THE EXPERIMENT IN PERSONNEL COUNSELING

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AGE

Dept.	No.Int.	20 and Under	21-25	26-30	31-40	40 +
2218	36	12	13	2	2	7
2219-1	11	--	5	6	--	--
2213	8	3	1	4	--	--
Total	55	15	19	12	2	7

SERVICE

Dept.	No.Int.	Less Than 1 Year	1-5	6-10	10-20	20 and Above
2218	36	23	3	1	6	3
2219-1	11	--	5	--	6	--
2213	8	3	1	2	2	--
	55	26	9	3	14	3

November 18, 1936

The distribution of women in Department 2218 by age is as follows:

AGE	PERCENT	
Over 50	1.61	
40-50	8.07	
30-40	18.28	28
29	4.30	
28	5.91	
27	3.76	23
26	5.37	
25	4.30	56%
24	4.30	
23	4.83	
22	3.22	
21	9.67	
20	9.67	
19	11.82	
18	5.37	
17	.537	

The largest single age group is 19 years followed by 20 and 21. Next is 18. This shows consistently that a large number of young girls are employed in the department. The group is scarcely more than ~~eleven~~, consequently the use of leisure time for these people is of an unusual importance.

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COMMENTS ON INTERVIEWS IN THE STATION APPARATUS SHOPS

Departments 2218, 2219-1 and 2213-1.

In 55 interviews with women the following observations have been made often enough to make them significant.

The social relationships of the women employees are very noticeable and they seem to mean a great deal to the women. The significance of this social situation is illustrated by the first remark of so many of the girls interviewed, "It is so nice working here because you meet so many different kinds of people and get acquainted with so many." The rest periods and lunch hour thus play an important part outside of just relaxation. Due to the noise in some parts of the building, conversation during working hours is next to impossible, but during rest periods almost everyone has a special group. Very often these groups are not working groups; that is, they do not consist of those from the same benches. Since the majority of women interviewed are short service employees, it is largely their attitude which is brought out here. This attitude is evidenced especially when the new employee is in the minority, perhaps being the only one or one of two or three at a bench with fifteen or twenty old timers. The newer ones may try to carry on a conversation at first, but they soon learn and it usually ends in little or no social contact between the two groups. The most often heard expression is "Oh the old timers don't want to bother with us new ones." There is some indication that the long service employees resent the coming in of the younger because the latter are doing the same job and in some instances it is even known that they are doing a more efficient job than the older ones. This does not meet with the requirements long established of the group as a social unit.

There is a complicated situation existing between the supervisors and the women employees. The supervisors feel it as much as the employees do. A number of supervisors have remarked to me that it is hard to pay attention to any particular girl's work without the rest of the group's thinking that he is playing favorites - or even attaching a more personal significance to it. The girls' situation, on the other hand, is just as difficult. There are a number of reasons why it is inconvenient for a girl to approach a supervisor with any questions other than those dealing directly with her present job. During actual working hours it is a little hard to leave a bench though personal time is allowed and utility girls provided when requested. Then during the rest periods and lunch hours the presence of other people - especially men - around the supervisors tends to discourage any question of a personal nature or one which might involve a discussion. Apparently the employees - particularly the new ones - have a fear of being misunderstood; that is, that the supervisors would think they were complaining. This is evidenced by many interviews in which occurs repeatedly the adjuration, "Please don't

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think I'm complaining. I was just wondering about this but I didn't want to ask my boss because he might think I was kicking. I really am satisfied but I just wanted to know about this."

This leads to the observation that the employee often feels that her supervisor has not the time either to get to know her or to help her out if she should feel free to ask about something outside the regular routine of work. Several women have expressed it thus: "Our boss has changed a lot. He used to be very nice to us. Now all he cares about is getting more work out. So he's always yelling at us." This is not said of all the supervisors. Of some of them the girls say that they are always talking to them and making the girls feel as if they really knew them.

However, in one sub-department, there is an instructress who seems to take the place of the supervisors in personal contacts which are made with the employees. She is in no way a supervisor but the girls feel that she is someone they can go to when they need information or advice. As she explained to me, there may be any number of instances when a girl may have a personal question which she would not take to a man supervisor unless there was no other way out of it. The girls feel that _____ is more or less on their side and one of them. It has been mentioned to me that the departments which have no such outlet for the girls fare badly with their women employees, and several times it has been suggested that if some woman could act in the same capacity there , everyone would be better off.

Regarding the December 1st rerate, there are various attitudes. All of the employees in the three sub-departments are on day work. There seems to be a rather general dissatisfaction among the longer service employees. The two cent raise which many of them received was not what they expected and as one employee put it, "Why - the raise I got - I might as well give it to charity." But in addition to the fact that the raise did not come up to expectations there is another factor - the comparatively new employee. In the Handset Department of the Cable Plant, most of the new employees have been receiving a $.03 raise after three months and another after six months of service. Since they started at $.40 an hour, this meant that at the time the December rerates were made out many of the employees with less than a years service were making $.46 per hour. On the other hand there were many women some with as much as 15 years of service who, at the time of the rerate, were making as little as $.48 and $.49. There is a background setting here too. During the depression a number of women employees on piece work were given the choice of being laid off or being moved to the Cable Plant and being cut to $.40 per hour. They chose the latter and from reports worked willingly and just as hard at the new rate as they had at their former higher rate. Many of these women are still working there and since the number of jobs of a higher grade than that of bench hand was and still is less than the number of employees who merit them there is an irreconcilable conflict between service and job

performance. As one long service employee put it, "I suppose that when the new operators are doing the same job as we are they should be paid the same. But it just seems funny for a girl who has been here six months to be making almost as much as we are when we've been here 10 years. We're both doing the job about as well as it can be done - and both trying hard; so as long as there is no better job for us old timers to do - something that would need our experience - why shouldn't we be paid a little more?"

The new operator may look at the old timer working on the same job and think that the difference in pay is unfair. Yet the new operator inconsistently expects to get a raise after just a few months and to keep getting more even knowing that anyone's efficiency of production has limits. Furthermore, while the new operator may at the present moment feel the discrepancy in pay to be unfair, the effect of seeing an old timer making the same pay would be even greater dissatisfaction. As one supervisor put it, "I really think there will be a labor turnover in departments like this one. New operators look at the old timers who are making only a few cents more than they are and think "am I going to have to work 5 or 10 years more to be making just two or three cents more pay? These youngsters have come to expect too much."

What has happened in the Handset Department is that the new operators were given substantial raises very quickly. While these raises were not considered general, they affected enough of the $.40 employees to make them believe that they could expect raises at three month intervals. The difficulty of explaining to every employee that their first two raises were merely to bring them up to a piece work level on day work, is evident. They expect the raises to continue or at least will be extremely disappointed if they do not, and since these employees constitute such a large group, (78 or 41% of the girls in Department 2218 have less than a year's service) an appreciable dissatisfaction might be the result.

There is quite a bit of job trading going on. The girls seem to welcome the opportunity to do this. In some cases it seems to be sanctioned and in others the girls have to do it on the sly. It helps a lot they say to relieve the monotony. This job trading usually takes place on a conveyor but is found sometimes in a group on a bench where each one is doing a different kind of work.

The employees very often express the feeling that it is nice to know that the Company cares what they think about and also say that they enjoy being able to talk to someone. Almost all of those interviewed have voluntarily gone into their own personal problems in a conversational manner rather than with the idea that maybe something can be done about them by the interviewer.

Another fact which has stood out among the data gathered from those already interviewed is that employee representation is not very effective among the women. Many girls have remarked that they wouldn't want to take something to an employee representative because they wouldn't know quite what he might think. This might be an attitude common only to the newer employees. Others have said that it

is harder for a girl to go up to a representative during spare time because he is around a group of men. Still others do not know who the representative is and would have no idea of his function. They might know in a vague way that he is a part of a plan of representation, but it seems not to occur to them that he is the place where they should take some of the problems. A number of them mentioned that they read the minutes for the last meeting and they noticed that Mr. S., their representative, had introduced a number of points, but they didn't know how the points were started or who started them.

A great many of the employees have expressed the opinion that they ought to be allowed a tour of the Plant. "We see lots of people coming through, and we work here and probably don't know so much about it as they do."

One of the values of the interviewing program already, it seems to me, is the attitude of the employees toward it. Over and over again this is expressed in such statement as "You mean we can just talk like this as long as we want to? Well that makes you feel as if the Company really cared something about you as a person."

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REVIEW OF EXPERIENCE IN CONNECTION WITH THE PERSONNEL COUNSELING EXPERIMENT

Early in January, 1936, at a conference in which the subject of Industrial Relations was being discussed the following question was asked the Industrial Relations people who were present, "If you were to devise a personnel program which would take into account all of the factors which your research in this area shows to be significant, what sort of a plan would you recommend?" The answer to this question was the personnel counseling experiment. In framing this experiment, which will be described later, there were two separate questions which had to be answered. The first concerned the objectives to be achieved. The second question was that of devising a plan for achieving those objectives. Inasmuch as an understanding of the plan worked out depends upon an understanding of the objectives in view these will be outlined first.

The Purpose of Personnel Counseling.

Our research in the field of employee relations began in 1927 and continued until 1932. From that work, which included the various test room studies, the employee interviewing program and the Bank Wiring Observations Room, certain conclusions were reached which suggested the need for a more adequate personnel program. Although it is impossible to discuss these findings here in any detail, there were two observations which seemed of particular importance. The first is that the problem of employee effectiveness is inseparable from the employees total situation. Each individual employee in a department has experienced a personal history which makes his situation unique. At work all of these individuals are expected to measure up to fairly uniform standards of output, quality and general conduct. The

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individuals who fall away or fail to measure up to these standards become problems to their supervisors. The question here is what should the supervisor do with these people? Some of them may be brought into line through the application of pressure but with many people such tactics will fail because many of the factors which make for inattentiveness and lowered efficiency are beyond the individual's conscious control. The intelligent procedure is to explore the individual's situation, determine the source of his difficulty and then attempt to act in accordance with that diagnosis. While some supervisors may be qualified to do this sort of a job, in practice few of them have the time to devote to it. An added limitation inheres in the supervisor's social relationship with the employee. This is necessarily an authoritative relationship and such a relationship makes the employee reluctant to discuss his situation sufficiently frankly for a thorough appraisal of it to be made. Here, then, is one set of problems which can best be diagnosed by skilled interviewers outside of the usual lines of authority. There is a very real need for an impartial, non-authoritative agency whose function is that of interviewing employees, diagnosing their problems and where necessary, counseling with the supervisor regarding his methods of supervising these people. In planning the personnel counseling experiment this was regarded as one of the important objectives to be achieved.

The second important observation arising from the research mentioned is more difficult to state. During the later phases of the research program the investigators were struck with the fact that the picture of the work situation which they obtained from their detailed observations of it was in many respects quite different from the way management assumed it to be. It was observed that many management

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controls, particularly the wage payment structure, failed to function in accordance with the logic upon which such controls were based. Upon analyzing these situations further it was found that the employees had spontaneously elaborated an informal social organization within the formal framework of the Company. The function of these informal organizations seemed to be twofold. The first was that of providing the work group with a certain feeling of security. It appeared as though the employees were rather unconsciously attempting to protect themselves from real or fancied consequences of supervisory practices and technical innovations. Group restriction of output was one of the chief protective devices thus elaborated.

The second function of these informal organizations appeared to be that of providing the work group with those intangible social satisfactions which come from being an integral member of a closely knit group. Various kinds of leadership were also provided for by these informal groupings which were not defined in the formal organization of their work situation.

These observations as to the structure and function of the informal social organization existing at the work level suggested the second broad objective to be incorporated in the personnel counseling experiment. On the one hand, it was seen that the employees had many sentiments and feelings and that the employee's behavior and efficiency was controlled by these factors even more than by sheer monetary incentive. These sentiments pertained to such things as seniority, age, sex, workmanship, nationality, social responsibility, work history, occupation, and position in the group and extended to many factors in the immediate physical and social environment which

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were symbolic of the status the individual had attained. On the other hand, it was seen that management frequently had to act in ignorance of these sentiments. The supervisory structure was not functioning to communicate facts of this kind upward partly because the importance of the material was not understood, partly because the lower level supervisors were of necessity so much a part of the work situation that they could not study it objectively and, in part, because material of this sort is difficult to transmit in a useful form. As a consequence management practices and procedures frequently collided with the sentiments of the employees with the result that the employees formed an informal protective organization against such practices. Stated in another way, it appeared as though management, using that term in its broadest sense, habitually acted as though the technical, economic organization of the Company was something apart from the social organization of the Company and that the one did not appreciably affect the other. These studies showed that the social organization is intimately related to the technical organization and that changes in one affect the other. These studies further suggested that the problem of collaboration and work effectiveness is essentially a problem of how two aspects of the total Company structure are related and kept in balance.

The problem here, therefore, appeared to be that of communicating a more accurate picture of the situation at the work level to management. In order to do this, however, it seemed that here again an outside agency skilled in the techniques of interviewing and observation and familiar with the methods of individual and group analysis could function best. This therefore was stated as the second broad objective of the personnel counseling experiment.

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To summarize, it was felt that in devising a more adequate plan for doing personnel work the following objectives should be kept in mind:

1. To study and obtain correction of problems pertaining to the individual.

   1.1 Where the problem is psychological to attempt to secure an adjustment by skilled interviewing.

   1.2 Where the problem arises from a defective relationship between supervisor and employee to counsel the supervisor indirectly regarding his supervisory methods.

2. To study and obtain correction of problems pertaining to the work group.

   2.1 To study the effect of management policies and practices at the work level.

   2.2 To communicate general observations, material which does not reflect upon any identifiable person, to management.

3. To conduct intensive studies of problems unearthed by the personnel counseling activity which seem worthy of research and development.

Outline of the Plan.

In order to achieve these objectives the following plan was suggested. A trained interviewer from the Industrial Relations Branch would be assigned to one or two sub-departments depending upon the number of people involved. This personnel counselor would spend his whole time interviewing the employees in his territory, contacting their supervisors, familiarizing himself with the employees' jobs and recording and analyzing his observations. His interviews would be conducted under conditions of privacy away from the employee's work and with a guarantee of strict confidence. The employee would be paid his average hourly earnings for time spent in the interview. The Personnel Counselor would strictly avoid taking sides on any

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controversial issue and would at all times refrain from taking an authoritative position in his dealings with employees and supervisors.

This plan was discussed at a meeting of the Hawthorne Management some time in January, 1936. As a result of that discussion it was decided to try the plan out on an experimental basis in the Panel Apparatus Department of the Central Office Division. The next problem, therefore, was that of introducing the experiment.

How the Plan was Introduced.

Inasmuch as the success of the experiment depended upon its reception by the supervisors and employees, considerable thought was given to the problem of introducing the plan to them. The Division Chief, whose consent had been obtained for conducting the experiment in his organization, explained the program to all of the supervisors in his organization at one of their regular monthly meetings. In presenting the plan to them the Division Chief first outlined the ideas and development work behind the plan. He then described the plan in detail and introduced to them the man chosen to conduct the experiment. In his talk to the supervisors the Division Chief emphasized 1. That the Counselor would not assume any of the duties or responsibilities delegated to them; 2. That it was hoped that they would feel free to discuss their problems with him, and 3. That the Counselor would be extremely careful not to divulge information of a personal nature which he obtained through his contacts with them and their employees and which might embarrass them in any way.

The supervisors were told that the group chiefs would be expected to pass word of the plan around among employees. In presenting the plan to the employees they were asked not to give it too much

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emphasis. They were simply to pass word along that the Company was trying out a new way of doing personnel work and that a "Personnel Man" had been assigned to the department who might be around soon to talk to them individually. The supervisor was to explain that the employees would be paid their average earnings for time spent in talking to the Counselor. Further explaining of the program was left to the Personnel Counselor in his contacts with the employees.

Reception of the Experiment.

No difficulties were encountered in introducing the experiment. On April 3, 1936, after about six weeks' work, a preliminary report (Appendix A) was issued in which the following summary of experience was made:

> "In general, it may be said that these first six weeks' work indicate that the plan is beginning to satisfy a need that has been felt for some time by supervisors, employees, and employee representatives. The supervisors seem actively interested in the plan and, in several instances, they have said that they would welcome the assistance that the "Personnel Man" might offer in helping them to gain a more complete understanding of their human problems and in getting their thoughts and their problems up the line.
>
> "With regard to the employees, it is sufficient to say that they are all as interested in the plan as they were in the Interviewing Program. They go out of their way to speak to the "Personnel Man" whenever he is in their section. They talk openly and freely of their problems and this in itself appears to be beneficial to them.
>
> "In view of this experience, it is felt that the groundwork is being laid for a program that fits into shop situations without disturbing the work that these organizations perform and which at the same time can go a long way toward alleviating many of the problems industrial organization presents."

A second progress report which was issued on May 27, 1936, after thirteen weeks' work indicated that several new organizations had been included in the experiment. This extension was made as it was thought that our experiences in one department were not sufficiently representative of the Works Organization as a whole and we wanted a

better cross-section of both employee and supervisory reaction before any final judgment was made on the practicability of the program.

The investigator's impression of the progress made may be seen in the following quotation from the Second Progress Report. This report is included here as Appendix B.

"In addition to this expansion there has been considerable progress made in the experiment itself. The investigator feels that the values in the experiment are coming up to the expectations of it as described in the previous report. In other words, he feels very strongly that progress is being made toward creating a more harmonious work relationship among employees and between employees and their supervisors. In addition, this broader experience has resulted in a more definite idea regarding the types of problem that may be expected and the techniques that may be employed in solving them."

A special report, included here as Appendix C, which was issued on October 9, 1936, describing the attitude of short and long service employees, contains references to further developments in the experiment.

"Since the second progress report on the experiment in Personnel Counseling was issued on May 27, 1936, the personnel devoted to this project has been increased from one to five people. In addition to this increase in personnel, the experiment itself has been extended to the Station Apparatus Shops. Two people, one man and one woman, are at present devoting their time to interviewing employees in the Hand Telephone Set Division of the Station Apparatus Shops. Two people are working in the Central Office Division and one in the Piece Part Division of the Central Office Shops.

Inasmuch as the new personnel counselors have been working in their territories only a short time, it is impossible to assess the functioning of the plan as originally outlined at this time.... In passing it might be said, however, that the experiment is progressing satisfactorily and the counselors are especially appreciative of the cooperative spirit shown them by supervisors of all ranks. It is expected that this work will proceed rapidly now that the new counselors have gotten acquainted in their territories and have had some training and experience."

Since the above report was issued on October 9, the territory included in this experiment has again been expanded and the number of counselors has been increased to seven. The accompanying organization

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charts (Appendix D) show the departments now included in the program together with the names of the counselors assigned to each department.

At the present time, although the plan is being carried on chiefly by new and comparatively untrained counselors, we have encountered no general reactions which conflict with the preliminary appraisal of the plan. A few questions have been raised by employees in places where there were unsatisfactory supervisor-employee relationships regarding the confidential nature of the interviews. In these cases strict confidence was promised and in all cases these promises have been respected. Also some supervisors have raised questions regarding the use of material which was obtained from their people and the value of interviewing employees whom they felt were contented. Wewere able in all of these cases gradually to overcome their fears and to assure them that the plan offered a safeguard against careless practices and, in the long run, would result in an increase in employee satisfaction.

The employee representatives have raised questions regarding the function of the counselor and the relation between his work and theirs as employee representatives. They were advised that our function was chiefly that of improving the relationship between the employee and his supervisor and of helping supervisors to understand employee problems. Also they were assured that we were not attempting to duplicate their function in any way, that we felt they had a real function to perform and that we would be careful not to do anything which might undermine their position.

These questions are significant in that they reflect the employees' respect for management's guarantee of personal security when administering a program which might easily be used as a "spy

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system" or a means for gathering information which could be used as justification for open opposition to employee requests. The case with which we were able to overcome all outward resistance is sufficient indication of the real fundamental value of a management's sincere effort to understand employee feelings and to deal with them intelligently.

Illustrations of Work Being Done.

The counselors have now interviewed approximately 500 employees and have contacted about 160 lower level supervisors. In practically all of these contacts we obtain data which has an immediate value. These values will be discussed briefly under the following headings:

1. Personal adjustments.
2. Supervisor-employee relations.
3. Employee-Management relations.

Personal Adjustments.

Cases which fall in this classification range all the way from the employee who evidences normal drives for progress and advancement and who benefits by being able to talk over his personal affairs with an impartial listener to the neurotic individual who needs considerable personal attention to clear up the more fundamental disorders. The following case has been included as it illustrates the application of our point of view in working out a personal adjustment. This case is by no means typical of maladjusted employees but it does illustrate very well how the personnel counselor functions with this type of problem.

A Case of Personal Adjustment

In February of this year the assistant foreman called our attention to a problem which had been worrying him for some time.

He pointed to a man who was 48 years old and who had about 20 years' service, saying that he (the assistant foreman) had tried the employee on almost every job in the department and he was a failure on all of them. The employee was then working on one of the simplest jobs in the department and the supervisor was faced with the problem of either cutting his hourly rate, which was above the maximum of the grade, to the minimum of the grade, or moving him to other work.

The employee's work history is as follows: He was employed as an assembler and adjuster on small telephone apparatus from 1917 to 1923. He apparently was capable on this work for he was made a group chief in 1923 where he remained until the beginning of the depression in 1931. At that time he was considered one of the least efficient supervisors in the group and he was among the first supervisors in the department to be demoted when work became slack. He was then placed on the highest graded adjusting job in the department and the hourly rate which he had as a supervisor was not changed. A short time later it became apparent that he was not learning this work as rapidly as was expected and his hourly rate was cut.

Later he was judged a total failure on this work and was transferred to adjusting work in another department where it was expected that he would do better because he had handled the job satisfactorily both as a worker and a supervisor. Here again he failed to perform up to the standard, and so was transferred back to the original department.

At this time he was given a preliminary adjusting job which was graded lower than final adjusting and his hourly rate was reduced. Here he again failed to measure up to the standard and so he was tried on miscellaneous low grade assembly and wiring operations which ordinarily would be given to new employees.

While he was working on the preliminary adjusting job, a new piece rate and new labor grades were assigned to the department. In this situation it became necessary to have the hourly rates of all employees adjusted within the rate range of the new labor grade, and because of the new piece rate it was felt that considerable emphasis should be placed on keeping employees' hourly rates in line with the individual's contribution to the group. The employee's hourly rate was therefore adjusted to the maximum allowed on the preliminary adjusting job and when he failed to produce he was given a small cut. Later, when he was moved to miscellaneous assembly and wiring work, he was given another small cut. This was all grade 1 and 2 work, and the employee's hourly rate finally was adjusted to the maximum of grade 3 or $.44 per hour. In this situation it was a physical impossibility for the employee to earn his money, and, to make matters worse, the employee's output did not compare favorably with some new employees who were hired at the minimum of the labor grade.

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The above were the essentials of the problem as they appeared to the department when the assistant foreman asked our help. They felt that they had given the employee every possible opportunity to make good and that he had failed. They also were disturbed because he appeared to be drinking heavily and more recently because he was not at all cooperative.

Early in March of this year the Division Chief called a conference in which they practically decided to transfer the employee to a grade 1 job in another organization and to cut his hourly rate to the minimum of the grade. They proposed to explain that he would be given a last chance and that if he failed he would be dismissed. Our original interview indicated that the failure was because of a personal maladjustment and, as we did not believe that the proposed action was addressed in any way toward the solution of the difficulty, we asked that the transfer be delayed a few months, or until we had had an opportunity to make a detailed study of the case.

This study included interviews with the employee, a very thorough physical examination, several intelligence and vocational tests and a careful study of the employee's associates on the job, his supervisors and the mechanics of all of the jobs on which the employee had failed.

The interview showed an employee who was raised in one of the west side slum districts. The family consisted of two older sisters, an older brother, the employee and a younger brother. The mother died when the employee was very young and he does not remember her. The older sister managed the house. The father was a strict disciplinarian. The children were punished frequently and they were not allowed ordinary liberties. This was so pronounced that the older brother left home as soon as he finished school. The father was employed as a laborer until his death, which was shortly after the employee graduated from grammar school. The employee worked during vacation time while he was in seventh and eighth grades, and he found a steady job immediately after leaving school. He worked for several concerns until he enlisted in the army during the World War and when he returned at the age of 29 he was employed at Hawthorne.

During this time he formed a close relationship with his older sister who never married. She kept house for him until a few years ago when he moved to a hotel across from the Plant. This move was made during the period when he was having difficulty on the job, but he continued to contribute toward her support and still has a very loyal attitude toward her.

The employee's attitudes which stood out prominently during the first interview were:

1. Fear of the supervisors (foreman especially). Belief that they had it in for him. Feeling that they were watching him all the time. He could feel the foreman's eyes on him when the foreman was at the other end of the room.

2. Belief that his nervousness was a "shell shock" hangover from the war in spite of the fact that he was in good health for years after the war and was not nervous until recently.

3. Fear of sickness. He had been under the care of several doctors who tried to convince him that he was all right. He took "nerve medicine" regularly four times a day. His closet shelf was full of pill boxes and cold cures. He wore a jacket on days when it was so hot that his shirt was wet with sweat. He talked of his health, his sister's health, boyhood friends who had terrible diseases. He went into a tantrum if the hotel room was cold or the department was drafty.

4. His only associate outside the Plant was a tubercular war veteran with shady character, and he did not see him often. Most of his leisure time was spent in his room with a cheap magazine. He also did not talk to anyone in the department unless they asked him a question.

The physical examination indicated that while he was slightly below par generally, there was nothing definitely wrong with him. There was, in other words, no apparent physical cause for this extreme nervousness or for this paranoid type of thinking. They advised regular exercises.

The Intelligence and Vocational Tests which were given indicated quite positively a low grade intellectual development, but they were not significant beyond that, because of the employee's extreme nervousness when they were given.

The employee's associates on the job felt quite sorry for him and while they believed that he had been given several opportunities to prove himself, they did not resent his being paid more than his share of earnings. On occasions they went more than half way to be nice to him.

The supervisors had definitely turned against him. At first they resented his being left on the job. They used him and two women employees to account for low group earnings. They continually aggravated him by demanding improvement and by comparing his output with new employees.

Our observation of his work showed considerable lost motion, lack of coordination in his efforts and periods when his attention was miles away from the job. His explanation of other jobs which he handled indicated the same sort of activity. Output records which we prepared from bogey sheets (his own record of output) indicated that he reported on an average of between only two and three hours out of eight on productive work. The balance of his time was spent on miscellaneous items upon which his efficiency could not be measured.

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In the above it was evident that the interview needed to be addressed, first, toward directing the employee's attitude toward a more constructive relationship with his situation and, second, toward controlling the attitudes of others in the situation so that a personal adjustment would be possible.

We began by interviewing the employee daily until we had dissipated a good part of the emotional disturbance in his thinking. Then we limited the interviews to two a week and concentrated on helping him to think constructively about his work, his supervisors and associates outside the Plant.

As soon as we noted a definite progress in his thinking we began asking the group and section chief to talk about him. In these talks, the supervisors were encouraged to criticize the employee and they were asked to express their criticism in as much detail as possible. At no time did we offer any difference of opinion outside of the general statement that the employee's attitude had improved. This was carried to the extent that we did not object when the division chief called to advise us that the employee's hourly rate would have to be cut. This was six months after we began with the case. We only asked that the explanation be given to the employee in terms that would carry conviction to him. Later we attempted to assist the section chief in preparing a statement for the employee and in this conversation the section chief found his case very weak and apparently decided to do nothing.

This approach to the problem has resulted in the following change in the situation:

1. The supervisors are taking a genuine interest in the employee and they are helping him with encouragement instead of criticism. Both the group and the section chiefs are now taking personal credit for the improvement and they claim to have made arrangements to assign him to higher graded work in the near future.

2. The employee has increased his efficiency from between 60 to 70% to about 100%. There appears to be little lost motion in his activities on the job, and he appears to be getting a real feeling of satisfaction in doing his job better than the rest.

He is also very friendly with all of the employees both men and women who work near him, and he spends his rest periods talking with a group of employees who work in the other end of the room.

He has developed several close friends in the hotel and he occasionally joins a group playing pinochle. He has been keeping steady company with a girl whom he expects to marry. They plan to move to a furnished apartment. Due to her influence he spends several evenings a week at the movies and dances or with their friends.

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About a month ago he quit spending money on doctors. He takes no medicine and says he feels better than he ever did. He has discarded the jacket that he was continually wearing and observes that he is no longer troubled with colds. This is interesting because he said he always had a cold about this time of year. The only remnant of the old attitude toward sickness is his excuse for marrying. He says a man of his age needs someone to take care of him.

From a social point of view, this employee is now in working equilibrium with his environment. His attention is on the job. The supervisors appreciate his efforts and the new employees respect his knowledge of the job, and the older employees are friends instead of sympathizers. The concentration of our efforts on a personal adjustment without taking into account the other areas, supervisor, associates and the job itself would have probably resulted in failure. The total adjustment depended upon work with the employee's attitude, the supervisor's attitude, his associates' attitudes and with assistance in studying the job and developing an appreciation of coordination of activities.

Supervisor-Employee Relations.

Maladjustments in the relation of supervisor to employee present an even wider range of problems than we find in cases of personal maladjustment. These range from supervisors who have habits that mildly irritate their people to those who have removed themselves so far from the employees that they have no appreciation of the more intimate employee reactions and in some cases have no desire to try to understand them. The following is a typical illustration of this sort of a problem.

A counselor noticed a group chief who appeared to be particularly satisfied with the job he was doing. He also observed that this supervisor was well informed regarding the technical side of his job but he was never observed talking to his employees. He always seemed to have a severe expression on his face whenever he approached an employee and his conversation was brief and abrupt. The counselor also observed that this group chief's superior was also a technically trained man whose interests were largely in that field and that the superior gave considerable recognition to this group chief while others who were more interested in human problems received no notice whatsoever.

The counselor's interviews with employees indicated that they were consciously restricting their output and several of them said that they hated to come to work. They also made comments such as "He never smiles;" "I guess he's got it in for me because he hates to answer a simple question;" "He reminds me of a neighbor who beats his wife;" "Sometimes he gets *my* goat so that I want to get up on the bench and scream."

These observations indicated that the counselor needed to spend considerable time creating a real interest in human problems and in building up a closer relationship, that is, one in which there would be a mutual understanding between the employees and the supervisor. The counselor is at the present time making progress in this direction by referring employees who have personal problems to discuss, to the supervisor and also by urging the supervisor to talk these problems over with him. This process is being carried out so informally and the change which is taking place in the supervisor is so gradual that the supervisor himself is not yet aware of a change in his thinking. Employees, however, have noticed the change and are beginning to show more interest in their work.

Imployee-Management Relations.

Several questions have arisen during the course of the last year in which the personnel counselors' knowledge of employee sentiments proved useful to management. In addition to this kind of management information, two reports have been issued in which an attempt was made to present problems worthy of management attention. The first report is entitled "Attitudes of Short and Long Service Employees" and is included here as Appendix C. The second report which has relevance to this topic is "An Outline for Discussing the Labor Situation at Hawthorne" and is included as Appendix E of this report. Inasmuch as these two reports illustrate very well how this program can function to keep management informed of general problems at the work level, nothing more need be said about the subject here.