

EXPERIENCES IN PERSONNEL COUNSELING

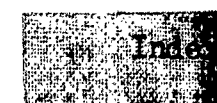
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PREFACE

The material presented in this folder is intended to illustrate some of the various aspects of the counselor's job.

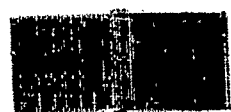
The examples are all based on actual counseling experiences. The names, places, and subject matter involved have been completely disguised and changed so that any similarity to specific situations is necessarily coincidental.



UNIVERSITY OF WISCONSIN - MILWAUKEE

I N D E X

1. An Explanation of Counseling to a Supervisor
2. Explaining Counseling to Employees
- 3.a Supervisory Requests (Counselor Activity Planning)
- 3.b Employee Requests (Counselor Activity Planning)
- 3.c Interviews Initiated by Counselor (Counselor Activity Planning)
4. An Example of the Counseling Process
5. Some Ways in Which the Counseling Process is Made Available
Where Needed
6. The Counselor's Position in Facilitating Effective Action
7. The Counselor's Role in Relation to an Employee's Suggestion
for Job Improvement
8. Counseling as an Aid in a New Employee's Integration
9. Counseling in Relation to Reducing Emotion - "Blowing off Steam"
10. Counseling in Relation to Turnover
11. Counseling Relation to Stimulating More Effective Employee
Relations
12. Counseling in Relation to Long-Time Personal and Social Adjustive
Improvement
13. Counseling as one of Several Specific Industrial Relations Functions
in use by a Line Department Chief
14. A Line Supervisor's Observations on the Effect of the Counseling
Activity in a Conveyor Assembly Group



AN EXPLANATION OF COUNSELING TO A SUPERVISOR

This supervisor is a group chief assigned to a group of girls who have been causing a great deal of disturbance in the department with seemingly unfounded complaints and grievances and petty jealousies. At the recommendation of the department chief, the counselor was sent into this particular group. The group chief and the counselor decided to get together to get acquainted and to have the opportunity to better know the other's job. The Counselor had planned, too, to perhaps talk over how she might begin working in this territory.

Sup: (Upon seeing the counselor) Hello, there, [REDACTED] I'll be with you in a minute, just wait down there at the end of the aisle.....now, I wonder where we can sit down around here?

Int: Perhaps you'd like to see the room downstairs where I'll be taking the girls, [REDACTED] We can sit and talk down there if that would be all right with you.

Sup: Sure thing, and maybe get in on a smoke on the side.

Note: Most of the time en route was spent discussing the distance that they had to travel. For example, the supervisor said, "Gee, you could really get acquainted with a girl by the time you got her all the way over to your hangout. This is really some hike." The supervisor also stated what he expected to happen in this interview. "I thought maybe I could let you in a little bit on just what the situation was down there. There are a lot of things that you might be telling me, too, about some of the things in your job. For the most part, I know how you work. I was in [REDACTED] Department for a time and we got acquainted with quite a few jobs around the plant. There are a few things that I would kind of like cleared up though."

Sup: You've got a nice little room here. This is something I've never seen before.

Int: It is kind of nice and allows for a certain amount of privacy. The girls don't have to worry about the person sitting next to them hearing what's being said. Then, too, there aren't any distracting factors down here. There's nothing to look around at, wonder about. It doesn't disturb other people. When we're sitting here, the group around can't be sitting wondering what we're talking about. It's one reason why I like to take the girls out.

Sup: I can see how that would be. It's definitely advisable. That makes sense to me. You know we really want to give you a free hand down there and let you work as you see best. Any time that you want to take any of those girls out, you just feel perfectly free to go right in and just do that. Whether I'm there or not makes no difference. You don't have to have anything to do with me from now on if you don't want to, it's perfectly all right with me. I feel as if I know what you're doing in there and that's all that counts. If I discover one of the girls is gone when I come in and the others tell me she is out with you, that'll be fine. I don't know, we may never talk again after this afternoon.

Int: I think it would be kind of nice if we could get together from time to time. Perhaps after I get in there and get acquainted with the girls, there may be little things that come up that you may want to point out to me, that would be helpful to me in knowing where I want to spend some time, and I'd kind of like to let you know how I'm thinking about what I'm doing in there, too. It certainly is nice to know though that I can feel free to go in and get the girls anytime. I won't have to worry about time slips as I do in the shops.

Sup: No! You don't have to bother with time slips at all. Will you be coming up to get the girls or will you have them come down here and meet you?

Int: I think they might have a little difficulty finding their way down here alone.

Sup: I was thinking the same thing myself.

Int: I usually go up and get the girls and then bring them back to the job after we get through with the interview.

Sup: That was one thing that I was wondering about, too, whether or not you brought them back. You certainly wouldn't have to bother with any slip of any kind if you did that. I would like to know, though, that you don't leave them some place and let them come back on their own. There would be quite a temptation there to go wandering about the plant for awhile by themselves if you did that.

Int: I wonder too, about the length of time I keep the girls out, it often varies you know, quite a bit.

Sup: No, that doesn't make any difference. How long are the interviews, one hour, two hours?

Int: I would say that the average interview lasts about an hour and fifteen minutes.

Sup: Then you could take any of those girls any time of the day. How do you get started in a group like that? I am kind of curious and I was thinking of it myself last night at home. I just wondered how in your kind of a job you were going to start working in there and I thought to myself, well, I wouldn't want the job. I couldn't figure out how you were going to do it. I thought of all sorts of angles, but I didn't come out with much. As you probably gathered yesterday, those gals may be a little suspicious of you.

Int: I supposed that they probably would be somewhat suspicious of just what my job was, that probably the first part of my job and maybe the big part would be the building up of a relationship with these girls so that they would feel free with me and have confidence in me.

Sup: I sure think that that's what your job is going to be. Once you get over that hump it won't be so bad. There's some that you'll find will be pretty talkative, ready to visit with you right away, and there are going to be a couple of others who are awful shy and who are going to take a long time to get coming.

Int: Perhaps you'd like to hear how I approach girls like that or what is our general way of introducing ourselves to a group like that, how we work.

Sup: I sure would. I would like to know how you do that.

Int: When I go up to a girl, I might say something like this. "My name is [REDACTED] and I'm what's known as the personnel counselor. I don't know whether or not that means anything to you. What's your name?" Then when she tells me her name, I often ask her whether she's known any of the girls that have been personnel counselors, and usually the answer is no, she hasn't, so I go on to explain a little bit more about what we do, saying, "Perhaps you'd kind of like to know a little bit more about why we're around. As you know, I come around and visit with the girls and talk to them on the job. It's kind of nice sometimes to have somebody drop around, once in awhile, especially if you're alone, off in a corner, and too, I can take girls away from the job, and we can go upstairs to a room that we can use and we can sit down there because it's a little easier to talk away from the job and sort of get acquainted. Maybe we'll just visit and relax or if there is anything that you're concerned about or any ideas that you're thinking about, that you'd kind of like to talk over with someone, why, that's what I'm around for. I think sometimes it kind of helps to get things off your chest and think things through, and everything we say is just between us. I don't make reports to anybody. I couldn't. It wouldn't make sense and if I made reports to supervisors, the girls would find out about it and there would be hard feelings and they wouldn't trust me. I wouldn't want that kind of a job. It wouldn't seem quite honest somehow to say to people that our talks were confidential and we didn't make reports." That sort of explanation seems to mean something to the girls. I try to make it as simple as I can and then when they have their questions, I'm always glad to answer them.

Sup: I imagine that explanation would vary with the individuals; you'd sort of have to size up the situation and decide what you were going to say depending on the kind of person you were talking to.

Int: That's it exactly. It does vary with different individuals, but that's sort of the gist of what we say. It pretty often helps to break down those first barriers.

Sup: I can see that it would help the girls to feel more at ease, a little more like relaxing.

Int: I liked what you said yesterday about our job. I thought that you put it very nicely, that we do something for you when these girls can relax and be at ease. I feel that that is one way in which we can help you out.

Sup: Sure, it would mean something to me if they would just relax; they sure aren't doing that now. They don't feel free to talk about everything up there in the department. They don't like [REDACTED] I guess you probably guessed that yesterday. I'd like to see them feel free to go to him and talk things over. When I went in there as a supervisor, that's one of the things that I set out to do. To get them to go to him if they would. I send them up to his desk as often as I can with their little problems. It means something to him, too, when they start coming to him or if they can feel that they can talk to him, which they don't do now. I don't

Sup: know whether or not you know that they went to the division chief's office or not. I wasn't sure about that. I felt that you should know, if you didn't know. They were steamed up and cried on the division chief's shoulder and it meant an awful lot to the department chief. It really upset him. I thought he would go into a tailspin there for a couple of weeks though he is a little better off now. That gang has had about four different supervisors. I understand that they asked for me and I'm to be in there permanently, but it means a lot to me to get that gang going now. It's been a hot spot for a long time, if I could get things running smoothly, it would really be something. I'm going to use every possible means and way that I can to get and have it going just as smoothly as possible. I'll need all the help that I can get. I try to work with the girls in the best way I can. For example they told me that one part needed a supervisor over there in the corner. Well, I told them I didn't know, I'd see. I went over to the girls and I said to the girls, "They tell me that you need a supervisor over here. I told them that I didn't think you did, what do you think about it?" They said that they didn't think they did either, so I said, "Well, I told them that you didn't need a supervisor, now let's see if we can prove to them that I was right. I told them that you girls were capable of taking care of yourselves and doing your own work. I had confidence in you and I don't think you'll let me down. I figure that you'll do just as much work when my back is turned as you'll do when I'm here." I think they do.

Int: To give them a little pat on the back, to show them that you have a little confidence in them, means something to them in terms of doing the job.

Sup: Sure, I think they'll do a lot better job because I do show them that I'm on their side, and I want them to think that I'm on their side. I want them to think that I'm for them. I don't think that it would be a good idea if you took a girl out and the minute you got through interviewing her, came back and talked to me. I think it would be better if you would wait awhile, because I sort of imagine they will wonder why you do talk to me. Do you ever tell them anything about it?

Int: Well, I often tell the girls that I do talk to supervisors because I like to have the supervisors know what my job is. I like to have them understand, too, why I can't give reports of any kind. Often times, too, I tell them that the supervisors would like to get away to visit or relax.

Sup: That's true enough. You'll hear a lot of talk from that gang about these other supervisors they had. You'll get talk too about [REDACTED] They don't like him. There's one little girl who's going into the Nurse Corps on Friday. She's a friendly girl. I don't know whether you'll want to talk to her or not. I wouldn't want you to feel in any way that I was pointing out any one. She'll probably tell you all about it, too, about her joining up.

Int: Perhaps I could talk to her. I might be even start with her.

Sup: That's what I was going to suggest.

Int: I thought you were.

Sup: You're getting to be like I am, my sister says that I know all the answers before she says them. I thought it might be a good idea to start with her. Then it would look as though you were interested in all of us.

Int: That I wasn't singling anyone out.

Sup: That's right. Then we have a pair of twins up there; they always like to be together. I don't know, you may want to take them out together. Have you ever done anything like that?

Int: Well, for the most part I think I've found it better to talk to the girls individually. I've felt that perhaps we can get a little closer than when there are others in on the conversation. If we're talking about pretty serious things, it's a little easier to talk seriously when there are two instead of three.

Sup: I thought you might like to know about these two girls and how they feel about each other.

Int: It certainly is helpful to hear things like that about a group. It means a lot to me when I'm thinking of how I'll relate myself to the group. Perhaps with the twins it would be a good idea if I would talk to them together on the job first, as you suggested.

Sup: I think it would. You could probably kid them along and in your kidding they would feel a little better acquainted with you and maybe you could talk one of them into coming off with you then. Usually the shy one won't talk unless the other one is along. Her sister kind of eggs her on. Then we've got one crybaby up there. Her name's [REDACTED]. She's one that you want to work with. Well, as I said, I don't know whether you know much about this situation. Maybe I shouldn't have told you as much as I did. Maybe I've said too much.

Int: I certainly appreciate it in thinking what we could do together about the group because well, as with the twins, it gives me a little bit better idea as to how to go about relating myself to the group. How to go about getting acquainted in the group.

Sup: I'll be glad to see you working with the gang. If you can help them feel a little more relaxed, a little more easy, at little more at ease with the people around them, maybe they could go up to [REDACTED]. It would mean a lot to him. This is the first time I've ever handled a bunch of women, and they certainly are different from men and you know that. You never know when one of them is going to start to cry and you just have to let her cry and let her go off the job, say with you. A man, you just tell him off. I told you this isn't my regular job, but I kind of enjoy it. I seem to get along pretty well with the girls and I'd like to get this thing rolling along smoothly, too. Something new for a guy who's been with the same outfit for twenty years.

Int: Have you really been here twenty years?

Sup: Twenty years except for that one year I spent in [REDACTED] department. That's where I learned about your job, you know. I didn't like it out there, though. I did just as much as the other fellows in a year's time, but that wasn't my job.

Int: Just wasn't like home. huh?

Sup: That's right. If you don't like a job, there is just no use sticking at it. Your job for example, I wouldn't want your job, but I think you like it.

Int: I think there are certain people who have ability in different directions and you might as well go in those directions. There is no use trying to be something that you're not interested in and you do a better job when you do something you're interested in. I do enjoy my work.

Sup: Yes, I think you'll do all right when you get upstairs. I think you'll get along with those girls all right. I think they'll take to you.

Int: It means a lot to hear you say that. I feel, too, that you seem to have a pretty ~~good~~ understanding of what I'll be doing when I am working up there, what I'm attempting to do.

Sup: I did learn a lot when I was in that other department and then the girls interviewed my sister-in-law quite a bit and I know she's gotten a lot out of it. I don't claim to know everything about your job, but I know pretty much what you're trying to do. I often wonder just how you do it though you've cleared up quite a bit for me.

Int: Perhaps I could explain a little further about just what happens, in an interview. As you know a lot of what we do is listening, but we just don't sit and listen, because after all, nobody would want to talk to somebody who sat like a bump on a log. I'd say we're trained pretty carefully how to talk, to make the person feel at ease, to know how to say things that will make him feel free to express himself, how to make him feel comfortable how to make him relax. The best way would probably be to use an example to show how we work with some of the girls. Take myself for example, I think one reason why I'm so sold on the job is because it's worked for me. When I have something that I'm upset about or concerned about, and I talk it over with someone, somehow that problem just doesn't seem as important to me as it did before. I don't know exactly what's happened, but I get it out there and I just feel better about it that's all. Maybe I can see it a little bit better, but it just isn't as big, and then, too, there is a feeling of sharing it with someone. It's like taking part of the troubles off your shoulders and putting part of it on somebody else's. You just get a lighter feeling after talking it over with somebody, and too, I like to talk to somebody about my problems, who is not going to think less of me for talking about my inadequacies or for having a problem. I want to talk to somebody who wants to help me, who's interested, who's going to understand. It means an awful lot. I think that's pretty much the way it works.

Sup. Yeah, that clears it up a lot. The girls talked to my sister-in-law, she sort of knew a bit about it. You know I tried to break the ice up there today and told a couple of them that you were coming in and asked them if they knew what counseling was and they said, oh sure, the division chief told us that the counselors were going to come in here pretty soon. So they've all heard about it, that took care of that for me. That ice is broken anyway. When do you want to get started down there?

Int: I thought perhaps I could come down in the morning, or right after lunch and meet the girls.

Sup: Any time at all would be fine. How do you usually meet the girls? That is, do you... are you introduced around or do you meet them in a group? What do you find most successful? It's up to you and anything that you feel is best, you can do down here. Now what do you prefer to do?

Int: Well, I often feel that probably the supervisor knows his group better than I would, just coming into it, of course, and maybe he knows, too, what they would react to, what they'd prefer. I sort of think it differs in each case. Perhaps the supervisor should suggest that sort of thing.

Sup: Well, I'll tell you what I feel. I think that with this gang, it might be just as well if you'd come down and be introduced to the people all at once. That way, there'd be no buzzing over in a corner wondering what it was all about. By the time you got halfway through, the first one would be around to the one who hadn't met you yet and the stories would get all mixed up and they might get some great ideas. If we just told them all at once, very shortly and sweetly what it was all about, introduced each girl, maybe we could go back to them later and explain a little further. Knowing that gang I think that would be best. Still if you would feel better about it, going individually you can do that. Think it over and let me know what you want to do in the morning.

Int: You seem to know the girls pretty well and you know what would be best for the group. About what time would be convenient in the morning?

Sup: You be down around eight-thirty or quarter of nine, not at eight-fifteen, they won't be settled then and by eight-thirty they'll probably be all ready to go to work and will welcome an interruption and will think, well, we can put this off for awhile anyway.

Int: Okay, that will be just swell and then mabe after lunch I can take [REDACTED] out.

Sup: Sure thing. As I said before, I think she would be a good one to start with. Well, then tomorrow morning.....

Int: That's right. I wonder what you thought we might say when I was introduced to the group.

Sup: You've got something there. I hadn't thought about that. I had planned to make a pretty short speech and maybe say something like this; "This is [REDACTED] the personnel counselor, she'll be coming around to talk to you, visit with you from now on, you can feel perfectly free to be with her and if you have anything on your mind that you would like to talk over or you can do that with her. She will probably take you downstairs, each one of you and I want you to know that I know about it and don't feel hurt if you aren't the first one chosen to go. She'll get around to you after awhile." How do you think that would be?

Int: I think that would be fine and I particularly like that last idea.

Sup: Well, that will keep them from feeling that there is anything to be suspicious of maybe. Is that what you were thinking?

Int: That's what I was thinking, and you might tell them that any further questions that they had, why, I'd be glad to answer about myself or about my job.

Sup: That sounds all right to me. I'm anxious to get started. I'll see you in the morning.



EXPLAINING COUNSELING TO EMPLOYEES

EXAMPLE NO. I -- A Brief Initial Explanation

Int: Maybe I'll have a minute to at least introduce myself before you go to lunch. My name is [REDACTED] and I'm from the Personnel Counseling Department.

Emp: And my name is [REDACTED]

Int: I'm glad to know you [REDACTED] and the next time I come over I hope we can spend more time together and I can tell you something about my job. I don't suppose you've met any personnel counselors here yet, have you?

Emp: No, I haven't. Just what is your purpose?

Int: Well, to put it in a nut-shell, [REDACTED], I'm going to try to be the kind of friend that you can talk to about anything at any time. I don't have anything to do with your job at all. I haven't anything to say about your work but I do have the privilege of coming into your department here and going around among the girls and talking to them, either here in this room or perhaps away from the job. We can talk about all sorts of things. Whatever you may care to do. Sometimes you may feel like forgetting your job for a little while and thinking about something else. I think that sort of thing sometimes relaxes a person.... maybe sort of pep you up. Often the things the girls want to talk about don't have anything to do with the job at all. Maybe it's something that has happened outside work and is sort of good to talk over. Or then again there may be some little problem which they'd kind of like to sit down and talk over with somebody else.

Emp: Oh, if we could do that I think I'd wear you out.

Int: Is that so, [REDACTED] You mean you have so many problems?

Emp: I'll say I do!

Int: Well, I don't think you need to worry about wearing me out. I have a pretty good pair of ears, and then I think I'm just the kind of person that doesn't mind listening. In fact, I like doing it.

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EXAMPLE NO. II -- The Supervisor or Key-Employee Often Aids in Explaining

The key operator in this section has made it her responsibility to introduce the counselor to the new girls as they begin to work in his section. On the first day a new employee is there the key operator tells the counselor about her, takes her to the new girl, and says something about like this:

14a

Tab 2. "Exp. in Interviewing"

-2-

██████ this is ██████ She is the personnel counselor down here and will be around to talk to you pretty often. You can feel free to talk to her about anything at all at any time. I think you'll find she's nice and easy to talk to and get acquainted with."

After a few minutes she leaves the new employee and the counselor together to talk by themselves.

Sec. 4

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EXAMPLE NO. III - An Explanation Toward the End of the Interview

Emp: Well, I suppose that I should be the one who should go up and talk to him *(the supervisor)*

Int: Well, you see, ██████ I do have a very special function right here and I am awfully glad that you did call me in because this is the thing that is necessary, I think. Sometimes when a person is going to make a ^{such as} move ~~in the nature~~ of yours, they do want to have a chance to think about it out loud for a while to sort of get some ideas ^{as to} on what they want to do about it, how they are going to present it and what the important things are in it. That is, where we come in. We have a very special function right here. I want to help clarify some of those things and I want to sort of be the man behind the man behind the gun. In other words, I want to feel that I am helping people think out the things that they do want to concentrate on. We feel that people are perfectly capable of attending to their own affairs, that's why we don't presume to give advice or anything like that. We do have a real service to offer, however, in that we provide a place to think all these things over quite carefully.

Emp: Well, I remembered that when I was thinking about this, you had said to me one time that two heads were better than one. And so the first person that I thought of was you and I planned on doing this. That is why I called you in. I didn't want to open my mouth to anyone because I didn't want them to know about my farm. And, well, I thought that if I let the proper people know, everything would be taken care of; that is why I wanted you to know about it. Well, I guess then I will just have to talk to him sometime and bring out those things.

Sec. 5

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EXAMPLE IV -- At the Close of the Interview

Emp: Well, you know, ██████ it just made me feel awfully good to be able to sit down and talk this whole thing over because, well, as I said I do want to talk to someone about it and it just seems there is always something in the way. I mean, I did do an awful lot of talking around here, but as I said before, these *girls* all

people

know me and they know him and sometimes I think they know me too well. Well, I just don't get very far, that's all. Then another thing is I do want to be able to do something about this and get it off my mind because even though I said I wanted to forget it - it's easier said than done. This thing has really been affecting me a lot more than you'd really think. I just hope I haven't bored you, [REDACTED], and I hope that you don't mind talking about this, after all this isn't company business.

^C
Int: Well, as a matter of fact, [REDACTED] I feel it is ^{in a way.} ~~company business.~~
~~It's company business to this extent:~~ We were definitely working on something, we were trying to get the thing straightened out so that you could feel better about it. It sort of stands to reason, ~~in that affect, that it's company business because~~
^{that} as long as ~~there is anyone~~ under a strain or worried ~~that person~~ ^{he} cannot very well tend to his job or ~~tend to anything else, as~~
~~a matter of fact.~~ I know from my own experience because, once in a while, I come down to work and things have happened that causes me to get pretty upset about them. Then my attention is completely taken with those things and I can't even begin to talk to people until I get those things straightened out. The best way I know is to talk to my own supervisor because they are to us what we try to be to everybody else. They are our counselors, and I find that it's very helpful for me just to sit down and talk about some of those things once in a while, - just get a better slant on them, know that somebody is interested in it, and find new ways of looking at them.

^E
Emp: Oh, yeah, I can see that, because, after all when I was thinking about this I used to go off into these long day dreams, and my mind would be a million miles away. So it really was affecting me to that extent because I'd just start dreaming about it and, as I said, it always bothered me all the time too because everything that happened I would take personally. I would think about it and make more of it instead of just accepting it as a matter of course... ~~What I'm talking about is, for example, when he doesn't write, I always wonder then whether he doesn't write to me because he really doesn't want to or whether he really can't because of fighting conditions. Otherwise, I probably just wouldn't think anything of it. Why, that idea wouldn't even come to my mind.~~
But anyway [REDACTED] I certainly enjoyed this talk with you. It makes me feel better to share this with some one just to get it off my mind.

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UNIVERSITY OF WISCONSIN - MILWAUKEE

D - Dept. Chief
S - Section Chief
G - Group Chief

(2-7-44 through 3-18-44)

SUPERVISORY REQUESTS

Requested By	Name	No. of Interviews	Supervisory Comments	Points Talked About	Adjustment Affected
S. 1		3 int. off job	"Old timer" - "Thinks she's being pushed around" - "loses her temper" - "best worker we have"	"Sometimes I think I'll just pick up and leave" - "Don't give old employees a chance" - "Doesn't do any good to say anything" - "Never give me any credit around here, but always jumping on me when something goes wrong."	In later interviews - "Some of the guys around here aren't so bad" - "Wait 'til this war is over, then these young kids will be out in the cold" - "I had a nice talk with my department chief today and he agreed with me on a lot of things I said." "I know I'm moody and have my ups and downs."
D. 1		3 int. off job	"Day dreams" - "Wastes time" - "other workers resent her loafing"	"Some of the things these young girls do are certainly disgusting" - "I like to have a good time too" "You never know what kind of boys you are going to run into these days,"	Emmy spent a lot of time talking about what her moral code should be. Her supervisor's comment was " seems to be coming along a little better." There is less and less evidence of the day dreaming.
D. 2		1 int. off job	"chip on her shoulder" "good worker on a simple job" - "wants advancement to utility girl, but is not a leader" - "careless" - "frustrated old maid"	The first interview was largely a process of the counselor building a relationship with the girl in order to further work with her. A co-worker said of her " walks around most of the time in a daze. She's got so much on her mind, but she won't talk to anyone. If she could only get some of that trouble off her chest.	"I've never talked to people much" - I'm kind of scared I guess" - "You seem easy to talk to." Counselor has scheduled further interviews

2.

<u>Requested</u> <u>By</u>	<u>Name</u>	<u>No. of</u> <u>Interviews</u>	<u>Supervisor's</u> <u>Comments</u>	<u>Points Talked About</u>	<u>Adjustment Affected</u>
G. 1		No. int. Casual contacts	"moody" - "output varies" "maybe something in her home life."		Interview scheduled 3/30/44
D. 3		1 int. off job	"high type girl" - "doesn't associate with others in group" - "maybe you could make her feel a little more at home."	Again, this interview was one of getting acquainted, of talking of college experiences, of the counselor making the employee feel at ease.	As the interview progressed, it became increasingly easier for to talk freely. She has been spending more time with the girls in her department, at first only when the counselor was part of the group, now often of her own volition.
D. 3		No int. Casual contacts	"Quiet, shy"	Talks freely about her work	Interview scheduled for 4-9-44
D. 3		No int. Casual contacts	"One of the best we have" "I don't have time to listen to her" - "gossips" "hot temper" - "wants more money"		Int. for 4-9-44
S. 2		No int.	"like to have you listen to her because her claims and demands aren't real" "says she deserves more money, says she's better than she really is."		Int. scheduled for 4-2-44
S. 3		2 int on job	"long service" - "wants to be catered to because of service" - "tries to tell younger girls how to do their job and is resented because of it" - "worries about sons in service"	"Bosses should be good to me" - "I've been here a long time." "Service doesn't mean anything" - "Girls don't realize I'm not feeling well and I can't do heavy work" - "Proud of my sons and worried about them."	Sup: "after our little talk the other day I decided that maybe the thing to do was to move away from the girl with whom she was having the most trouble. Things have been going a lot better. "The boss talked to me real nice the other day."

3.

Requested By	Name	No. of Interviews	Supervisory Comments	Points Talked About	Adjustment Affected
S. 4		10 int. off job	"crazy" - "take her out and drown her" - "private life is a mess" - "pro- bably have plenty to talk over with you"	In 1st int.: "I'm a poor little rich girl" - "Always had everything I wanted" "Never any hard knocks" "Think you are a better person if you do have to meet hard knocks" In later int. talked about troubles she had been having. "My hus- band is a gangster, nothing but a gun moll - that's me" - "I'm try- ing to get a divorce" "Often thought I'm losing my mind, so you wonder?" - "Have thought about suicide, what have I got to live for?" - "I live in a house where people drink, throw glasses" - "I'm in love with a man who hasn't written me and I don't know whether to write him."	has her divorce. There is no longer any suicide talk. As a result of a decision reached during an inter- view she moved into another home and has written to her friend. We are dealing with an employee whose problem is pretty basic and progress is slow, but as long as she is with the company, we will continue to work with her.
S. 4		6 int. off job	"attitude wrong" - "not working the way she should" - "flippant to- ward supervisors" - "bad influence on other girls" "interested in the wrong men" - "see what you can do with her"	"My dad won't let me do things and beats me if I don't mind" - "I can show you scars" - "Don't like my sister, she's bossy" - "My folks are trying to break up my boy friend and me."	The situation at home has much improved. "If I just kid and don't get mad, things go better" - "I brought some kids in the other night and talked to my dad like he was one of us and he liked it." - "I don't act scared of him and he likes that too."

<u>Requested By</u>	<u>Name</u>	<u>No. of Interviews</u>	<u>Supervisory Comments</u>	<u>Points Talked About</u>	<u>Adjustment Affected</u>
	(cont'd)			<p>wondered whether she should date a fellow in the department when engaged to a boy overseas. She also refused to work on one of the big machines because her boy friend in the department told her it wasn't a woman's job.</p>	<p>"I guess if the other girls can work on the machines, I can."</p> <p>The boy friend in the department went into the Army.</p>
D. 4		No int.	<p>"vulgar and loud mouthed" "girls don't like her"</p>		Int. scheduled 4-9-44
D. 4)		1 int. off job)	"since merit raise went	and	"I don't see why the girls didn't want to talk to you" - "It does you a lot of good to take time out now and then; you really have to."
D. 4)		1 int. off job)	through, girls" attitudes	It was difficult for the counselor to work with this long service group because they felt that she would report what they said and that it would be held against them. The counselor talked with them about personnel counseling and an old interviewing program which they had discovered to be not confidential.	The supervisor explained why the girls could not have raises and this employee repeated what her boss had said. For the first time she was giving it thought and it became clearer to her as she related it to the counselor because she was putting his ideas into her own words. A later comment was, "Well, I suppose he had his reasons all right."
D. 4)		No int. Casual)	<p>toward me changed" - "I sense an antagonism" - "feel I could give them a raise if I wished" - "Don't have time to listen to all of them" - "You live with them for awhile" - "many don't really mean what they're demanding though they think they do at the time"</p>	<p>"We counted so much on a raise, that's what hurts." - "He could give it to us if he wanted to."</p>	
					Int. scheduled 4-2-44

<u>Requested By</u>	<u>Name</u>	<u>No. of Interviews</u>	<u>Supervisory Comments</u>	<u>Points Talked About</u>	<u>Adjustment Affected</u>
D. 4		No. int.	"well liked by girls" -		Int. scheduled 4-2-44
D. 4		Casual Contact	"group would be less suspicious if you took some who received raises"		Int. scheduled 4-9-44
D. 4		No int. Casual Contacts	"supporting a worthless husband" - "feel she's happy"		Int. scheduled 3-26-44
D. 4		No int. Casual Contacts	"health bothers her" - "a show-off" - "covers up an inferiority complex" - "really a case" - "You'll have to interview her several times" - "We won't look for any immediate results"		Int. scheduled 3-26-44
D. 5		5 int. on job	"get's crying spells" - "can't talk to her" - "superstitious" - "doesn't make sense"	"I don't know what good talking does." At times counselor met her and she had been complaining bitterly about her small earnings but had refused five transfers with up- gradings. She refused to leave the job for an interview but talked freely and at length of her problems of feelings as she worked.	She decided to accept a transfer but was still afraid she wouldn't like it. Since then she has integrated with the group in her new location in the same branch and does like it. She has had no more cryin; spells since the transfer.
S. 2		No int. Casual Contacts	"Husband overseas" - "Worries a lot"		Int. scheduled 4-9-44
D. 2		No int. Casual Contacts	"Stirs up trouble" - "Not a good worker"		Int. scheduled 4-9-44

<u>Requested By</u>	<u>Name</u>	<u>No. of Interviews</u>	<u>Supervisory Comments</u>	<u>Points Talked About</u>	<u>Adjustment Affected</u>
S. 5		1 int. on job) 1 int.off job)	"worries about weight" - "ruining her health by dieting" - "absent a lot" - "I can't tell her to go to health service, that's something too personal. She's got to decide that for herself and you can work with her on that"	Just before the inter- view had been transferred from a job she liked a great deal. "It just seems as though the world is down on me" "I don't blame anybody for it, it had to be, but I still feel low" - "I worry so much about my mother too and this makes it worse and one thing affects the other and everything together gets me down"	The talking at the end of the interview was in more general areas and she was much less dis- turbed. "it's so nice to talk to somebody who's understanding and sympathetic. I don't have to worry about whether you've got time to talk." It's like something is lifted off my shoulders and you're sharing my troubles. I don't know why it is, but I always feel lots better after I talk to you." - "She has since adjusted to the idea of a transfer," "You couldn't always be worrying about whether you'd be transferred. Might as well take them as they come. I may go back one of these days, who knows?"
S. 6		No int. Casual Contacts	"Doesn't talk to any- one" - "Has had bad experiences and doesn't trust anyone in her private life or here at work."		Int. scheduled 4-9-44

<u>Requested</u> <u>By</u>	<u>Name</u>	<u>No. of</u> <u>Interviews</u>	<u>Supervisory Comments</u>	<u>Points Talked About</u>	<u>Adjustment Affected</u>
S. 7		1 int. off job	"verge of nervous break-down" - "has had time off" - "conscientious" - "lost her mother last summer" - "Extremely nervous"	"I've been under an awful strain for two years" (Her mother died and fiancée was lost overseas) "I tremble and my heart pounds and I never know when it will happen" - "I have awful dreams about my mother" - "I get numb and can't breathe right and it scares me and that makes it worse" - "I'm always terribly tense" - "I often have to get up and leave my job and walk around" "I can't work at anything for too long a time" - "My bosses are awful nice about it"	"If I could only cry, it would help" I guess I tried to relax all at once and I couldn't take it. I've never talked about this much because my folks always said you should fight your own troubles" - "It helps, though, to talk about it to somebody" - "It helps me to relax" Here again is an employee whose difficulties can only be worked out over a long period of time. The counselor has arranged to see her once or twice a week.
D. 4		No int. Casual Contacts	"Very pious" - "too good for the rest of group" - "excellent worker" - "has trouble with family" "often doesn't speak to people"		Interview scheduled 4-3-44
S. 8		No int. Casual Contacts	"spends her leisure time with the men" - "women dislike her" - "seems to be rather loud and impolite." - "speaks to her friend in a foreign language"		Interview scheduled 4-9-44

SUPERVISORY REQUESTS

Name

Continued Activity

[REDACTED]

In these later interviews [REDACTED] had released a lot of tension and pent up emotion. She was able to see another side of the picture, a more positive side, to see that the facts of the situation weren't really so bad. She still hadn't much insight or understanding as to why she was moody or had her "ups and downs." Still later she began to examine her experiences with herself as the focal point rather than the situation around her.

"I wonder why I am always either up or down."

"I used to look forward to coming to work, now often times I dread it. Why? That shouldn't be....I shouldn't let people here at work get me down. I keep telling myself this but I don't get very far. I say to myself that these people at work don't mean anything. Nine times out of ten I can say that and not snap at them and the tenth time I blow up and it's funny but sometimes the thing I blow up at may not be nearly as big as things that happened before. You try to keep things inside of you, but it's hard to pretend you're something you aren't. I suppose if I could get these things off my mind as they come up, then when that tenth time comes around, I wouldn't blow up. My trouble is that I'm just too sensitive. I like people and want them to be interested in me... Maybe if I keep working at it I can get around to doing what I know I really should do....It's funny this business of our feelings, why we do the things we do. Now you be around when I need you remember I say a friend in need is a friend indeed."

[REDACTED]

There have been no more complaints or comments about [REDACTED] from her supervisor or co-workers. The counselor has spent less time with her as the need for it seemed to diminish. For the most part her talk has been about experiences with family and friends.

[REDACTED]

Other employees and her supervisor still suggest that the counselor spend more time with [REDACTED]. She has been talking freely about her everyday experiences.

"I had a wonderful time on my vacation."
(Description follows)

"This solder just won't take." "I get so awfully tired."

Supervisor's comment: "Don't think the girl is well. Her work's no good. You might talk to her and I will again and if there's no change we'll just have to let her go."

<u>Name</u>	<u>Continued Activity</u>
██████████ (cont'd)	Counselor's comment: The interviews were not particularly beneficial to this employee because she did not seem able to talk with a freedom which would be necessary for progress.
██████████	"They keep putting me on different jobs. I don't like it. I suppose somebody has to do them. I get lots of experience this way."
	Counselor's note: During the interview there were no manifestations of complicating factors such as difficulty at home.
██████████	Upon discovering that her husband was to be stationed for sometime in this country, ██████████ decided to join him. She was given a farewell party by the girls in her group.
██████████	Talked about school and social experiences. Talked more freely with each contact, finally talking about her shyness. "I don't go out much with the other girls." "When they go to the cafeteria I stay on the job." A week later, she asked the counselor to go to the cafeteria. Feeling at ease with the counselor made it easier to feel at home with others. Talking about her shyness in an interview made her more aware that here was an area which she could think about and would like to work on. She's since gone with other girls, has begun to wear make-up and is combing her hair in a more attractive way.
	Dept. Chief: "Our little ██████████ is really blossoming out, isn't she?"
██████████	Antagonistic toward and suspicious of counselor. Through explanations of the counselor's functions and the maintaining of a consistent attitude on the part of the counselor, these feelings of ██████████ gradually subsided since first contacts:
	"I don't want to talk to you." "What good could you do me?"
	Later:
	"I said I wouldn't talk to you and here I've been rattling on about my family and my vacation and how much I have to do." "Maybe you can't do anything for me, but I do enjoy having you come around."
	Her supervisor in his first talks to the counselor expressed many hostile feelings about ██████████. As he continued to talk with the counselor about his feelings, the hostility diminished perceptibly. With his feelings of animosity toward ██████████ no longer present he was able to look at her demands more realistically.

<u>Name</u>	<u>Continued Activity</u>
[REDACTED] (cont'd)	Dept. Chief: "Of course, I suppose she has a point. She's been here over 20 years. She really isn't making very much in comparison with the other girls. I'd like to get her a raise. I'll see what I can do." She has since received a raise.
[REDACTED]	Due to other commitments which seemed more pressing, this employee was not contacted before she left the company.
[REDACTED]	Younger girls have not been complaining about her recently.
[REDACTED]	In the first interview [REDACTED] had refused to discuss herself. In the second she poured out all her problems, her feelings of uselessness, her desire to "end it all." In the following five interviews she discussed in detail each of these problems - her sister, her living conditions, her boyfriend, and her divorce. After talking them over, her problems did not look insurmountable and ways of dealing with them began to occur to her, ways of living with them seemed more plausible. In the eighth interview she talked of more casual things, made plans, and for the most part enjoyed herself. When her moods of depression recur, one interview is sufficient to help her effect an adjustment, whereas earlier, it took a series of several interviews. The frequency of the interviews has decreased because her need for them has lessened.
[REDACTED]	[REDACTED] left the company to get married.
[REDACTED]	The counselor spent time with [REDACTED] and with the girls in her group. The girls have come to accept [REDACTED] and like her.
	Supervisor's comment: "[REDACTED] seems to be getting along better in the group where she is now. The girls seem to accept her back there."
	Group's comment: "[REDACTED] not so bad when you get to know her." "She certainly swears a lot though." "But we have fun kidding her."
[REDACTED]	Dept. Chief to Counselor: "The storm about raises has certainly subsided. There seems to be a lot more harmony in the group. We assume that the counselor deserves a lot of credit for this,"
[REDACTED]	Transferred from Counselor's territory.
[REDACTED]	Other requests and present activity occupied so much time that the counselor was not able to adhere to the planned schedule. There have been no further supervisory comments.
[REDACTED]	Has no more crying spells and seems to have integrated in her group.

<u>Name</u>	<u>Continued Activity</u>
██████████ (cont'd)	Supervisor's comment: ██████████ seems to be getting along upstairs. She's gotten used to the idea of a transfer pretty well. I guess all of us (supervisors and counselors) working on her really had some effect.
██████████	Husband has been given a medical discharge - she seems happy.
██████████	In an interview ██████████ talked about the fact that her husband was to be given a medical discharge. Later she said that the job seemed much easier, that she was getting used to it.
██████████	██████████ left before it was possible to schedule an interview to join husband in service.
██████████	Seemed to adjust to a transfer but was happy to be back in original territory. There has been no further comment about ██████████ from her supervisor.
██████████	"Don't feel well" - "They don't believe me when I tell them here at work" - "Don't talk to the girls." "Didn't eat lunch." - "Wasn't hungry." "Don't get along with my mother." "Boy friend died 11 years ago and I haven't been happy since." "Have nothing to live for - wish I were dead." "Suffered when I was little." "Dad was drunk all the time and beat us." "Never had enough money." "I'll go back to that; I'll never have anything."
██████████	Supervisor's comment: "Did I tell you we had word that ██████████ had died? She was a strange girl. Oh, it's for the best. That's what she really wanted. She lived an awful life. No friends, no home. She didn't sleep or eat right - always wanted to be alone - drank all the time."
██████████	In the interview in her talking with the counselor, ██████████ was concerned with her nervousness and was anxious to overcome this tendency.
██████████	"If I'd force myself to relax, maybe I could do it. They say if you think you can do a thing, you can."
██████████	"Maybe I should go to another doctor. Mine doesn't seem to do much for me." The new doctor recommended a rest, so she is on leave for a month.
██████████	██████████ has refused to converse with anyone on the job and has been very suspicious of the counselor.
██████████	She has been on sick leave since April 30th. When she returns the counselor plans to continue working with her.

Name

Continued Activity

Supervisor's comment: (when asked if [REDACTED] could go out with the counselor) "Seeing as how it's [REDACTED] - my guess would be that in spite of the fact that we're working overtime, we'd better let her go. It would probably be worth more to us in the long run,"

The counselor has had several interviews with [REDACTED]

"My husband's been sick." "Get so tired working, keeping house, taking care of him." "He's got time off and I want to go to Arkansas with him." "I've been trying to see him (the boss) all day; maybe I'll ask him in the morning." "Think they'll let me go?" "I've had my vacation so I wonder." "They need people here, I know." "The boss is so nice, I hate to ask him." "I suppose it would be kind of hard for him." "Everybody might want time off."

She seemed to get relief from telling someone about her feelings of exhaustion, her worries about a sick mother, a brother overseas, and a sick husband. She was able to decide in an interview not to ask for further time off. She now requests interviews whenever she feels a need to relax.

EMPLOYEE REQUESTS - 2-7-44 THROUGH 3-18-44

Counselor 14

<u>Name</u>	<u>No. of Int.</u>	<u>Requests as Expressed</u>	<u>Points Talked About</u>	<u>Adjustment Affected</u>
██████████	4 off	"I'd like to talk to you. "I want a transfer"	"Everybody picks on me" "Why is my machine always broken?" "Why are other people told things and not me?" "They open windows just when I don't want them open." "Can't make any money last." "Only person I get along with in my family is my brother; my sisters wouldn't care if I died."	In each interview there was a reduction of emotional tension, a tendency to look at the brighter side and no further interest in a transfer. "There are some swell people in that de- partment." "Some of them are so easy to talk to."
██████████	5 off 2 on	"Could I see you, I want to tell you goodbye."	"Am going to quit." "Don't like being pushed around." "If they'd put me on one job and leave me alone, I'd like it." "I don't have enough money for lunches." "I want my baby to have everything; I don't care about myself." "I have head- aches all the time." "I worry about my husband in England." "I cry an awful lot."	"Oh, I guess the job isn't so bad, it's just that I'd like to be sure of what's going to happen next." "I wouldn't want to inconvenience any of the girls down there with more ser- vice; that wouldn't be fair." "I'm beginning to see my way clear as far as money is con- cerned."
██████████	1 on	"Gee, I sure like having somebody like you around. I can get out of working for a while. I'd love to go out any time."	"I've been having the most awful pains in my stomach." "Can't imagine what causes them." "I'm trying to work up the courage to go to a doctor."	Interviewed recently. The counselor is the only person in her work situation to whom she can talk seriously about her ill health. She feels she must kid with everyone else at work.

2.

<u>Name</u>	<u>No. of Int.</u>	<u>Requests as Expressed</u>	<u>Points Talked About</u>	<u>Adjustment Affected</u>
[REDACTED]	5 off	"I want a transfer or a release." "Could I talk to you about it?"	"Why don't they tell us why we're transferred?" "Why don't they treat us as individuals?" "The work they give me is too heavy." "I'm afraid of supervisors; I can't talk to them." "I lose my temper." "I don't get along at home." "I have to support everybody." "I've been sick all my life." "My mother doesn't trust me"	"The work isn't all heavy. I think I'll wait and see what happens and if the work stays heavy I'll talk to my supervisor about it. After all, I can talk to you so I don't see why I can't talk to him." "I suppose there's a lot in getting used to a place." "I've got to remember that mother is older, that she doesn't know how we do things nowadays."
[REDACTED]	2 off	"Could we go somewhere?" "I don't like to cry in front of everyone."	"I've been transferred and I don't like it." "I felt strange and unwanted in the new department." "Hated to leave my old friends." "Do not know the work here." "Will have to work shift hours."	"Didn't like it when I first came, but got used to it and loved it. After I get acquainted that will probably happen again." "There are a lot of other people working shift hours." "Feel lots better now." "How do we get back to my department?" "I was so upset when we came up that I didn't even notice where we were going." She is now satisfied in her new department and expresses a desire to stay on job.
[REDACTED]	1 on 1 off	"when can I go out with you sometime?" "Those other girls have all been going." "I think it would be fun to have somebody that you could sit down and talk over your ideas with."	"Don't want to work in factory all my life." Education is important." "Can't get it because I have to stay around home." "My brother graduated from college and doesn't have anything to do with us any more." "Certainly makes me wonder." "I've been thinking of joining the WACS."	"I often wonder about the way my brother thinks." "Somehow, it doesn't seem right, not like a really educated person." In her talking there is a growing tendency to be willing to live with what she has. She has not joined the WACS.

3.

<u>Name</u>	<u>No. of Int.</u>	<u>Requests as Expressed</u>	<u>Points Talked About</u>	<u>Adjustments Affected</u>
██████████	4 off	"I certainly enjoy these visits." "Don't wait so long to come back next time."	"I can't do things I used to do." "Can feel it in my bones." "Hate to have to sit around." "Terrible being old." "Am doing too much." "Worry about my 13 year old." "Husband can't work all the time."	"Never have a minute to sit down and visit here or at home." These talks are so nice, remind me of Sunday." "Sometimes these things pile up and you just have to talk to someone." "I guess you're just as old as you think or feel and I certainly feel young inside." "If you force yourself to have a smile on your face, you begin to feel it inside."
██████████	3 off 4 on	"I've been looking for you to come around." "I'd kind of like to talk to you if you have time."	"I've been thinking of transferring to Lincoln." "My mother and father live there." "Worry about their health." "Even dream about it; have had same nightmare several times, I dream that my father is dying." "Like work here." "Don't want to let Western know I'm thinking of leaving, if I'm not."	This employee carefully looked at reasons for leaving and staying and decided not to make an immediate decision, but to think more about it. "I love the job here, because I'm always on the go, always doing different things." "I certainly enjoy the people I work with." "I'm making good money here." "Maybe it's better for me to be away from my parents."
██████████	3 off	"How about going out for a smoke this morning?"	"What I really wanted to see you about was to ask you what your job is." "I think I know, but some of the kids said you tell everything to the boss." "I want to trust people but I'm gullible." "I don't stop to think." "When people have something on their mind, they can talk	██████████ discussed unpleasant situations that had arisen from trusting people too much. "I thought I was right about you and now I feel a lot better about it." Later she did tell her supervisor about the girl on leave who was not returning to work.

4.

<u>Name</u>	<u>No. of Int.</u>	<u>Requests as Expressed</u>	<u>Points Talked About</u>	<u>Adjustment Affected</u>
<div style="background-color: black; width: 100px; height: 1.2em; margin-bottom: 0.5em;"></div> (cont'd)			it over with you can't they, and you're interested in helping them aren't you, not in telling their boss?" I was so upset yesterday I almost cried." "I've been worried too about telling the bosses about a girl on leave who's not coming back to the company." "Is it my business or isn't it?"	
<div style="background-color: black; width: 100px; height: 1.2em; margin-bottom: 0.5em;"></div>	4 on	"14, I want you to hear my side of this."	"That girl is stirring up trouble." "She's interested in being a supervisor herself." "She tried to tell the girls how to do their jobs." "She talks to them about me too, I know she does."	"Now that I've told you, I feel better about it." "I know that when you take the girls out, they seem to be a lot more contented and friendly when they come back, but I just wanted you to hear my side of it too." Whenever situations arrive between this instructor and her girls, she has expressed satisfaction at being able to talk to the counselor.
<div style="background-color: black; width: 100px; height: 1.2em; margin-bottom: 0.5em;"></div>	2 off	"Are you going to take me out this morning?"	"No work down there." "The day seems so long when you don't have enough to do." "I saw the movie the other night." - "My boyfriend might come in in two weeks." "I got my Easter outfit last night."	"Talking to you has at least put my mind on other things rather than being so bored I could hardly stand it."

EMPLOYEE REQUESTS

When employees request interviews, there is usually some adjustment affected, and this adjustment seems to take place more rapidly than when it is necessary for the counselor to establish a working relationship. The counselor feels that this is true because the desire for change or the need for adjustment is pronounced enough to prompt a request for assistance. Where there is a felt and stated need the employee will begin immediately to work harder toward the solution, and is more ready to accept counseling as a way of working out a problem or clarifying thoughts.

Name

Continued Activity

██████████

██████████ talk has been more casual and friendly, less disturbed.

██████████

This employee talked about her husband and baby in a more cheerful way. She has decided to go to a doctor about her own ill health.

Sup: "██████████ absence record has improved in the last 6 months."

Though ██████████ has not achieved understanding of herself and her reactions, she has found a definite use for counseling. Six of eight interviews have followed a rather interesting pattern. Each one begins with the announcement, "I'm leaving the Company" and is followed by a tirade against supervisors, job, fellow employees and friends. These outbursts serve to relieve a considerable amount of emotional tension. After this release of strong feeling, she becomes less disturbed and often abruptly turns to a relation of pleasant experiences. There is no longer any talk against her co-workers or about quitting her job. Each of these outbursts has followed a disruption in her work situation. The counselor feels that by being present during these periods, she has permitted ██████████ to verbally express her negative feelings so that she no longer feels any need to take action.

██████████

This employee married a farm boy whose home is some distance from the city so it became necessary to leave the Company.

██████████)
██████████)
██████████)
██████████)

These girls have remained adjusted as far as these situations are concerned. When other disturbing factors have arisen, they have responded to interviewing in a similar manner, and have been able to think through their difficulties as they talked with the counselor.

Name

Continued Activity

Through her talking to the counselor, [REDACTED] has decided to remain at Hawthorne. [REDACTED] is better able to be self-sufficient, rather than too dependent on her parents. She is accepting the fact that they won't always be with her.

[REDACTED] has continued to use counseling after being reassured in the interview described.

Things seem to be satisfactory for [REDACTED] and [REDACTED]

Has begun to accept her situation and look on the brighter side of it.

"I suppose my sister has her life to live." "The kids are certainly cute." "They're always bringing stuff home for Aunt [REDACTED]"

Later talks have been of a more casual nature. There is still some concern about her future relationship with her fiancée. Even though no observable insight was evidenced, this employee seemed to experience enough relief from relating her feelings so that it was no longer necessary to talk in problem areas.

"Should do more I suppose to keep myself occupied." "I've asked a friend to live with me." "That makes it nicer."

The two girls have signed up to hostess at a service center. Her responsibilities still bother her at times, but they no longer "get her down."

[REDACTED] still likes to talk over her ideas, still wonders about the war and its effects.

"I certainly would miss these talks with you." "I always feel somehow as though I know more clearly what I want to do, how I want to think after we talk." "Less mixed up, I guess."

"You know, you've helped me so much with my problems. I'd talk them over with you and it'd help me see better where I was wrong. I'd say something and mean it and the minute it was said I'd say to myself, 'How silly, that's not right.'" "It's funny, just saying it out loud makes you see things the way they really are. And I knew you wanted to help. That helps too."

UNIVERSITY OF WISCONSIN - MILWAUKEE

INTERVIEWS INITIATED BY COUNSELOR

<u>Name</u>	<u>No. of Int.</u>	<u>Reasons for Counseling</u>	<u>Adjustment Affected</u>
[REDACTED]	2 on	<p><u>Counselor's observations:</u> very shy; always alone; scar on face;</p> <p><u>Employee's comments:</u> "Makes no difference to anybody whether I live or die." "Why should I worry about whether I get fixed up; nobody ever sees me." "My sister sees to it that I stay home and take care of the kids."</p> <p><u>Supervisor's comment:</u> "One of the best operators we have."</p>	<p>Definite response to counselor's interest. "I don't usually enjoy visiting." "Be sure to come back again."</p> <p>Has started to take treatment for her scar.</p>
[REDACTED]	2 off 3 on	<p><u>Counselor's observations:</u> moody easily hurt</p> <p><u>Employee's comments:</u> "Sometimes I think it would be easier if I didn't have that group under me." "These girls drive me crazy." "There isn't enough work." "I wish I could get out of there." "I could do something more complicated."</p>	<p>A couple of girls in the group said to the counselor concerning this instructor, "We're always glad to have you take _____ out when she's having one of her streaks. She'll be real grouchy when she goes out and come back all smiles."</p>
[REDACTED]	1 on	<p>"This is a crazy world, and a cruel one, too." "Might as well be realistic." "Breaks don't come your way." "Look at me doing this childish job." "People aren't necessary to me." "Little ants always hurrying and scurrying and what for?" "I sit back and watch them and then, "Poor fools." "My boy friend is naive, idealistic and too trusting." "I get bored with everything I do." "I'd get bored with marriage, too." "Most married people aren't happy anyway."</p>	<p>Counselor plans to interview [REDACTED] off job week ending 4-2-44, this operator is regarded by her supervisors as being a good worker.</p>

2.

<u>Name</u>	<u>No. of Int.</u>	<u>Reasons for Counseling</u>	<u>Adjustment Affected</u>
██████████	1 off	"Don't get along with sister." "Dad died and mother is in an institution; two brothers overseas worry me a lot." "All responsibilities are mine." "Money, housework, repairs on house get me down." "Don't have much to do with girls." "None of 'em speak to me."	"Can't talk to my sister." "Don't have much to do with girls down here." "Sometimes I have so much on my mind I can hardly work." "It does me good to talk to you."
██████████	4 off	Worked in the shop here for two years. Quit. Took an office job." "I missed the friendliness of Western Electric this was home to me. I had to come back. Husband has been overseas for two years. Wonder if he will be changed. Sometimes feel I'm being gypped."	"I felt more at home here. No place as friendly as the Western and I near the girls, the supervisors, the counselors - everyone. It's wonderful to come out and talk over my ideas. Sometimes they get going around in my head until I think I'll go crazy."
██████████	5 off 2 on	"Don't get along with my father. Mother in an institution. Father tries to boss me. Won't think of me as being grownup when I'm 37." "Not in love with my husband." "Can't trust women. They're all catty. Rather have a man than a woman for a friend."	"I know I'm too sensitive." "At first I thought it would be so hard to talk things over with my father but talking it over with you made it so simple. Isn't it funny that we talked the way we do? You're so much younger than I am - you should be coming to me, but somehow, you seem to have so much understanding." "I think I set my first marriage up as an ideal. I can't forget what my first love was like. I know this is something I shouldn't think about so much." "A lot of my not getting along with the girls is my fault. I know I'm easily hurt. I have to go half way." Is now going to parties with the girls and has invited them to her home.

UNIVERSITY OF WISCONSIN - MILWAUKEE

PART II

39

The counselor called the employee on the telephone to see if she would still like to talk further - and if so, what time would be convenient for her to go. The employee stated that she would like very much to go and the date was set for 3:00 in the afternoon.

Int: Hi there, [REDACTED] Did you think that I was never going to get here?

Emp: No that is all right. I have only been ready about a minute myself. (The counselor and employee go into interviewing room and sit in the same corner that they were in the day before.

Int: Well how are you feeling today?

Emp: Oh I am in sort of a silly mood today. I feel real gay. I have been so silly downstairs all day long. Sort of slap happy I guess. I suppose that it is the reaction from yesterday or something. I don't know what was the matter with me yesterday. I certainly was upset. It didn't seem as if I was making much sense to you I bet. But I can think a little bit better today. I did a lot of thinking last night. I talked to my father. I can talk to him pretty well. And he sure wants me to go into the WACS. I have never seen anything like it. He told me how he had always wished that he had a son so that he could have a star in his window and have his son in the Army. I guess all of the men down at work have sons in the Army and they talk about all of their experiences and everything and I guess that he would sort of like me to be proud of. He sort of convinced me that I should go in. Just because it would make him feel so good. He told me that he told the men down at his office that his daughter was going in the Army. And he just talked on and on about it and all about when he was young and when he was in the Army and what a wonderful experience it was. He really made it sound pretty good. He's just like a little boy he is so pleased about it.

Int: You would be doing something to make him proud of you.

Emp: Yes I know that it would. And somehow that is pretty important. As I told you yesterday my father means an awful lot to me. We have always been very close. He has always stuck up for me in everything that I did and now this seems to be pretty important to him. I would kind of like to do it for that reason too. Of course I would like to do it for my own reasons. I can see in a way that it would be running away from this other situation, but the way that I have been thinking about it since we talked, is that it is for an entirely different reason I want to go in. That is I have never done anything like that and it would be a whole new experience. Once before I wanted to go into the Cadet Nurses and it was sort of the same feeling. It would be something new and I would be really doing something different, and seeing new places. I have always lived at home and it might be kind of fun to get away for a while. Sometimes when I think of it that way I think that I might have gone in anyway, even if this thing hadn't come up at all. Maybe I would have gone in anyway, even if I hadn't had this thing about [REDACTED] on my mind.

Int: Well in other words it doesn't seem to you that it is all a running away sort of thing. Part of it is just a desire for some adventure or something new.

Emp: Yes that is a lot of it. I would sort of like that. You see I will be starting out on something and yet it sort of scares me too. I don't know what I really want. You see I know what I have here but I wouldn't know if I went into that. And there are so many things on both sides of the picture that it just sort of makes me not know what I really want to do at all. What would you do in my place?

Int: Well [REDACTED] if I were in your place I think that I would do somewhat what we are doing. One of the best ways to come to a decision is to kind of look at all of these little angles, as we have been doing and weigh the pros and cons. Perhaps the answer will seem pretty clear after we talk a little while.

Emp: Well I kind of thought of all of the advantages and disadvantages and it seems as though they just end up pretty equal. For instance if I went into the WACS I would be meeting new people and seeing new faces and traveling and having an entirely different experience than what I am having now. But on the other hand if I stayed here why I would have my job, and I like my job and I like working for [REDACTED] and I have got a certain amount of security here, but I might be layed off after the war. I don't know, but I don't think so because by then I will have quite a bit of experience and I know that I am doing a pretty good job, at least [REDACTED] seems to think that I am, and they seem to want me to stay. And I don't know what would happen to me after the war if I was in the WACS. Of course they tell me down there that I wouldn't have to worry about that. But that is sort of hard to figure out, if I am going to have to start over again at a new job. I don't know what I want to do anyway in the future. But I can't say that I don't like the job that I am on now. And if I did not like it would be pretty easy to decide, and I would just get out but I like the people that I am working for and I like the girls that I am working with too, but I don't know I just feel as if I need something new. I need a change of some sort. I suppose that it does sort of belong to this business about [REDACTED] in a way, that is, I hate to think of facing the people around town.

Int: How do you mean [REDACTED]?

Emp: Oh I don't know I just hate the idea of them all thinking about me as though I had been jilted and etc. and it just seems as though it would be easier if I just got out. Of course that is back to running away from the thing again. And I suppose too it is a matter of pride. And that is another thing about down here. I feel awful funny if I changed my mind now, I told everybody that I am going in and now they will be expecting me to go in the WACS and they have all said something about it. And I told the boss that I am definitely going in and that I am going to be sworn in next Wednesday.

Int: You have told them all that you were going into the WACS and you are afraid that they will think that you don't know your own mind, if you say anything differently.

Emp: Yes I guess that I am just stubborn. Mother tells me about how I was a little girl I used to do all of these things and then I would never give in no matter what. I would have died before I would give in. I guess that I am still that way in some respects. I don't know why I am

that way though. I don't know why it should be so important to me what other people think of me. What do I care what they think. But I do somehow. I know that some of the girls downstairs said that they thought that I was being dramatic about this thing. That kind of hurt my feelings. I don't know what they meant by that, but I guess they thought that I was just making a big stew about it and going into the WACS just to be dramatic and acting like I had a broken heart over my broken engagement or something. And it really wasn't that way at all. I was just trying to pick out the best way of doing things. Well now if I said anything about staying why they would sort of have the idea that well they told me so. And I don't like that feeling somehow.

Int: As though one part of you wants to be independent and not care what other people think and the other part feels that it is pretty important what other people think of you.

Emp: Yes I guess that I am trying to tell myself that I don't care but I really do care what other people think of me. I probably wouldn't be in all of this mess if I didn't care, - they don't understand me. Anyway like I said yesterday, I kind of keep apart from all of them, because they haven't lived up to what I have expected them to be. Therefore they don't understand me very well and they think that some of the things that I do are dramatic or childish or something and I wouldn't want to do anything that would make them think that all the more of me. I think that it is better all of the way around if I just go and I know that I would get an awful kick out of it. I still know that I am not going in for patriotic reasons or for the uniform or anything like that. But for one thing deep down inside me I want one thing in life and that is a home and a family. I don't care much about a husband. I know that I have to have a husband to have those but right now I just feel down on men in general. But I do want a home and a family and to have those you have to have a husband and I would like to meet a man. I know a lot of girls kid themselves about that, I mean that they won't admit it to themselves, but it makes me mad. I see people right down in my own department doing that. They wouldn't admit for the world that they want to get married, and yet you can just tell that they do. Well I am not afraid to admit it. Oh I wouldn't go around and talk about it to anyone, but it is what I want and I think that maybe I could meet somebody if I went into the WACS. So that is another reason for going in. You see things just sort of cancel out. You can't really find out just what really is the best thing to do.

Int: There are values on both sides and that kind of leaves you in the middle.

Emp: Yes and I know one thing that is encouraging me an awful lot about going into the WACS and that is the way [REDACTED] talked to me the other day. And that is the way that they want to keep employees why it certainly doesn't work as far as I am concerned. I suppose that it is a matter of pride as far as he is concerned but the way he talked to me just makes me want to go into the WACS just that much more. I don't think that I will ever feel just the same about Western Electric Company since that happened. But my job has been pretty swell because [REDACTED] has been so nice to me and lots of people that I know around here have been pretty nice. I guess in a way that it is just as well that he is where he is. At least we don't have very much to do with him but if he treats everybody like that why I don't know how he gets along with his people. Of course I guess that he

gets pretty disgusted having people coming up and wanting to leave all of the time. If there are lots of them leaving. But there is still no reason for him not treating you as an individual. He just made me awfully angry, - but he's only one person in the company and you never know what might have been wrong with him that day as far as that goes. I don't know whether he is always that way or not. I have never seen him before and never had anything to do with him. But he certainly made me feel as if I would sort of like to show him and go ahead and do it. I suppose though that I shouldn't let it influence me too much because after all I don't have anything to do with him. I know one thing if I had to see him too often I would definitely go into the WACS. It may be part of his job to try and tell people what to do but it certainly doesn't work as far as I am concerned. I like to be considered as a human being and not just have somebody lay it on the line and tell me why I am going to do something the way that he did.

Int: It seemed to you as though he wasn't trying to understand your point of view?

Emp: Yes I guess that that is it. I don't mind somebody not agreeing with me as far as that goes but he didn't give me a chance to tell him how I felt about it at all. To give him the reasons why I wanted to go in. Of course I wouldn't have told him about [REDACTED] anyway, probably, but I could have told him what some of the reasons were. As it was he made me mad and I lost my temper and said a lot of things that I know that I shouldn't have said. I don't know if that will make any difference about my job or not. I think that [REDACTED] thinks quite a bit of me and so maybe it won't.. But I don't know somehow when I think it all over I just don't know if it is all worth it, to stay here anymore. I mean that I have worked here for two years now and it seems to me that maybe I need the change of some sort that is all. But it is so darn hard to know what to do. And you don't know what is ahead of you if you do make a change.

Int: Well [REDACTED] in other words here you have a certain amount of security which is sort of important to you and if you did this other thing, why you don't know quite what you would have.

Emp: Yes I don't want to think of having to depend on my folks. Of course they would always support me but my father told me that last night. I told him what [REDACTED] said. He said that if I left I would never get my job back with the company. And my father didn't think that that was possible, that if somebody went into the service, when you came home they had to give you your job back. And I told him how definite he sounded and that he was sure that I would never get my job back here if I left and he said well it didn't matter anyway that he would be glad to support me until I got another job. And I know that he would but I just somehow don't like the feeling.

Int: You would prefer to be independent and on your own.

Emp: Yes I think that I would and I think that it is about time that I grew up enough at least to do that. That is at least one of the steps. I know that I would like to since I have been earning my own money and I am able to buy my own things. And it was a lot of fun when I had something to plan for for [REDACTED] but now I don't know - money doesn't seem so important

to me anymore. It is hard to decide just what is important. It is hard to look into the future enough to know. (Employee looks at watch.) Golly we have been up here quite a while. I think that I had better be getting back. [REDACTED] will be wondering what happened to me. (Employee and counselor get up to go) Oh I haven't decided very much I guess. I am awfully glad that I have until next Wednesday to decide. One minute I think that I am going in and the other minute I don't think that I am going. It just seems as if I just go back and forth. Right now though it seems to me that that is, all in all, the best idea. Of course maybe when I see you tomorrow or rather Monday why I will have an entirely different idea. I will have a chance to talk to my folks over the week end a little bit more. But I know that my father wants me to go in and I really think that I would like it. My mother doesn't want me to go. She doesn't want me to leave home. But she has never wanted me to leave home. When I wanted to join the cadet nurses six months ago why she just had a fit and told me that I actually couldn't go. The other day when I said something about going into the WACS why she said "Why didn't I go in the cadet nurses?" And I told her "Well why didn't you say that six months ago." I wouldn't join that for anything now. That is that stubborn streak that I have, again. I suppose that stubbornness is just a matter of pride but it seems to me that I have an awful lot of that, and I don't know what for. I don't think that I am really very good. In lots of ways I don't think that I am good so I don't see what right I have to have so much pride about things. (Employee and counselor are almost back to the desk.) I have a job to do in the morning so that I won't be able to see you until sometime in the afternoon [REDACTED]. But I would like to see you Monday because I am going to have to decide pretty definitely pretty soon. I have to let them know here by Wednesday morning, whether I'm a W. E. employee or a Wac. [REDACTED] is giving me time off to go to the recruiting office to find out more about it.

Int: I'll be interested in what you find out. Well I will call you sometime Monday morning [REDACTED] and we can set some time to get together. How will that be?

Emp: That will be fine. Thanks again.

Int: Okay I will be seeing you.

39B

PART IV

The counselor had called girl and made arrangements for them to get together today. The counselor had also talked to supervisor about seeing this girl for a few days and he said it would be perfectly all right with him and in fact he thought that it would be a good thing.

Int: Well [REDACTED] how is the battle going today?

Emp: Oh there are a lot of new complications now.

Int: How is that?

Emp: Well my mother threw a heart attack last night.

Int: Is that right?

Emp: Yes she is pretty sick. She had to go to bed and we had the doctor over and we had to all be very quiet and everything. She has gotten them before and it is nothing new. But it kind of scares me anyway. I feel kind of responsible.

Int: You mean that you think that you are to blame in some way?

Emp: Well yes I know that I am. It is all on account of my going into the WACS. You see I told you that she doesn't want me to leave home at all and she has gotten herself so upset about it now that she threw one of these heart attacks. It is nothing new and my father said that I should go ahead and go anyway. She has to get used to the idea. She has always been able to throw heart attacks whenever she wants to and so I am sort of used to it. I know that it is just a way of getting me to change my mind and yet it is pretty bad too. I mean that she isn't just acting it is just that she gets herself so upset that she does have a heart attack. She and her sisters have always done that ever since I can remember. My father has kidded about it a lot. He has called them the three ailing sisters, because whenever any one of them wanted anything very badly why anything that they had to do was throw a heart attack. I can remember lots of times when I was young and I would do something bad why I used to run away from home all of the time and then quite often my mother or one of her sisters would throw a heart attack. They all lived pretty close together and they are very attached to each other and when one does something the other does it too. My father said that he didn't marry just one but he married the whole family when he married my mother. And that is pretty true. I remember when I was little I used to hide under our porch and my mother would call and I would just deliverately not come out. And then she would immediately go over to one of her sisters and then all three of them would be running around looking for me. And I would stay hidden for a real long time until they all got real upset and then I would come out and say "Are you looking for me?" Oh she used to get so mad. And I always thought that it was sort of funny and my dad and I used to laugh about it. And that would make my mother even madder. I was awful ornery when I was little. I guess that I still am in some ways. I have always wanted my own way pretty much and I have usually gotten it. I guess mother learned that the only way that she could get her own way was to have a heart attack or something. (laughing) My father and I have gone through this so many times that I don't suppose that it should make so much difference. He said that

I should go ahead anyway that mother has to get used to the idea sometime about my leaving home. If I got married or anything else why I would have to leave home. But she seems to feel very strongly about it. I mean it really seems to mean an awful lot to her and I don't know why it should. Of course I am the only daughter and etc but she is dead serious about it. I think that in her own way she is trying to be fair, that is, she said finally that I could go if I only postponed the date, until the end of the week so that she would be feeling better. Because she wants to go down with me when I get inducted. So I think that she wants me to go in a way, and yet it is just awfully hard for her and it seems to mean so much to her.

Int: It sort of disturbs you to be doing something that does seem to mean so much to her. Is that it?

Emp: Well yes it does in a way. I have never been awfully close to my mother but I do love her an awful lot and I would feel terrible if I was to blame for something. I mean you never can tell what is going to happen these days. I try and kid her out of it she says things like "Well suppose I am not alive when you get back and etc" and she is really young. She is only 41 now and I tell her "Oh heck you are not going to die you have got your whole life ahead of you." But while I can kid her about it it does mean something to me. I mean you never can tell what is going to happen and if I ever felt responsible for something why I don't think that I would ever be able to forget it. Yet on the other hand my father says that I have to lead my own life and if this is what I want to do I should go ahead and do it. Well I don't know, here I am right in the middle of the road again.

Int: Well in other words you find that there are several pressures being put upon you. You have to consider your feeling of responsibility about your mother and now your father seems to think that you should go in. It is just sort of hard to decide which course to follow.

Emp: Yes it is awful hard to know. I didn't think that when I started out and got the idea that it would involve quite so many people. Of course I guess that when I started out I wasn't thinking very much about anything. Then it was all concerned with [REDACTED] and I just sort of did this in desperation more than anything else. But now I don't know it doesn't seem to be very important now. I really think that I have gotten over him. Oh not completely of course, I will still think about it, but it isn't the most important thing any more like it was a few days ago. Now it is just sort of down to deciding just what I want to do anyway. I mean, I wonder whether if this had never happened, I would have decided to go into the WACS. I sort of think that maybe I would have. Because it would be something new and I would be meeting new people and going to new places. But I don't know I don't know how important that really is. Now I like my job here and I don't know what is going to happen to me after the war if I go into that and I think that I will always have my job here and they seem to like my work so they will probably give me the chance of getting ahead. Not that I want to be a career woman, that is the last thing in the world that I want to be. I know pretty well that what I want is a home and children and keep house and things like that. But I might meet somebody around here just as well as there. And I have all of my friends around here.

We have a swell gang, in our neighborhood. I have played with them ever since I can remember. All of us girls went with boys that knew each other and as I told you that most of their boyfriends are killed so we all stick together now. And I would really kind of miss them if I went away. I am afraid.

Int: Your friendships are pretty important to you, you mean?

Emp: Yes they really are. I have been pretty close to all of these girls and I think that friends are important. They kind of stick by you through thin and thick. They have been awful nice to me about this business about [REDACTED] They seem to understand pretty well how I feel and they just take it upon themselves to help me forget. For instance a couple week ends ago one of my friends said "We are going to go down to Missouri for a week end and we are going to have a swell time. So we batted down to St. Louis and we had a wonderful time on the train. There were soldiers and we kidded around with them, and you should have seen the razzing that I got. The night that we got to St. Louis I said "I am going to forget about all of this business, and I am going out and I am really going to get stiff." Well I have never done very much drinking in my life and we went out to this real swell night club and I ordered a Pink Lady. Just one Pink Lady and that was that. And what do I do but get sick on just one. Boy did I ever get kidded. I had to leave real early and go home to the hotel and get to bed. When I got home and the family asked me what kind of a time I had and I said that I had a swell time but I didn't have much fun Saturday night because I got sick, from one drink. Well I haven't heard the end of it and they are still razzing me about it. They call me "one drink [REDACTED]" Isn't that disgusting.

Int: Oh I don't know. But all in all your friends are standing by you pretty well.

Emp: Yes they really are. They aren't acting like I was kind of afraid that some of the people in the neighborhood might. That is one of the reasons that I thought that I ought to go in because I was afraid that they would all think that I had been jilted or something.

Int: In other words you find that they have a different attitude from what you thought that they might have.

Emp: Yes they really have. Oh I didn't think that they would just forsake me or anything like that but I just thought that maybe they would pity me and if there is anything that I don't want is to be pitied. I just hate that, but they don't seem to think anything about it. I mean they think that I got sort of a bum break and etc. but it isn't as though they pity me so much, it is just that they think that I should just forget it and they talk about all of the things that we can do in the future, the gang of girls that I have gone with. I don't know I feel kind of bad about leaving them. On the other hand though I don't know about down here. I told everybody down here that I am going into the WACS and they are all expecting me to leave and I would feel awfully foolish telling them that I changed my mind.

Int: You mean that you are afraid of what they might think of you?

Emp: Yes I guess that that is it. It is a matter of pride or stubbornness or something like that. I have told them that I am going and I have made a great fuss about it. Well I haven't really, but they have made a fuss about it. I don't know it just seems to me that it would be kind of silly to say well I have changed my mind. Well then they would think that I had been dramatic or something. And that I had just said it in the first place and didn't mean it at all. I am afraid that they would just say "Oh she is just a kid, she doesn't know her own mind."

Int: And that feeling of having them think that you didn't know your own mind and were just a kid would be pretty unpleasant?

Emp: Yes it really would be. I just don't like the idea somehow. It is funny how what other people think of you is so important, isn't it? I guess that it is pretty much that way for everybody though. Yet I don't think that it should rule your whole life or anything but after all you do have to live with people and you ought to try and get along with them the best that you can I guess. (Pause) Of course this business about my mother being sick, puts an entirely different light on it. I really wouldn't want to feel too responsible if anything should happen to her. And I am quite surprised that she should feel quite so strongly about it as she does. I know that she didn't want me to go, she said right along that she didn't want me to leave home but it seems to mean an awful lot to her, even more than I thought. I think that my father is kind of concerned about it too even though he doesn't admit it exactly. That is last night he acted kind of worried and he got the doctor over a few times and he said that we had better not bring up the subject for a while until she was feeling better. I suppose that it is pretty hard for him. I mean that he wanted me to go in so badly and he doesn't want it to upset my mother too much. He said something about he would buy me a new coat if I didn't go in so maybe he isn't so sure that he wants me to go in after all, in view of everything. I don't know. I guess really what it sort of boils down to is how it will depend upon how my mother is feeling. I will go home and talk to her tonight and see how she is feeling and then maybe I will be able to decide. If she is feeling better and has sort of made up her mind that it is all right to go why that will be one thing, and the other hand if she is going to take it too hard and if it is going to mean an awful lot to her why I just don't think that I would feel so right about going in.

Int: Well then in other words you feel that the decision is out of your hands now and it more or less depends upon circumstances, outside of yourself.

Emp: Well it kind of looks that way to me. And after all if mother is going to get sick about it why that certainly is a pretty good reason for not going in. I guess just about all I can do is wait and see what happens. (Pause) Oh me I guess that I had better get back, I have got an awful lot of work to do. The job that I started on this morning I haven't got quite finished on it yet. That is one thing about down here I really do like my job and I feel that I really have responsibility.

Int: You kind of like that feeling of responsibility?

Emp: Yes I do in a way. I feel as though I'm really earning my money and that is something. I would hate to draw a check and feel that I wasn't really earning it. There are lots of good things about this company. There are

some bad things too but there are lots of good things I think. [REDACTED] has certainly been nice, like he let me off early the other day to go down to the recruiting office and find out about it and he didn't try to persuade me one way or the other. He laughs at me though for not being about to make up my mind. One minute I am a WAC and the next minute I am not. He doesn't know where he stands. But he says that it is pretty much up to me. And I think that that is nice. Well I guess that we had better be getting back.

Int: Well I will be anxious to know what you finally decide [REDACTED] I will drop by and see you again in a couple of days.

PART III

Int: Hi [REDACTED] what is cooking today?
(The employee had on previous occasions referred to herself either as a WAC or a Western Electric employee depending on how she felt at the moment.)

Emp: Well today I am a WAC.

Int: You are?

Emp: Yes I got out at 3:00 yesterday and I went down to the recruiting office and had a long talk with them. I told them all about how the company said that I couldn't have my job back and they said that that wasn't right that companys had to give you your job back after you are let out of service. But they said that if by any chance that I couldn't get it back I didn't have to worry anyway. That they wanted to place their people when they come out. And that they could guarantee that I would get a pretty good job. They were awful swell about it. I found out a lot of things that I didn't know before. About different branches and what I would like to get into and everything and it really sounds pretty good to me.

Int: It did?

Emp: Yes. My father went down with me and I have never seen anybody as pleased as he was. After we left, you know I could have had anything that I wanted from him. We just went from place to place laughing and giggling and he took me out to dinner and then he asked me what I wanted and I could buy any clothes that I wanted or anything else. And I said "Well that is silly why would I want all of these clothes if I am going into the service." I don't know he just laughed and he was as pleased as punch. And so when we came home we didn't tell mother where we had been all of the time but we just sort of beamed like a couple of canaries. She knew that there was a conspiracy of some sort and she kept asking us what we had been doing. We wouldn't tell her though and it was just sort of a secret between the two of us.

Int: Sort of like conspiritors huh?

Emp: Yes that is it. My father sure was happy. I have never seen anything like it. He said that he was going to go down at the office today and tell everybody about his daughter being a WAC. I think that he really misses not having a son in the service. I know that he will be awful proud of me. (Pause) I haven't told them down here about it yet. I don't think that I will be telling them today but I will tell them maybe sometime tomorrow.

Int: Well maybe we could get together some time tomorrow because I would sort of like to hear more about it if you have any time.

Emp: Yes I would like to tell you more about it. I will call up up in the morning and let you know.

Int: Well, that will be swell [REDACTED] I will be seeing you. So long.

Emp: So long.

UNIVERSITY OF WISCONSIN - MILWAUKEE

SOME WAYS IN WHICH THE COUNSELING PROCESS IS
MADE AVAILABLE WHERE NEEDED

Example 1. Employee requests.

The employee himself may directly or indirectly request an opportunity to talk with the counselor.

Directly: "I have something I would like to talk over with you. I have to finish this particular job first but do you think we could get together at 10 o'clock?"

Indirectly: "How about taking me out for a smoke?" or, "When are you going to take me out for a rest?"

Example 2. Interview initiated by a member of the working group:

"We have a new girl in our group. She seems pretty upset. I think her husband just left for overseas. We think it would be nice if you would take her out to your room. It might make her feel better."

Example 3. Supervisory Request or comment:

In this instance the interviewer was asked to take an employee off the job and talk to him, following is the digest of the conversation with the section chief.

Sup: Say, I have a fellow I wish you would take off the job and see what you can do with him.

Int: Oh, is that so [REDACTED] Who is it?

Sup: [REDACTED] back there. Do you know him?

Int: Yes, I've met him. I've talked to him several times.

Sup: Well I wish you would take him off the job and talk to him. If you can't do something with him, the way he is going now I'll have to fire him.

Int: Oh, is that so? What seems to be the difficulty?

Sup: Well, he's always got an answer for you. Pretty smart for a young kid. Kind of a trouble maker, spends his time bawling people out. Probably you've been getting complaints about him in Personnel, have you? Well, I know he's made two girls down here pretty mad. They complained to me about him. If this keeps on I'm going to have to fire him. I don't like to fire him, but I'd rather fire him than fire a whole group of girls.

Int: He's been upsetting the girls on the bench?

Sup: That's right. And he doesn't stay on a job any too well either. I had him taken off the night shift so that I could keep my eye on him. It's too bad, I know that he's a bright boy but I can't put up with his actions that way. I've talked to him and you know [REDACTED] He worked under [REDACTED] and [REDACTED] has talked to him. He certainly ought to be able to take some advice from [REDACTED]. We both talked to him. He's had every chance in the world. Now you take him off the job and get him talking. See what you can do with him. He's a bright boy but if he doesn't mend his ways I'm going to fire him.

Example 4. Shop Steward Requests or suggestions:

Union Representative to Counselor -

"How about your talking to [REDACTED]? She has been bringing me one complaint after another. Each week there is a different one. I take care of these complaints for her, but I've been thinking that there may be something in back of all this - something maybe bothering her at home. I don't know what it is but I'd like to have you work with her. Maybe you could help her with whatever is at the root of all this."

Example 5. Other Industrial Relations Organizations:

Personnel Placement woman to Counselor:

"You know [REDACTED] the girl we were talking about last week who want to work in the office? I sent her over to take some typing tests and she got a very low rating. I suggested to her that she might take a brush-up course in typing. In the meantime, however, since she seems so disappointed at not getting an office job now, I thought you might like to spend some time with her."

Example 6. Counselor's Suggestion:

Counselor went around to see employee whom he had never had off the job.

Int: I suppose you're getting ready for Christmas.

Emp: Not me. (The tone which the employee used in saying this made the counselor wonder.)

Int: Why, what's up?

Emp: I haven't got any home; the wife is in Florida; the kids at their Grandmother's - no Christmas for me.

Int: Is that so!

Emp: We lost the home because we couldn't keep that going, and when a mother leaves her two children to take care of another person's two children, there is something that is not quite right there. (pause)

Int: You usually go for your rest period about now, don't you?

Emp: Yeah.

Int: Well, let's go up to our room and talk this over. We can go up there where there won't be so many people around and we can talk better and you can smoke your pipe.

Emp: Fine, let's do that.....You just don't know what it's like to spend all your money and try to get someone feeling better and then have them up and leave. There are so many things in the picture that I just don't know where I am. I can't keep the job, can't keep my head and don't know what to do about it or how to take care of it. I'm in a pretty bad way, I guess....

indexes 6-14

MISSING