

A line supervisor's observations on the effect of the counseling program in a conveyor assembly group. A counselor's observations on the effect of the counseling activity in a conveyor assembly group.

ECT

Ms. keep these pending

The revision

"Counseling in a Group Setting"

I want to send both to
Dan O'Neil Helen furnished
RFD 6/23

Certainly is interesting
to read something coming
from the other side of the
fence.

5-15-44

A LINE SUPERVISOR'S OBSERVATIONS
ON THE EFFECT OF THE COUNSELING
PROGRAM IN A CONVEYOR ASSEMBLY GROUP

Some time after the revised counselling program had been introduced in that particular area, a supervisor who had been previously rotated thru approximately six assembly groups which were composed principally of women recently out of high school, was assigned to a conveyor assembly group in which there was a large proportion of older women.

This group was one of two parallel groups which were producing identical parts and apparatus. The change had been made primarily because management was aware of friction between the two Group Chiefs then assigned which had brought about a situation in which cooperation was lacking. Upon being given the new assignment, the supervisor was informed of the situation and instructed to do everything in his power to bring about the kind of cooperation essential to the best progress of the job. The new supervisor soon found that because of the animosities between his predecessor and the supervisor of the other group, a figurative wall had been built between the two groups and the people involved in the two groups were treating each other as enemies. When they could get away with it, employees of one group would steal parts from the other. Altogether the situation was quite unpleasant.

Each group consisted of a "feeder" and "final" assembly conveyor and in order to maintain maximum efficiency it was essential that the effort of the "feeder" and "final" conveyor units be synchronized. The actual situation however, was that the "feeder" conveyor of group "A" was more efficient than the "final" part and was producing from 100 to 200 more units than the "final" portion could process. The reverse condition was true in group "B." Hence, there was a need for an exchange of units between the two groups to take maximum advantage of the work produced, otherwise, the "feeder" units of group "A" were delayed while the "final" units of group "B" were

kept waiting for work, resulting in a substantial loss in efficiency.

The new supervisor explained to his group that they were a part of a common pay group which included group "B" and their pay returns were governed by the collective efforts of the pay group as a whole. At first there was considerable resistance and objection on the part of group "A" to the exchange of units with the other group. In spite of all explanations, they still had the feeling that group "B" was robbing them of their effort. This problem was further complicated by a reserved and somewhat negative attitude on the part of several of the employees toward the new supervisor. This was rather surprising to him because he knew that his predecessor was a very rough spoken and abrupt sort of individual. Whereas, his own approach was comparatively tactful.

One of the unfriendly people was assigned as "lead off operator" on the "final" conveyor. One day about a quarter of an hour before quitting time, the supervisor upon returning to the conveyor, noticed that about the first twenty fixtures on the conveyor were empty and the "lead off operator" was not processing any work. He asked her what the trouble was and she told him that she wasn't feeling well and the following conversation took place:

"Well, if you are not feeling well, I'll be glad to give you a pass to the hospital. You needn't have waited until I returned to the conveyor. You could have had the "relief operator" obtain one from the departmental clerk."

She replied, "I'm not feeling badly enough to go to the hospital," and was told, "If you are not well, the Company wants you to have the necessary medical care. However, if you're well enough to remain at the conveyor, we must insist that you continue to work because you're holding up the work of this entire group."

Her reply to this was, "Well, you're not going to bluff me and neither is your department chief."

However, she meanwhile had resumed work and the supervisor noting this, left the conveyor position. Shortly after that she was moved to an intermediate station on the "feeder" conveyor. However, her efforts to con-

trol output were continued. On one occasion which was not the first of the kind, she was "called" on leaving the conveyor to get a drink of water without seeing to it that she was replaced by the "relief operator." The supervisor had reason to believe that she not only refused to call the "relief operator," but used all the pressure she could to discourage the "relief operator" from filling in while she was away. Of course this situation could not be tolerated and the supervisor reiterated the instructions that relief be obtained before leaving the conveyor. As a result of this last conversation, the employee ceased to have any further conversation with the supervisor, in other words, she stopped "talking" with him. Any instructions given which required a reply were answered in monosyllables. Of course, other employees were involved to some degree but the crux of the problem seemed to gravitate about the person mentioned.

About this time the supervisor became acquainted with the counsellor of women serving this area, and proceeded to discuss the problem with her at considerable length. The supervisor realized later that these conversations in themselves had a counselling aspect and undoubtedly colored his decisions in further treatment of the case. In the process of interviewing the women in that area and on that particular conveyor, the counsellor finally arranged for an interview with the problem case. The interview proved to be very lengthy. It occurred in the afternoon and was terminated shortly before quitting time. However, before leaving, the supervisor observed that the employee involved appeared to be in a very good frame of mind. The following morning she still appeared happier than she had been for some months, and the supervisor found occasion to talk with her about some part of the job and it was obvious that her attitude had changed quite radically. She was in a very friendly frame of mind and quite inclined to converse. A part of the conversation that ensued was as follows:

"You know, you're not such a bad guy, as a matter of fact, you shouldn't have any trouble getting along with this gang. The only thing is that the gang feels that you use too many big words. The bunch also feels that you're stuck up because you never participate in any of their risque conversations." (Not her exact words)

The supervisor was very much interested in these comments and expressed surprise to hear that he had given the impression of being highly educated.

He said, "You know, as people go around here, I don't have much of an education and I never gave any thought to the use of big words. However, I do know that it is considered bad taste to use a big word when a simple one will do, and I'm glad that you have called this to my attention. In so far as risque conversations are concerned, I enjoy a good joke regardless of whether it is 'smutty' or not. However, I have always felt that it was not my privilege to enter into such discussions when there might be employees present in the group who might resent such action and not feel at liberty to express their objections."

This conversation continued for some time and with the result that a friendly relationship was established. Shortly thereafter, a change occurred in which the employee was assigned as "utility" and "relief operator" on the "feeder" conveyor. Her gift for natural leadership which had been previously demonstrated by controlling output, was now applied in a positive direction. Upon her own initiative she proceeded to make the minor daily adjustments and changes that were necessary without instructions (with an excellent sense of timing) and also proceeded to lead the group in hazing those employees who lagged in output. The latter action was not instigated by the supervisor.

With the restraining influence replaced by a constructive influence the output of the "feeder" conveyor began to rise to new heights. A comparable rise also occurred on the "final" conveyor to which her influence apparently still extended. Meanwhile, a cordial relationship had been established with group "B" and there was a constant exchange of parts and units where such action was helpful and in return considerable help was received from the supervisor of group "B" by way of advice in connection with manufacturing difficulties

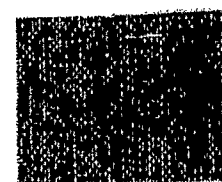
based on his many years of experience and job knowledge of the equipment involved. The overall result was a sharp and sustained rise in output for the entire section which was not only reflected in substantially increased earnings, but was also reflected in improved quality and the cleaning up of several thousand dollars worth of defective apparatus that had accumulated previously. The improved situation also was reflected by a pronounced reduction in supervisory load so that shortly thereafter it was found possible by management to transfer one supervisor from that assignment and combine the units under one supervisor.

It should be kept in mind that during the period that this incident took place, many forces of management were at work and all these forces contributed their full share of efficient management of the project. However, it was evident that accelerated group integration was accompanied by an accelerated rate of rise in the efficiency of the unit. The highly cooperative force involved processed a relatively large volume of work in an atmosphere that was pleasant and obviously giving them considerable satisfaction, would hardly have been recognized as the same group of individuals who shortly before protested and gagged at comparatively light loads.

As a further illustration of the changed attitude on the part of the key employee involved, some weeks after the improved relationship had been established, a hand operation involving bending a piece part to change an angle was introduced on the job. The supervisor of group "A" laid out this job on a motion economy basis and estimated the expected hourly output, using time standards. As he realized that an expected hourly output, such as this, should compare rather closely with an actual piece rate and knew that it might take many months to attain the expected hourly output, he proceeded to show the employee what he had done in connection with this job. He instructed her on how to proceed, told her what the expected hourly output was but also indicated to her

that he had no way of telling how quickly she could attain that output and realized that it might take some lengthy period but asked her to proceed at a normal pace and to be the judge of what was a fair day's work. Within two weeks a piece rate was set on this job. The expected hourly output set by the piece rates people was approximately the same as that set up on the estimated basis and within that same two week period, the employee had attained the expected output level. This person was the same individual who not long before had not only been restricting her own output, but influencing an entire group in the same direction. Based on this and other parallel experience, it is the opinion of the writer that counselling of both supervisors and individuals can greatly accelerate the integration of working groups and the boosting of morale and thus rapidly accelerate the attainment of peak efficiency in manufacturing operations.

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A COUNSELOR'S OBSERVATIONS
ON THE EFFECT OF THE COUNSELING ACTIVITY
IN A CONVEYOR ASSEMBLY GROUP

This illustration embodies many of the tools and mechanism utilized by the counselor, and attempts to portray the use to which the counseling process is put as well as numerous factors which the counselor must consider in trying to facilitate adjustment in the organization.

It is deemed advisable to give a chronological presentation of some of the events, interviews and visual observations as they took place. In addition to the chronological presentation of data, the counselor has also woven in a number of the questions which she asked herself as the situation unfolded, her impressions and her feelings. These comments which are interspersed throughout the paper are in indented notes.

To orientate the reader to the work situation and the people involved in this situation, Chart I is presented. It gives a rough idea of the sequence of operation, occupations represented, spatial relations of operators, and code numbers assigned to the employees referred to in this study. Two formal groups reporting to the same section are shown. Group I consists of Conveyor AI and Conveyor BI; Group II of Conveyors AII and AIII and Conveyors BII and BIII. Actually there are only three conveyors, each made up of one A and one B conveyor, the latter performing the final operations. The layout of Conveyors I and II are identical, the only difference being that Conveyor AII had one less operator than Conveyor AI as the result of a recent change in method. Conveyor AIII and BIII make up a "bobtail" or partial conveyor on which special apparatus is manufactured. Inasmuch as it will seldom be referred to in this report, it is only necessary to point out that it also functions as a reserve unit from which operators may be drawn as substitutes for absentees, etc., for the other two conveyors or to which surplus operators may be sent.

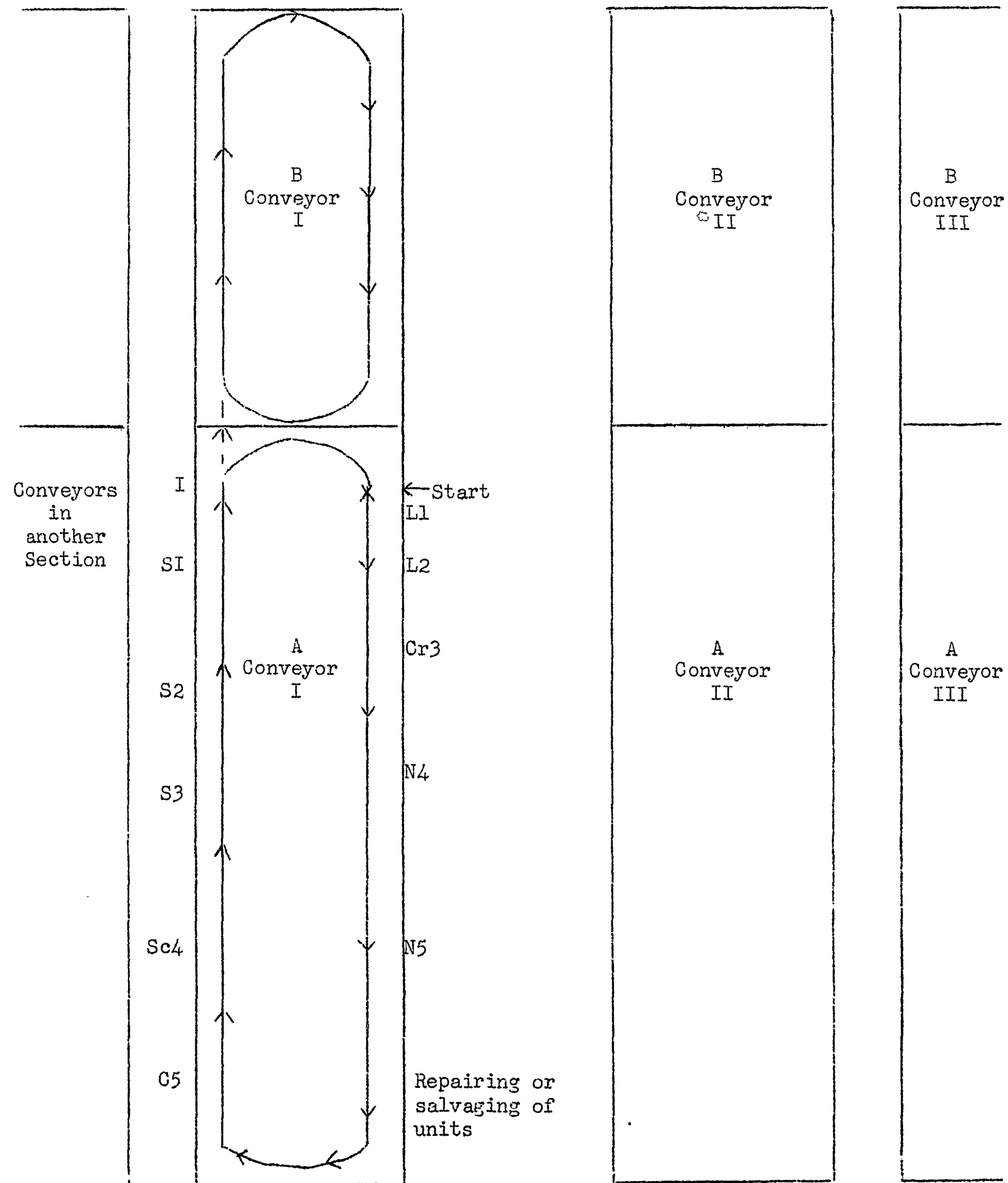
The personnel of the two conveyors is distributed as follows:

	<u>Men</u>	<u>Women</u>	<u>Inspectors</u> <u>(Women)</u>
Conveyor AI	0	10	1
Conveyor AII	0	9	1
Conveyor BI	4	3	1
Conveyor BII	4	3	1
Total	8	25	4

Of chief interest in this situation are the employees on Conveyor AI. Therefore a brief summary of the way the individuals in this group are technically related will be given.

Fixtures on the conveyor serve to carry the coils in process of assembly to each operator, beginning with the first assembly operation, who after completing the assigned operation returns the part on which she has been working to the fixture which carries the unit on to the next operator. In other words, one of the chief functions of this type of conveyor is to transport apparatus from one operator to the next but does not as completely control the group's output as the type on which the apparatus remains from start to finish and which forces the individual to "keep up." As a result, each operator has a bogey to make which varies with the complexity and length of time required to complete her operation.

CHART I



The sequence of operations is as follows: LI and I2 and CR3 all are assembling. N4 and N5 is the automatic screw driver. This is regarded as the "bottleneck" job because the operators at the next position can work only as fast as the automatic screw driver operators. However, if they set too fast a pace, the other girls have to handle more units than they can actually work on. That is, they have to remove the units as they come to them and hold them at their positions until completed. The next operation C5 consists of wiring. These wire connections are soldered by SC4. Leaving the solderer the unit is adjusted by two and one-half operators who are assigned to this job. The second adjuster works half time at this and alternates with the first assembling operator LI. The inspector tests the unit and if there are no defects, places the unit on the B Conveyor for the assembling of that unit. Sometimes the units are sent over to one of the other B Conveyors when the latter runs short of units from their own A Conveyors.

While reading this account, it is most important to think of the history of the employees and supervisors leading up to the attitudes and behavior which will be brought out. During the first year that the counselors were in this department, they became interested in the group because of frequent comments from the operators on these conveyors regarding their supervisor, Group Chief 1, who was in charge of Conveyor BI and Conveyor AI. The following comments were typical:

"Other supervisors think about the girls and the personnel side of their job, but Group Chief 1 just thinks about the job and getting output."

"Group Chief 1 is never satisfied no matter how much we do. If we do what we think is a good day's work, he walks around with his head up in the air and takes all the credit for getting us to work. He never acts as if we have done a thing to help him. I've never ever heard of him telling anyone that she had done a good job. If the coils pile up and we get behind, he says, 'Get busy.' as if we aren't working as hard as possible."

At the time such comments were being heard, the counselor regarded this as a problem and made the mistake of evaluating the situation as "bad." She did not really know the situation and knew nothing about Group Chief 1's real attitude toward employees. However, the counselor listened to the operators and did not reveal how she felt. This probably helped the operators to dissipate some of their emotions which seemed to be based on a resistance to an increased work pace, new work habits or routines, and perhaps to the overt behavior of the group chief.

During the second year in this department, the counselor noted a different trend and the operator who had made the last statement above was saying:

"You have to know him. The way he can bawl out girls! I didn't ever want to work on his conveyor. Everybody said you have never worked until you have been on Group Chief 1's conveyor. He makes all the new girls cry. He doesn't do it intentionally. You just have to know him. He goes around the conveyor and watches everybody, and then if he does happen to see that any girl to whom he

has just spoken is crying, he goes around and pats her on the back but he's really tough if you don't know how to take him"

During the first two years that the counselor was working in this group, Group Chief 1 reported to a man who was later demoted and who became Group Chief 2 over the conveyors adjacent to Group Chief 1's conveyor. The counselors became interested in the relationship between Group Chief 1 and Group Chief 2. The following comments were typical of Group Chief 1's attitude toward Group Chief 2:

"That guy sure is funny. I don't bother with him any more at all. I stick to my own job and do my own work and let it go at that. The hell with him. He's all for Group Chief 2 and that's all."

Three months later while working on the conveyor, Group Chief 1 said:

"See King Pin over there. I'll bet he's laughing at me (sitting at the conveyor) because I am working here. One thing he'd never do is to help the girls. He just won't do it, that's all. Used to come out and talk with us supervisors during rest periods. Doesn't do that any more. Guess he realizes that we found out that he shoots a lot of bunk. He stands all by himself now. I always help the girls when they need help. I don't have to do this but I just want to show them that I am playing ball with them."

Group Chief 1 continued, saying:

"That guy is all for Group Chief 2 and nobody else. He has a nice friendly way about him but he doesn't hesitate to walk over you when it is to his advantage."

He mentioned how although he had started out to help Group Chief 2 by giving him units when he needed them, Group Chief 2 had not reciprocated when he was in need of units. Group Chief 1 said:

"I thought to myself, if you come over here again and ask me for units, I'll tell you where to head in. Sure enough, it wasn't long before he came over and went into his song and dance about taking some more units from me. I said, 'Listen here, Group Chief 2, when you want any more units from me, you give me a ticket for them' That was the end of that."

In assessing the present situation, as of the time Group Chief 3 came in, the strong solidarity of group seemed of significance to the counselor as it seemed that any new supervisor would have to take a look at the history of the group in order to understand the operators and to facilitate his own orientation. It is easy to understand, of course, why a knowledge of this history would be equally important to a counselor.

Group Chief 1 was then seen hiding pans of parts which were ready for assembly in the Conveyor BII so that Group Chief 2 could not have them. In other situations the counselors had observed that this practice was not uncommon among supervisors and operators although it was usually done not so much to keep the parts from another supervisor or operator as it was to provide a bank or a reserve which could be drawn upon in case of a breakdown in machinery or a shortage of employees due to absences. It also enabled the supervisor to maintain a stable relationship with his employees since if one or two were not feeling well it was not necessary to push any of the operators for output. The operators likewise regarded this "bank" as a security against emergencies. The operators, including the service boy, cooperated with Group Chief 1 in carrying out this practice.

Group Chief 1's operators became accustomed to his kidding and often exchanged jokes. His efforts to maintain their banks and his attempt to assist them at their operations gradually brought about a change in their attitudes toward him. His operators observed that they had seen a "good many supervisors demoted, but never Group Chief 1" and they concluded he must be a very good supervisor.

As the operators became aware that they were competing with Group 2, the competition between the two conveyors grew keener and some of the operators on certain jobs tried to excel in output over the girls on the same jobs on the other conveyor. This feeling of competition which was felt so strongly by Group Chief 1 and his operators drew them together in a closely integrated group and the loyalty to Group Chief 1 by his operators became more pronounced.

Group Chief 1 was transferred and Group Chief 3 took over Group Chief 1's group. The counselor was working in the group Group Chief 3 had been supervising as well as in the group under consideration. From all indications, his relations with supervisors to whom he had reported as well as those on the same level, had been very satisfactory. Operators who had been reporting to him expressed regret on his leaving and said that he had been one of the very best supervisors they had had. They said he was easy to talk to and that they were just getting acquainted with him when he was moved. They liked him because they felt he did not press them for output. The counselor was aware, however, that they were increasing their output continually and that they had remarked that Group Chief 3 always showed appreciation for any improvement.

During the first three months following the change in group chiefs, Group Chief 3 asked the counselor to work in his group in the following situations:

February 22

He talked over with the counselor approaches he might use in explaining a combination of jobs on Conveyor BI which would create a surplus of one operator. The change had been in effect for two weeks on Group Chief 2's conveyor and Group Chief 3 had observed the disturbing effect that it had had on Group Chief 2's operators.

Group Chief 3 said that he felt that the approach that was used in presenting the new job to the operators who would be changed was an important factor not to be overlooked. Later in his talks with them he explained carefully the new job and the various phases of it to the operators and the effect it would have on them. (Note: After the change was made, the counselor heard little comment regarding it from the operators.)

February 28

Group Chief 3 suggested that the counselor interview C5 who had taken C5A's place. He said that she was his second choice for the job of wiring. Most of her experience had been on assembling. Sc.4 was their first choice because of her ability to learn a new job quickly, but that due to a physical difficulty she was unable to do wiring. He wondered how C5 felt at being second choice. He thought she might like to talk about this with the counselor.

The counselor interviewed C5. She was disturbed because S2 was making more money than she and that she had not had a raise for a long period of time. (Note: C5's hourly rate was two cents outside the maximum of her labor grade.)

C5 was concerned over the fact that her learning period on wiring was extending over a longer period of time than she usually required on a new job. She added that all the girls on the conveyor were catty and that they made her learning period unpleasant. The counselor asked what C5 meant when she said that all the girls on the conveyor were catty.

C5 said that when a girl fell behind in output it meant an added load on the other operators. It also involved an irregularity in the flow of work and as a result the other operators had an increased load at times while during other intervals they had nothing to do - a situation to which most operators object as they prefer working at a constant rate of speed. C5 said that usually it took her not longer than a week to learn a new job although this one seemed to be taking longer than any others. She remembered that C5A had taken almost a month in learning this job and concluded that perhaps she should not get discouraged so easily. She added that she thought that the girls were friendly outside of work and she could not see any reason why they wouldn't be friendly at work after they all got acquainted. C5 said that she and Sc.4 were already getting acquainted and that Sc.4 was willing to help her. C5 further modified earlier statements in pointing out that the other girls were not saying as much as they had formerly and that they had hurt her more the first week than they had since. She believed that as her speed on the job increased they would all become friends. She added that Group Chief 3 told her not to worry.

March 13

On March 13, Group Chief 3 in talking with the man counselor, seemed quite upset because he was having difficulty with S2 and L1 and cited several instances illustrating this fact. He mentioned the difficulty he was having in introducing a change in the method of adjusting and asked that the woman counselor contact him.

March 14

Section Chief 1 stated to the counselor that Conveyors AI and II reacted differently to changes. Conveyor AII always accepted changes. Conveyor AI always resisted changes. He felt that the operators were responsible for this attitude, particularly S1, S2 and L1. He said that S2 never smiled and L1 seemed unhappy. He asked the counselor to talk to all the girls as he felt that the operators would get something out of just talking - that they would make a decision for themselves and get a different outlook.

The counselor had had previous contact with Section Chief 1 when he was in another department. At that time a similar condition had existed among the operators. That experience had given Section Chief 1 an understanding of the counselor's function.

March 15

Group Chief 3 in talking to the counselor said that he felt "low." He couldn't understand the resistance of S1 to the new method of adjusting which was being used on Conveyor AII by S1A who had been using it for some time and had found it to be very effective. Group Chief 3 said that the two conveyors had always been rivals, but that he felt when he had an easier method to offer that S1 should have accepted it. In talking further about this, Group Chief 3 tried to understand what had actually transpired in introducing a change in method and what interpretations may have been made of the change. Throughout this contact the counselor was interested in helping effect more active communication between him and his employees thus lessening the possibility of misinterpretation.

He mentioned that Group Chief 1, his predecessor, had not had the best interests of the Company at heart and that he had failed to cooperate with Group Chief 2. He stated that the first day he was the supervisor of Conveyor AI, the operators had informed him about the existing competitive relationship with Conveyor AII. Group Chief 3 said he told them immediately that he was a friend of Group Chief 2 and that he expected them all to cooperate with him. Group Chief 3 added that when Group Chief 1 had been the supervisor,, that the output on conveyor AI was higher than that on Conveyor AII. Now, in proportion to the number of hours used per unit, Conveyor AII was ahead of Conveyor AI although Conveyor AI produced more units.

The counselor was aware for the first time that Group Chief 3 may have been violating the group's concept of how a group chief should behave since Group Chief 1 had worked toward keeping them subordinate to Conveyor AII.

Group Chief 3 stated that L1 dissatisfied. He said that Group Chief 2 had told him that L1, S1, and S2 were considered trouble-makers, and that L1 had at one time been very efficient but in coming to this department she had gone sour and was not just an ordinary operator. Group Chief 3 continued saying that he had observed L1 taking liberties around the conveyor.

Group Chief 3 was concerned over the fact that he did not seem to have the confidence of this group as he had of others in the past, and he was anxious to do something about it as soon as possible. He suggested that the counselor begin interviewing immediately. He thought it might be best to start with Sc.4, as he and she got along very well. He believed that he had her confidence and that she thought well of him.

March 18

The counselor asked Sc. 4 if she would like to go out to the cafeteria and learn more about the counselor's job. However, the counselor made little reference to her job as Sc.4 seemed anxious to talk about other subjects. The two relating to her job are as follows: She liked soldering but there were times when the solder was poor and did not flow easily as had happened on the previous Friday when she had to work very hard.

Group Chief 3 made them all disgusted by constantly talking about "cooperation," but at the conclusion of the interview she added, "He's all right. He doesn't ever stand in back of us and watch us work like Group Chief 2 does. He goes away for a while and then comes back, and says after looking at our output, 'You've been doing all right.'"

The counselor noted that five extra pans of work had been done on Friday despite the bad solder. The counselor wondered what potential capacity existed in this line inasmuch as this picture showed a slack which might be of significance later in understanding the relationship between the girls and their work. She had on Monday morning, March 18, observed Sc.4 taking completed units out of a pan in front of her and placing them on the conveyor. She explained this at the time saying that it was Monday, she was tired, and so when she mentioned this and referred to Group Chief 3 giving three of the pans to Group Chief 2, the counselor was better able to realize the significance of giving away pans of units which the operators had planned to use.

Sc.4 brought the following things to the counselor's attention:

1. Group Chief 3 giving units to Group Chief 2 - a practice which had not been followed by Group Chief 1 whose loyalty to the group had been unquestioned. This made it necessary for the interviewer to go back into the early history of this group to better understand what the supervisors and employees were saying. What was the significance of the history of this group? Was Group Chief 3 appearing disloyal to his group? Was Group Chief 3 aware of this?
- 2.. The interview gave the counselor knowledge of Sc.4's relationship to and evaluation of Group Chief 3. Although critical, more so than Group Chief 3 realized, it was relatively easy to objectify her attitudes toward Group Chief 3 in a single interview. The counselor planned to observe how permanent a change had taken place.

3. The interview showed to the counselor something of the group's sentiments and attitudes toward Group Chief 3 and Group Chief 2 and gave an insight into their feelings about Group Chief 3 and what he was saying and doing.

March 19

The counselor interviewed S1. S1 is married and she and her husband live with his parents. S1 said that she and her mother-in-law had not been friendly until S1 discovered that it was because of their difference in nationalities. She had talked this over with her mother-in-law and had pointed out that there was no reason why they could not get along. She added that it made it very convenient for her in going home at night to find the dinner ready and the house clean.

S1's first statement about the work situation was that she had had a little quarrel with Group Chief 3 but that it was not patched up. The counselor felt that S1 did not understand counseling and therefore explained it to her in great detail, pointing out that the counselor was interested in anything about which S1 would like to talk, and that it was not necessary that she talk about her job.

S1 emphasized that she wanted to talk about her job as she had been having difficulty. Group Chief 3 had wanted her to learn a new method of adjusting. S1 complained that S2 was not asked to learn this. S1 could not understand how S2 could be getting away with what she was doing - not turning out as much work as the others and yet getting the highest rate of any girl on the conveyor. S1 emphasized her 18 years of service. She said that Group Chief 3 had been "riding" her. She regarded him as a slave driver and had mentioned this to Section Chief 1. She explained that she considered Group Chief 3 a slave driver since he had said if she learned the new method she could do twice as much work. Group Chief 3 had mentioned that they should remember that he had children to support and they should all try to turn out as much work as possible. (He had said this in a joking manner. S1 was physically unable to have children, S2 had had a miscarriage, and L1 across the conveyor, had had a divorce and did not have any children.) S1 had taken the group chief's statement seriously and said that just because she couldn't have a baby was no reason Group Chief 3 had to brag.

Some girls had attempted to explain to him that there should be pans of units in reserve but Group Chief 3 persisted in giving them to Group Chief 2. S1, however, commented to the counselor that it would be for the benefit of all of them as Group Chief 3 had explained that they would all be given credit for these units. The day before she had adjusted 1300 and that her usual output had been 1250. Group Chief 3 drew lines around the number 1300. She interpreted this to mean that he was pleased, although she had not talked to him about it.

In talking further about Group Chief 3, S1 mentioned that he never helped the operators as Group Chief 1 had done. She was sure Group Chief 3 would never be able to adjust all day and then added that the girls did not expect their supervisor to help them and that it really wasn't necessary.

The counselor was interested in S1's relating of incidents which had already been told by others. In this way the interviewer was getting a slant from as many angles as possible in order to better understand each individual and to carry on more intelligent interviews based on an awareness of the situation.

S1 seemed more disturbed than the others. Involved was her relationship to S2, her status in group, resistance to a new method, and her relationship to Group Chief 3.

The counselor noted a comparison between Group Chief 3 and Group Chief 1. During the course of the interview, S1 seemed to become more tolerant of Group Chief 3. The counselor observed that S1 did not seem to feel the same way toward "cooperation" between Group Chief 3 and Group Chief 2 as had S2, but instead had accepted Group Chief 3's statement that the operators on Conveyor A1 were given full credit for all units turned over to Conveyor A11. However, at first she had objected to his not helping the operators as Group Chief 1 had done.

S1's success in adjusting her relations with her mother-in-law was also significant as evidence of S1's ability to be objective.

Group Chief 3's comment about supporting his children seemed to have clashed with S1's feeling about not having children. Actually, Group Chief 3 had intended his remark to function as an integrating force as well as to urge them to turn out more work.

March 21

The counselor desired, in order to have a better knowledge of what was taking place, to contact more operators before talking about this group to Group Chief 3 but unexpectedly met him in the office and sat down to talk with him. Group Chief 3 seemed to be discouraged. He said that he wanted the counselor to continue interviewing but a change for the better in the group seemed to be far off. He said that he was becoming impatient and would like nothing better than to go around the conveyor and let the girls know just what he thought, although he realized that that might create more difficulties.

The counselor discussed the counseling program in more detail with Group Chief 3. Group Chief 3 asked if L1 did adjust to this present situation - what would happen if she were to get disturbed again? The counselor intimated that it was possible that L1's problem was personal and that more than one interview might be necessary. However, the counselor pointed out that one of the aims in interviewing was to help the individual think through her problem in such a way so that she could see how she was thinking and in the event that a similar situation arose, she could think through this herself and adjust accordingly. The counselor pointed out that in interviewing the counselor tries to remove any barriers that might be built up so that the girl will feel free to express her feelings. To supplement these remarks, the counselor gave Group Chief 3 the chapter on "The Interviewing Method" from the book Management and the Worker. Group Chief 3 said immediately, "There's probably something here that I could profit by if I were to read it." The counselor explained that since she was interviewing so many girls, she had thought that he might like to read something about the technique or method of interviewing.

Group Chief 3 said he certainly hoped that something could be done in his group. It was agreed that the counselor and Group Chief 3 meet some time during the coming week to further discuss the problem.

Although Group Chief 3 had been interested in counseling before, the counselor felt that her relationship with him and his understanding of the point of view had been strengthened considerably in this contact.

March 22

The counselor, in contacting operators in another section, was somewhat surprised to hear one operator, X, say, "I know why you haven't been around this week. You have been interviewing some friends of mine. I eat lunch with S1, I and L1. They told me you were talking to all of them and I am so glad you are. I would like to help you so you could help them. Then I would hear something at lunch time besides Group Chief 3 and all that he is doing to make them angry. L1 doesn't have anything against Group Chief 3 though. L1 is hoping that you will take her (L1) next."

X continued, saying that the girls complained that Group Chief 3 tried to get them all to do more work. She said that Group Chief 3 had asked S1 to learn a new method of adjusting. She did not know whether or not very much could be done at this time in promoting a better relationship between Group Chief 3 and the operators, as she thought it might be too late. The girls had stated to her that Group Chief 3 was trying to do better but they had indicated that they were not going to accept anything he was attempting to do. The girls had also said that they "have too much service for a young whippersnapper group chief to get by with what he's trying to do." X also told the counselor that she had informed the girls that she had been out to talk with counselor several times.

The counselor was interested in X's remarks because of her relationship with X. The counselor had had four interviews with X and all but the first were on X's own initiative. In the second interview she had discussed her family situation and in the last two interviews, which had been on consecutive days, she had discussed her relationship with the operators on the conveyor. X had previously told the counselor that she and the other operators in her own group were getting along much better. The counselor felt that X was sincere in her desire to help in this present situation. The contacts with X indicated to the counselor the effect of interviewing in the group.

This contact confirmed the impression that S1 received help from the interview on March 19.

The counselor was interested in the comment about Group Chief 3's age. Group Chief 1 has the same service and is almost the same age as Group Chief 3. Therefore this seemed to be only another manifestation of the problem.

March 22

The counselor passed Section Chief 1 in the aisle. She had not seen him since her contact March 14 and indicated to him that she had started interviewing his operators. "Glad to hear it. Keep the good work up," was Section Chief 1's response.

N5 told the counselor that Group Chief 3 had stopped at her machine and had been kidding her. He had said that when he was young and a nice day like this came along, he had played hooky from work; but, he had added, that couldn't be done any more.

This seemed an indication to the counselor that Group Chief 3 was trying to build up his employee relationships.

The counselor took S3C off the job because she had never been interviewed and because she was on Conveyor AII from which the counselor had not taken many operators. The counselor also was interested in taking girls from other conveyors in order not to focus too much attention on Conveyor AI.

March 26

The counselor selected L1 at this time due to X's suggestion. Had it not been for X, the counselor might have interviewed S2 before interviewing L1. The counselor had not had many contacts with L1 and had planned to build up the counselor-employee relationship better before talking with her. However, since X indicated that perhaps this relationship was stronger than the counselor realized and that L1 was desirous of having an opportunity to talk, arrangements were made to interview her next.

The counselor started to explain personnel counseling, but was interrupted by L1 who said, "I have an awful lot on my mind and I want to get it off." She complained about S2, "She never seems to work as hard as the rest of us and she's never bawled out, has less service and yet makes four cents per hour more than any other girl." L1 said "S2 never cooperates" and cited an example showing how S2 irritated her. She said "I want a transfer, I don't care where, just so it is a transfer."

She resented Group Chief 3's emphasis on his position as supervisor and her position as operator. She pointed out that he had done this at least three times when he had come over to talk to her about leaving her position on the conveyor because of the bowling sheet which she had passed to another operator during working hours. L1 repeated this incident several times and each time she seemed to increase the number of times that Group Chief 3 had mentioned his being a supervisor. She did not feel that Group Chief 3's being a supervisor made him superior to the operators; that being a "gang boss" was just one step above the bench, and that he should recognize her 21 years of service. She said, "If it were possible for me to get a job any place else, I would quit The Western Electric." She added that she was not interested in Group Chief 3's children. She had not spoken to him since he had told her not to leave her job to give a bowling sheet to another girl and she remarked that she did not intend to ever speak to him again, not "even if he's my supervisor until I get my pension."

Ll related to the counselor that she had asked Section Chief 1 to come over and talk to her, and at that time asked him for a transfer. She told him how Group Chief 3 had stressed his being a supervisor. Ll smiled and said that Section Chief 1 had told her, "You are making something out of nothing." She did not get much satisfaction except that she had a chance to get it out of her mind although she added, "I still want a transfer."

She mentioned that she was a utility operator and could do almost every job except adjusting, and as a result she felt that she should have more money - at least as much as \$2. She said that she had discussed her chances for an increase in her hourly rate with all of her supervisors and that she understood there was little that could be done. She referred to numerous incidents in which she had had difficulty with Group Chief 3. She said the girls did not like the way Group Chief 3 talked, that he used too big words. She elaborated some more on her feelings in this area and then paused. When she spoke again she exclaimed, "You know, this reminds me of our gang where I worked before."

She then cited an example that had occurred when she worked in another department for another supervisor. A similar situation had arisen, although Ll was not directly involved. She discussed with her supervisor the reason for his having difficulty with the girls. Within a few months things had changed and before she left that group it had become one of the most cooperative, happy groups in which she had worked.

Prior to the time that Ll related the above, the counselor had said very little. This incident seemed to indicate a desire to take some constructive action toward working out a solution to the present problem. At this point the counselor wondered if the girls in the other department had noticed the change in the supervisor's attitude.

Ll said that the girls in the other department noticed the change immediately and said that they couldn't understand it and they weren't going to pay any attention to it because he would probably go back to his old ways soon; but when he continued with his new attitude, the girls finally came to accept him. The counselor asked, "Did the girls finally accept this change?" She replied that of course the girls "had to meet him half way or it wouldn't have helped them." She said, however, that she did not think she could talk with Group Chief 3 because she did not think he could take it. The counselor reflected, "You don't feel that he would be as understanding as the other supervisor?"

Ll replied, "Oh, I'll probably snap out of this and when I do, I'm sure everything will go along very nicely. You know, Group Chief 3 has been trying to be nice. He came over and tried to talk to me." She said he had also done some other things which had shown that he was trying to get along with them.

She talked about bowling and mentioned that she was president of one league and indicated that this meant a great deal to her.

Toward the latter part of the interview Ll said, I think if Group Chief 3 changes his attitude, we'll all get along. Of course, in order for him to do that, we'll have to talk to help him along. He really has only one fault and that is that he's always talking about his being a supervisor and we're only operators.

"You could help us out, 19. You might talk to him like I talked to the supervisor in the other department. I know you wouldn't tell him right out and out to 'be human', but you might get him to thinking about a few things that he might do. I think I myself have given him a lot to think about. If he does start to change, we'll meet him half way. This is a 50-50 proposition. If Section Chief 1 has forgotten about my asking for a transfer, I won't bring it up again. I really like the girls and I've worked here for so long that I would just as soon stay where I am. I always have turned out as much work for Group Chief 3 as I would for anybody, even when I haven't been speaking to him. After my talk with Section Chief 1 I felt much better. You have made me feel still better. I am so glad that we could come out here and talk."

L1's attitudes toward S2 were quite similar to those of the other operators particularly to the attitudes of S1 who also has 21 years' service. As a long service operator, she felt that S2's rate did not properly express service, skill and efficiency differentials. She also felt that S2 did not cooperate with the group.

The counselor noted that L1's antagonism toward Group Chief 3 seemed to be based upon his failure to recognize her service, her position as utility operator, and Hawthorne Club activities. Also, she felt he subordinated her in the manner she felt was inappropriate for a first line supervisor.

At the beginning of the interview, L1 talked in a defiant manner; she wanted a raise; she wanted a transfer; she never expected to speak to Group Chief 3 again; she felt that he would never alter his feeling that he was a supervisor and she was just an operator; and added that in all her 21 years of service at the Western Electric she had never had so much trouble with a supervisor. The intensity of her objections was far greater than appeared in the attitudes of the other girls.

As she in retrospect discussed a similar situation, she looked at what had happened to correct it and remembered that not only the supervisor but the operators had changed their attitudes. She discussed what had taken place and felt that the same thing could happen in this situation. She had played an important role in the former situation although she was not involved in it the same way that she was in the present difficulty. As she began to look closer at it, she also looked at the individuals and in doing so came to the conclusion that Group Chief 3 had only one fault, and that he had been trying to get along with the girls and that it was up to the operators to go fifty-fifty.

The counselor felt that a very definite modification had taken place as a direct result of the interview in L1's attitudes and that this change would be apparent to Group Chief 3 in the near future, probably in the form of more active, constructive communication.

March 26

As L1 went back to the conveyor, the counselor met Section Chief 1 who again talked about Conveyor A1, Group Chief 3, and the girls. He thought that perhaps the girls resented Group Chief 3 because they had more

service than he. He said that Ll had asked for a transfer and had told him that Group Chief 3 had stressed the fact that he was a supervisor and she was an operator. Section Chief 1 considered this latter statement as a misinterpretation on Ll's part and granted that Group Chief 3 had probably said it but had put it that way to keep the personal implications out of the remark. He was trying to say, "It is not I myself who is complaining. It is I as a supervisor who has to mention this." Section Chief 1 added that he had tried to tell Ll that she was making something out of practically nothing.

Section Chief 1 indicated that there would soon be a surplus of operators and it was his plan to make Ll an adjuster. There could be no increase in her rate, however, for an indefinite period.

Section Chief 1 said that he was happy that the counselor was interviewing the operators as he believed that talking helped an individual to clarify his thoughts and enabled him to come out with a decision and a new slant on his situation.

March 27

In the afternoon the counselor contacted X who greeted her, "What's now, 19? Maybe I should answer that. I hear you talked with Ll. She told us all she felt a lot better after talking with you. This noon we didn't talk about Group Chief 3 at all. I guess the only one left on the pan is S2. I never could understand how Group Chief 3 could have changed. I told the girls that he was all right when he was our supervisor."

The counselor noted with interest X's statement that the group as a whole had ceased criticizing Group Chief 3 during noon hour.

March 28

The counselor was called over to the conveyor by S1 who told her that she had something she wanted to show her. She took a small notebook from her pocket and drew out a small torn piece of notepaper on which was written 1325. (Circles had been drawn around these figures as had happened on a similar occasion.) "I went up 25 yesterday. Group Chief 3 put those lines on the paper when I turned in my output. This time I asked what he meant by that. He said I was doing an efficient job and he appreciated the increase in output. He made me feel pretty good."

This indicated more interaction taking place between S1 and Group Chief 3. S1 seemed more receptive and Group Chief 3 more demonstrative in complimenting S1.

March 28

The counselor had not made an appointment to talk to Group Chief 3 and at this time felt that before interviewing any more operators it would be advisable in light of the agreement of the past week, when it was decided that Group Chief 3 and the counselor would talk over the situation, to contact him.

March 28

When the counselor met Group Chief 3, he came over to her and said, "I'm fairly bursting with good news. Ll talked to me this morning. We talked before and after lunch and we have things pretty well straightened out. I feel that everything is going to be all right now. Ll told me that I stress my being a supervisor too much. I didn't realize I was doing as much of this as she feels I have. She said that I do not understand them, that Group Chief 1 always did; that I didn't always need to cooperate with Group Chief 2, that I should think of my own group. She didn't once mention S2 to me."

The counselor asked Group Chief 3 what Ll had meant when she said that he didn't understand the girls. "I stress output too much and I never smile, according to her", was Group Chief 3's answer. "Of course, there are ways of stressing output without making it so apparent," was Group Chief 3's further comment. He wondered aloud to the counselor, "Do you know whether the operators realize when I give Group Chief 2 units that he also gives me units?" Group Chief 3 added that it seemed to him that Group Chief 1 and the operators were one and that his coming into the group, the first change in supervision in almost three years, had meant an adjustment for him and for the operators. He talked about the loyalty of Group 1 to Group Chief 1 and of Group 2 to Group Chief 2 and felt that he was on the outside of both groups. Group Chief 3 reflected, "I guess they are only seeing the bread pans and not the trays that I get. Maybe now they will see the trays."

The counselor did not have an opportunity to carry this contact any further at this time. The counselor was as amazed as Group Chief 3 that Ll had talked as she had and wondered how this conversation had started but as Group Chief 3 did not mention it, the counselor did not inquire. All that the counselor had hoped to achieve from the interview with Ll was that Ll would notice changes in Group Chief 3's attitude, should there be any, and interpret them as Group Chief 3 intended them to be. At this time the counselor did not seem to have an opportunity to ask what Group Chief 3 meant when he said that he had read so much psychology that he had become upset.

Ll apparently brought out all of her criticisms of Group Chief 3 as directly and frankly to him as she had in the interview but in a constructive way. At the same time Group Chief 3 had been making a conscious attempt to understand the problem and listened to what she had to say. He was not defensive but was beginning to look at himself as an integral part of the situation - not removed from it.

The counselor observed that Group Chief 3 did not, in his talking at this time, link this up with the counselor's activity but was primarily interested in the fact that Ll talked to him - not at what brought it about.

March 28

The counselor contacted Ll on the job and asked how she was. "Swell", was Ll's comment. "I had a talk with Group Chief 3. It came about when he was over talking to Department Chief 1 and C5 needed some help. She

asked me to come over and help her, so I did. Just as I started to work, Group Chief 3 came over. I didn't want to get in bad with him any more, so I told him what I had done."

Throughout this contact, the counselor just listened. L1 talked spontaneously. She felt as if she had had a definite part in Group Chief 3's change and did not particularly link it up with anything which the counselor had done. L1 appeared to have gained a feeling of recognition and superiority in the knowledge that she had been of some help in this situation.

"He said that was the right thing to do and he was glad that I had used my initiative. Somehow when he said that I asked him why he was always so serious and why didn't he try to understand us. I told him he should smile a little and not walk around with such a serious look on his puss. When I said that to him, I looked out of the corner of my eye to see how he was taking it. He was taking it, so I went on. I said he had the best vocabulary of any of us but we didn't understand him. I said everything to him nice and pleasant like. I could see that he was really interested. I wasn't the least bit sarcastic. Then I talked to him about understanding us and entering into our fun and how if he did we would all be happier at our work."

The counselor recalled that Group Chief 1 had "entered into" their fun.

"After lunch he was back again and I said, 'My goodness, are you back for more?' You know, I just feel sorry for Group Chief 3. He's been having such a hard time. He told me that he would appreciate any help I could give him and I told him I would help all I could. I also told him that the girls would cooperate too. I told him about the other supervisor - the one I mentioned to you and he was quite interested. I also told him not to get discouraged, that the girls might not accept any change in him right away, that it might take two months, but just to keep right on and everything would be all right. He came around late in the afternoon and told me again that he would appreciate anything I could do to help him. I told him I was going to cooperate 100% with him. I really feel sorry for him. He's trying so hard."

The counselor was interested in the sympathetic attitude of L1 which represented further modification over that which took place on March 26. It was also significant that L1 assumed responsibility for the cooperation of the entire group.

The counselor met X. She said that the girls had remarked at noon "Group Chief 3 is coming along much better. L1 had quite a talk with him yesterday. She told him just what she thought, but she also told him that she wanted to help him as much as possible. Even S1 says that Group Chief 3 is much better. She says that he's really trying and that they know he must have a pretty hard job. L1 told X that Group Chief 3 came over late yesterday afternoon and she advised him that she was going to cooperate 100%."

The counselor continued to work with the girls in both groups. It seemed that gradually the girls of both conveyors began to "do" things together. On April 1, Sc's birthday, Conveyor AII sent a note over to S3 saying, "Happy Birthday from Conveyor AII." While the counselor was talking to S3 she asked the counselor when she was going to have a chance to "go off the job" with her.

The counselor asked Group Chief 3 if he could arrange to have S3 leave and a few minutes later S3 and the counselor went out for an interview.

In every instance, before taking an operator from the job, the counselor makes arrangements preferably a day in advance with the group chief. At this time when S3 suggested leaving the conveyor, the counselor, before contacting Group Chief 3, took a hurried inventory of the work situation. She noted that S1 and S3 were the only operators adjusting. S2 was salvaging units and L1 was assembling. The counselor also observed that there were two trays of units which had been assembled. If S3 were to leave the conveyor, S2 could take her place at adjusting as it was very necessary that S3's place be filled. If there were not enough units assembled, L1 would not salvage units immediately but would probably continue assembling. The counselor knew that if the salvaging of units did not take place on one day, it would always carry over to the next. After thinking about this for a moment, the counselor felt that it was quite likely that Group Chief 3 would allow S3 to leave the conveyor on short notice.

S3 had a personal situation which she wished to talk over with the counselor.

April 2

Group Chief 3 met the counselor and he asked if she had noticed any changes in the attitudes around the conveyor. The counselor remarked that she was not in as good a position as Group Chief 3 to observe changes but she did think that the operators seemed to be happy. Group Chief 3 said, "Yes, I've noticed that too, but haven't you noticed the group chief? Doesn't he look happy? You should have observed that."

April 3

The counselor interviewed S2.

The counselor felt, after having interviewed S2, that the difficulty which seemed to be existing at this time between S2 and the operators and supervisor would probably have existed in most any situation in which S2 had been placed. Her problem seemed to be largely personal. During the interview she did not mention personal friends and whenever she mentioned any girls at all, it was to criticize. She seemed to resent having to cooperate with others and did not like to help anyone. The counselor feels that a series of interviews would help in S2's personal situation. In the meantime, the counselor will continue to contact S2 whenever she is sitting next to the aisle as this is more isolated than other positions on the conveyor.

S2 did not seem particularly critical of Group Chief 3 except with reference to his interest in output which apparently clashed with some of her attitudes toward work. However, her criticism of Group Chief 3 was not directed toward him personally as was true of the other operators.

Looking at this interview, the antagonism of the group toward S2 is not surprising inasmuch as she has not tried to be friendly.

April 3

The counselor, in contacting the operators who also work on the same conveyor where X works, finally came to X's position. X inquired, "When are you going to talk to S2? You have already talked to her? You talked to her this morning? What do you know about that? Not a word about it was mentioned at lunch; in fact, we haven't mentioned a word about Group Chief 3, S2, or anything about that job for three or four days now. You know, I think that if you had interviewed S2 at the time the girls did not like Group Chief 3, it would probably have caused a riot. Now everything is all right and they just seem to take it for granted. I told them, just in case they saw you and me talking, that I had a personal problem that I was talking over with you. I can certainly see that personnel counseling is confidential. Those girls haven't the slightest idea that I have told you a thing, because I have never mentioned it to them and I know that you haven't mentioned it or I would have heard about it the first thing. Of course, I knew that you would never mention it to anyone or I would never have talked it over with you. Our lunch hours are a lot more pleasant now. At least I can say that from the last three days. We have to discuss something, of course. Today it was politics."

"My husband now has a job. We're awfully happy about that."

April 4

Group Chief 3 stopped the counselor and said, "Don't forget about my group. Are you planning to continue interviewing? I don't know yet how permanent S2's present good feeling will be, but I feel sure that the other girls have made a fairly permanent adjustment. I wonder if it would be possible for me to make a date with you in order to discuss the future of this group." By "S2's good feeling" Group Chief 3 referred to an impression he had that she was smiling more than usual.

The counselor was very much interested in discussing the future of this group with Group Chief 3. Since the counselor has been attempting to build up better personnel counselor-employee relationships, it will be possible in the future to discuss the group in a more intelligently critical manner than before. It is also to the advantage of the counselor and the group if the counselor is aware as to how the supervisors are thinking. In that way the counselor can help all involved to look at the situation more objectively than would have been possible otherwise.

April 5

Section Chief 1 stopped the counselor and said: "Group Chief 3's group is coming along okay. I have another group now that I would like to have you concentrate on as we are having difficulty there among the operators." (Section Chief 1 discussed the situation in the group to which he was referring in detail.) As the counselor had spent considerable time with this group when she had first started working in the

department, she was aware of its history. She and Section Chief 1 compared this with the present situation. As this group had no connection with the situation existing in Group Chief 3's group, no further mention will be made of it in this record.

In effect, Section Chief 1 seemed to be saying that the counselor had helped him, evidenced by his request for further help.

Section Chief 1 said that Group Chief 3's and Group Chief 2's groups had considerably improved their earnings over the preceding month.

April 8

The counselor contacted operators around Group Chief 3's conveyor and noted that there was apparently no talking about the work situation. L1 was discussing bowling; S2 was talking about a dance which she had attended the previous Saturday night; S1 was worrying about her mother-in-law and the effect of an automobile accident on her; and I1 was explaining how very particular her sister is about the neatness and cleanliness of her home and how they have had some family difficulties over this matter.

Group Chief 3 asked the counselor if they could meet in the cafeteria on the following morning to talk about his group, in relation to future contacts by the counselor and the future of the operators.

April 9

The counselor met Group Chief 3 as previously arranged. Group Chief 3 said that he had wanted an opportunity to express to the counselor his feelings toward counseling. He said, "All of the people from your organization with whom I have come in contact have impressed me by their sincerity and the concentration which they show in their work. I have been wondering how your supervisors evaluate what you do. Do you tell them everything that you do? Does your supervisor know all of this?"

The counselor explained to Group Chief 3 that the supervisors in the counseling organization interview the counselors as the counselors interview the employees. Whenever a counselor has a problem or a situation that he would like to discuss, he can talk this over with his supervisor. The counselor pointed out that the supervisor is not interested in the names of the individuals in a given situation nor is he interested in the identification of their job, except as it relates to the problem. The counselor mentioned that in this particular situation her supervisor had been contacted and the counselor had discussed with him the interviewing of all operators on a conveyor before interviewing many others.

Group Chief 3 also asked the counselor, "What satisfaction do you get from all of this? I know you must get a satisfaction out of it because of your interest in your job." The counselor mentioned to Group Chief 3 some instances where there had been no outward indication that a counselor had been functioning in a given situation, but where the counselor

had felt that something which had happened had been at least to some small extent a result of a counselor's being there.

Group Chief 3 continued saying, "Counseling is something that is here all the time. Any supervisor can avail himself of this opportunity given us by Management. I wonder if all supervisors realize what counseling can do to help them. You have done something that I could not have done without your help."

The counselor tried to explain to Group Chief 3 that the counselors do not in any way attempt to take the place of a supervisor and that anything the counselor did in this situation more than likely simply facilitated the adjustment in a shorter time than might have been required if the counselor had not been there.

Group Chief 3 was interested in whether the counselor was going to continue interviewing in his group. The counselor mentioned that after each operator had been interviewed once, no more interviews would be taken for a while unless the counselor or the supervisors felt that it was necessary or unless an operator requested it. The counselor said, however, that she would, of course, continue to contact the operators.

Group Chief 3 indicated that as soon as all of the units were salvaged, he would have an extra operator. Although the selection of the girl to be eliminated will be made later, Group Chief 3 was anxious that the counselor be aware of the proposed move and in the near future the counselor and supervisor might discuss this move together.