her supervisor, David Knapp, Automotive Mechanic Foreman, and of her fellow employees, which she claims is the main reason she has progressed so far during the past year.

Her work is very dirty, but she derives a great deal of personal satisfaction from it. She also likes getting a paycheck each payday that amounts to what she once received monthly. She encourages other women to apply for wage grade positions as they become vacant.

FEDERAL WOMEN'S PROGRAM INFORMATION

For information about the Federal Women's Program, call Bobbi Gress, Federal Women's Program Manager.

Ms. Gress assists the Deputy Equal Employment Opportunity Officer, Adam C. Mattocks, in assuring that equal opportunity for women is an integral part of the overall Equal Employment Opportunity Program for both appropriated and nonappropriated fund employees of activities of the Camp Lejeune and Air Station complex. Her office is in Room 154, Building 1. Her telephone: 451-2385.

PROMOTION ANNOUNCEMENTS

Selection will be made without regard to age, race, sex, color, religion, national origin, lawful political affiliation, physical or mental handicap (if individual can adequately perform the job), or marital status.

Open Continuously

Clerk, GS-2/3; Clerk-Typist, GS-2/3; Clerk-Stenographer, GS-3; Data Transcriber, GS-3; Laborer, WG-2; Janitor/Housekeeping Aid, WG-2; Laundry Worker, WG-2; Food Service Worker, WG-2; Presser, WG-2; and Water Treatment Plant Operator, WG-10.

Open for Specified Period

Supervisory Accounting Technician, GS-5, Ann. No. 145-79, closes 18 Jan 1980
Maintenance Foreman, WS-10, Ann. No. 1-80, closes 18 Jan 1980
Supervisory Shop Planner (General), WN-7, Ann. No. 3-80, closes 22 Jan 1980
Military Pay Clerk (Typing), GS-4, Ann. No. 2-80, closes 21 Jan 1980
Motor Vehicle Operator, WG-6, Ann. No. 4-80, closes 28 Jan 1980

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ENERGY HOTLINE

Have questions about building temperature? Call the Energy Hotline, toll-free, 800-424-9122.

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DANGER IN POISONS

BUT THEY TASTE SO GOOD

Small children seem to put everything in their mouths. As a result, about 100,000 children will swallow poisonous substances this year.

Those poisons are not only the rat killers and household cleaners most people think of. They also include medicines, cosmetics, paints, fertilizers, and houseplants.

The Food and Drug Administration notes that plants that cause the most trouble are philodendron, poinsettia, African violets, dieffenbachia, and begonias. So keep all potential poisons, including plants and cosmetics, out of reach.

When you buy prescription or over-the-counter medicines, get containers with safety caps. You may think they're a nuisance, but they save lives.

Never tell a child that medicine tastes like candy.

Finally, have the numbers of the poison control center (353-1234; Onslow Memorial Hospital) and your doctor near the phone; and keep a one-ounce bottle of syrup of Ipecac handy. But don't use the Ipecac unless the doctor says so.

For more suggestions, get the factsheet, Keeping Poisons and Children Apart. It's free from the Consumer Information Center, Pueblo, Colorado 81009.

COMPETITIVE SELECTIONS
UNDER MERIT PROMOTION PROGRAM
EFFECTIVE DECEMBER 1979

Base Maintenance Department

Mary E. Lidberg, Sewage Disposal Plant Operator Shop Trainee, WT-00
Allen C. Mercer, Pipefitter, WG-10
Nema P. Mullen, Fiscal Accounting Clerk, GS-4
Duland T. Jenkins, Pipefitter, WG-10
Archie L. Rouse, Maintenance General Foreman, WS-15
Michael R. Bourgeois, Boiler Plant Operator, WG-7

Camp Lejeune Dependents' Schools

George N. Wigfall, Jr., Janitor, WG-2

Management Engineering Office

Nancy C. Gibson, Management Assistant, GS-5

Base Materiel Battalion

Betty J. Smith, Shipment Clerk (HHG;Typing), GS-3
Donald Finney, Supervisory Supply Systems Analyst, GS-9
Harold W. Norris, Jr., Warehouseman Foreman, WS-6

Office of the Base Chaplain

Natalie B. Kelly, Fiscal Accounting Clerk (Typing), GS-4

Base Property Control Division

Barbara J. Wright, Supply Clerk, GS-3

Naval Regional Medical Center

Ronnie L. Williford, Laundry Machine Operator, WG-5

Bachelor Housing Division

Wanda S. Snell, Clerk-Typist, GS-3

Base Adjutant's Office

Byron L. Babbitt, Publications Clerk (Typing), GS-3

Food Services Division

Dorothy Hansley, Fiscal Accounting Clerk (Typing), GS-4

Family Housing

Laura E. Sawyers, Clerk-Typist, GS-3

Base Safety

Helen R. Lanier, Safety Specialist, GS-5

Communication-Electronics Office

Margaret E. Hall, Fiscal Accounting Clerk, GS-3

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INTERESTED IN SELF IMPROVEMENT?

. . . TRY TOASTMASTERS . . .

The president of the Jacksonville Chapter of Toastmasters International recently advised that a new chapter is now forming in Jacksonville. If you are interested in becoming a Toastmaster—or desire information about the organization—call Sandee Valdez, 455-8361; or Chuck Megown 353-5134.

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GETTING AN INCOME TAX REFUND?

If so, why not take it in U. S. Savings Bonds. You'll be investing in your own financial future and helping to keep freedom in your future, too. Let your refund work for you.

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To request forms from Internal Revenue Service, call toll-free, 800-241-3860.

CORRECT INFORMATION ON 1980 PACE TESTS

The Office of Personnel Management has provided the following corrected information concerning the 1980 PACE (Professional and Administrative Career Examination) test:

There will be only one filing date for the 1980 Administrative Career Examination. It will run from 2 January to 15 February 1980. Applicants who file during that period will be tested between 1 March and 26 April 1980.

CHANGES IN U. S. SAVINGS BOND PROGRAM

The Secretary of the Treasury has announced the introduction of a new Series EE Savings Bond to replace the current Series E Savings Bond. The new Series EE Bond will be implemented with the pay period beginning 23 March 1980. The Base Accounting Office will publish "Information Notices," as an attachment to the Leave and Earning Statement, for four consecutive pay periods prior to the conversion. The first notification will be made on the pay day for the pay period ending 26 January 1980.

ATTENTION ALL EMPLOYEES

. . . IT'S A NEW LEAVE YEAR. . .

Since the new leave year just began (13 January), let's review a few things every employee should know about use of leave and hours of work:

1. Plan the use of annual leave and obtain approval in advance. Use of an SF-71, Application for Leave, is recommended but not necessarily required by all departments.
2. The taking of annual leave is an absolute right of the employee, subject to the right of management to fix the time at which leave may be taken.
3. Regular working hours for most employees are 0800-1630 with a 30-minute meal period. Any time away from work in addition to the meal period would have to be excused or charged to leave. A brief absence from duty of less than one hour may be excused by the supervisor when the reason for the absence appears to be adequate.
4. Know if you are exempt or nonexempt from the provisions of the Fair Labor Standards Act (FLSA) and how that affects your eligibility for overtime pay or compensatory time. Your leave and earnings statement indicates your status as exempt or nonexempt. Questions concerning your status may be referred to the Civilian Personnel Office, extension 1532.
5. Absence from duty because of unforeseen circumstances must be reported to the supervisor no later than two hours after the beginning of the shift (1000 for most employees). Employees working in areas where 24-hour coverage is required will, when possible, give at least two hours' notice prior to the beginning of their work shift. There is no remission of the requirement that supervisors must be informed of the reason for an absence not approved in advance.

HELPING A TROUBLED EMPLOYEE

The following advice is adapted from Problems on the Job, A Supervisor's Guide to Coping, a publication of the Alcoholism and Drug Abuse Program Office, Workforce Effectiveness and Development Group, Office of Personnel Management.

WHERE TO STEP IN

As a general rule, the only time you have a right to approach an employee who may be having problems of one kind or another is when that trouble interferes with his or her job performance.

Since many of a person's waking hours are spent on the job the chances are that problems will affect job performance sooner or later. That's when you have not only the authority but the responsibility to step in.

The following signs are like the 10 percent of an iceberg that's above water. What you see is what you deal with.

1. Job performance is down when it had been previously satisfactory, when no change has taken place in the work situation.
2. Deteriorating relationships with other employees--especially a marked change in behavior.
3. Chronic absenteeism or lateness.

BE READY TO FOLLOW THROUGH

Covering up for poor performance is copping out; it doesn't help your organization and it doesn't help the employee. A worker who senses that you aren't going to lower the boom is extremely unlikely to improve the situation. Once you have observed the warning signals:

1. Contact the person designated by your installation to advise you about employees with problems. Check on your obligations under the negotiated agreement, if one exists. Then, with his or her assistance, you can proceed.
2. Keep a record of the employee's work performance--good points as well as bad. (You should be doing this for all of your employees, anyway.) When you speak with him or her you can't operate on the basis that you have a "vague feeling" his or her work is slipping.
3. Don't delay or beat about the bush. An employee has a right to know what you expect. And you have a right to expect that an employee will do what he or she was hired to do. The sooner you confront an employee, the sooner you can give the opportunity for help.
4. Have an informal talk. Tell the employee that his or her job performance is unsatisfactory, using the documentation you have.

Describe, don't evaluate. For example, you might say, "John (or Jane), I see that you have taken sick leave every Monday for seven weeks," rather than, "John, you

(Continued on page 4 - TROUBLED EMPLOYEE)

