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A survey of personal counseling in industry

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2
A SURVEY OF PERSONAL COUNSELING IN INDUSTRY

A Thesis

Presented to

the Faculty of the Department of Business Administration
College of the Pacific

In Partial Fulfillment

of the Requirements for the Degree
Master of Arts

by

Russell Monroe Manchester

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TABLE OF CONTENTS

CHAPTER	PAGE
I. THE PROBLEM AND DEFINITIONS OF TERMS USED	1
The Problem	1
Statement of the problem	1
Importance of the study	1
Definitions of Terms Used	2
Counseling	2
Personal Counseling in Industry	3
II. SYSTEMATIC APPROACHES TO COUNSELING	6
Trait-and-Factor-Centered Approach	6
Communications Approach	8
Self-Theory Approach	9
Psychoanalytic Approach	11
Neobehavioral Approach	13
III. INTENSIVE STUDY OF SPECIFIC PROGRAMS	16
Western Electric Company	17
Caterpillar Tractor Company	28
R. H. Macy Department Store	34
Oak Ridge	40
Other Programs	42
IV. ORGANIZATION OF THE COUNSELING PROGRAM	46
Reasons for the Program	47
Increased profits	47
Locate maladjusted workers	48

CHAPTER

PAGE

Problems Involved	53
In-plant problems	55
Out-plant problems	56
Introducing the Program	63
Directive counseling	66
Non-directive counseling	67
The Administration	70
Counselor induction	74
Evaluation	75
V. COUNSELOR FUNCTIONS AND QUALIFICATIONS	78
Counselor Functions	78
As to the worker	79
As to supervisors	83
Reports and records	88
Counselor Qualifications	89
Personal	89
Educational	92
VI. SUMMARY AND CONCLUSIONS	94
Summary	94
Conclusions	101
BIBLIOGRAPHY	106

CHAPTER I

THE PROBLEM AND DEFINITIONS OF TERMS USED

During recent years the importance of the labor factor in industry's productive output has become a prime concern of management. The intangible matter of worker morale reveals itself in painfully tangible material output. The inauguration of counseling programs in industry represents one method employed by management in an attempt to utilize the volatile labor factor in increasing output and therefore, profits. Perhaps it is ironic that the worker is finally being recognized as an individual at his workplace where he spends the majority of his waking hours during his productive life.

I. THE PROBLEM

Statement of the problem. It is the purpose of this study (1) to analyze the methods employed in personal counseling in industry in respect to operating programs; (2) to show the degree of success attained in this industrial counseling; and (3) to determine the possible future potential of personal counseling in industry.

Importance of the study. Industry's use of personal counseling has received comparatively slight publicity, and in many cases only in relation to the warped values of the Second World War. This study will evaluate personal counseling in industry in respect to certain representative firms and also

general industrial trends. The tendencies in the direction of more universal use of this industrial counseling (above a company size minimum) must be determined. Conclusions concerning the foregoing are important to the employee (the extent of future employee services) and the employer (the complexity and success of future personnel relations). With the industrial trend toward increasing volume production and slimmer profit margins, the organization having a successful employee counseling program could possibly command a definite competitive advantage. Obviously this advantage would materially diminish or disappear as other concerns were forced to inaugurate their own counseling services. In the evaluation of the management device of counseling, the social advantages to workers must not be overlooked, even though they accrue only as incidental to the progress toward corporate objectives.

II. DEFINITIONS OF TERMS USED

Counseling. "Counseling is the rendering of a specialized service in connection with occupational planning, placement, or adjustment which is aimed at prevention, solution, or betterment of a problem for an individual or a group."¹ Counseling may take the form of conversation between the counselor and the client, questions and answers exchanged by these two parties, reconstruction of the past history of the client, or the dis-

¹E. M. Bowler, Counseling Employees (New York: Prentice-Hall, Inc., 1948) Chapter I, page 1.

cussion of current difficulties. Therefore the relationship must be face-to-face, the counselor must be a trained person, and the client is aware of his own personality reorganization.

The foregoing explanation holds true in either of the three forms that counseling may take. The types of counseling are: vocational, educational, and personal counseling. They may be considered as aspects of the same concept because of the extensive overlapping of functions and goals. Vocational counseling is the attempt to help direct the young person's energies into a worthwhile field of occupation; one that he will enjoy. Educational counseling is prevalent during the young person's school years and involves periodic appraisals of abilities and the directing of energies toward the most valuable educational attributes. Personal counseling has to do with adjustment to immediate problems and the furtherance of high morale feelings. Therefore it is a general type of counseling involving causes and effects as to client attitude and security.

Personal counseling in industry. This particular outgrowth of personal counseling merely involves bringing the services of professional counseling to the worker on the job; thus introducing a controlling aspect for management in contrast to random coverage by outside agencies. By the use of this counseling in industrial establishments worker morale is raised, output of product is increased, and profits are higher; and possibly in some cases wages could even be raised. This latter aspect could advance employee morale, easing the burden on the

counseling program and possibly be the heralding incident as to a long range circle of reaction. This theoretical process is open to the variances of the success of the personal counseling and all other related contacts between labor and management, and economic activity in general.

"Counseling in industry is an arm of management; through serving employees the interests for which the organization exists are served; the primary justification for such services lies in the ultimate benefit to the employer."² There would be no justification that management could give to stockholders for expenditures (for personal counseling or otherwise) that did not produce profit to the organization.

Another fact incident to an adequate definition of personal counseling in industry, is that there are definite limits within which such counselors must operate. Only the maladjustments that are apparent in respect to the effects on employee output are of concern to the counselors. Other general employee problems cannot be involved because excessive costs would spell the end of the whole program. However exploratory counseling is often used initially in the actual determination of those workers that will need further counseling.

The whole-hearted support of plant officials is necessary for the success of the counseling program. Counselors have no actual authority themselves and must rely upon those who do

²C. L. McGowan, "Counseling in Industry," National Conference of Social Work (New York: Columbia University Press, 1944)

possess authority. They are actually consultants to management on subjects affecting individual adjustment. Problems included in counseling are: housing, recreation, child care, maternity cases, financial difficulties, personal and family health and emotional disturbances. Thus there is actually no limit to the scope of problems that may be confronted. Techniques used in industrial personal counseling are no different from those used under different circumstances. The counselor's position must be considered as that of a friend to the employee and a human relations consultant to management.

Every group of employed persons represent different physical characteristics, skills, aptitudes, emotional patterns, intellects and experience. Also there are dissimilar religious, geographical, educational, marital, nationalistic, chronological, occupational and social backgrounds. The majority of workers will adjust to the industrial environment, but those that do not, reflect the maladjustment in decreased output. The shortcomings of this unadjusted portion of the labor force reveals itself specifically in chronic absenteeism, lessened physical output, sabotage of supervision, over-reliance upon supervision, withholding of constructive ideas, avoidance of more difficult endeavors, setting poor examples for co-workers, and creating bad influence on co-workers. Other results include increased turnover, increased rejects, and reduced worker efficiency.³

³J. C. Felton, "The Integration of the Worker," National Conference of Social Work (New York: Columbia University Press, 1950) Volume II.

CHAPTER II

SYSTEMATIC APPROACHES TO COUNSELING

As in the case of any specific endeavor, a counseling program must have an organized concept at its base. In the counseling interview and during subsequent evaluations, a certain degree of uniformity of method must be evident to insure success. There are at least five major systematic approaches to counseling. Cantor terms them "the Trait and Factor Centered Approach, the Communications Approach, the Self-Theory Approach, the Psychoanalytic Approach, and the Neobehavioral Approach."¹ These approaches are differentiated by their developmental background, underlying assumptions and current emphasis. They represent the basis of procedure in vocational, educational, and personal counseling.

I. TRAIT AND FACTOR CENTERED APPROACH

This approach assumes that human behavior can be measured in terms of defined traits or factors. It was used extensively after World War I in the expansion of the vocational guidance movement. Also during World War II, this method was used in solving problems of selection and classification. Its emphasis was upon differential diagnosis of individual clients. There was extreme concern about the measurable attributes of

¹ H. B. Pepinsky and P. N. Pepinsky, Counseling Theory and Practice (New York: The Ronald Press Company, 1954) page 16.

clients, including aptitudes, abilities, interest, attitudes, and personality. These factors were used as predictors of educational and vocational success.

The Trait-and-Factor-Centered Approach, in time, evolved from the concept of differential diagnosis to include a variety of client adjustment problems beyond the educational and vocational. Client problems were found to consist of educational, vocational, financial, health, family, social, personal, and emotional. To evaluate behavior under this increased scope, emphasis was focused upon objective analysis of the measurable attributes, prediction of educational and vocational alternatives, counseling with emphasis upon informing the client of suitable courses of action, and follow-up by the counselor of the client's performance. It was also determined that diagnostic concepts could be considered in relation to adjustment, skills, and maturity problems.

The final development in the Trait-and-Factor-Centered Approach to counseling occurred in the years following World War II. These recent developments have been concerned mainly with factor studies. Attempts were made to isolate human traits through correlated analysis. When factors were found to be relatively dependent upon each other, they were inferred to be operative. Tests were also added to the counseling process. This general approach to counseling has the advantage of providing communicability and comparability, and of giving

indications of what clients are like. The disadvantage lies in its failure in accounting for the "why" and "how" of client behavior.

II. COMMUNICATIONS APPROACH

This approach has developed mainly from the interest in recorded interviews. It is concerned with the effects of counselor remarks upon client behavior; and is thereby attempting to discover the best means of effective communication. The preoccupation has been in the determination of interview techniques as the method of achieving optimum success in counseling. The ultimate goals of this counseling would be happiness, social adjustment, natural behavior, and effective adjustment skill. Interviews have been analyzed in several ways to determine the changes in verbal behavior. Analysis has centered on single remarks of the client and the counselor, whole interviews, fractions of interviews, topics of conversation, and kinds of counseling techniques.

This approach to counseling is somewhat unusual in that it is merely a study of counseling process, rather than outcome evaluations as separate from the counseling interview itself. The men using this method have not been interested in building a general behavior theory, in contrast to the Trait-and-Factor-Centered Approach. The concern has been concentrated on more precise descriptions of counseling interviews as a means of predicting probable outcomes of counselor behavior

within interviews. Also the assumption is that predictions can be made as to future reactions in comparable situations. This approach has the advantage of making interview processes explicit and historical, because of the tangible nature of recording. However a disadvantage is that there is no relationship between the interviewer and external matters. Very slight attention has been focused upon the behavior of the client prior to counseling, or on general outside behavior.

III. SELF-THEORY APPROACH

The Self-Theory Approach has attained great popularity during the last ten years. One of the main proponents of this method is Carl Rogers, whose book Counseling and Psychotherapy raised much controversy.² The Self-Theory Approach actually grew from the study of non-directive counseling presented in his book. The point of view was radically different from the deeply entrenched Trait-and-Factor-Centered Approach. The basis of this new idea was that the person coming for help (not treatment) was given the actual responsibility for solving his own problems. Roger's book used terms such as "warmth," "understanding," and "acceptance" in describing the counselor-counselee relationship.

Rogers took the position that the job of the counselor consisted of the observance of the way the client seemed to be

²Carl R. Rogers, Counseling and Psychotherapy (Boston: Houghton-Mifflin Company, 1942)

perceiving and to tell the client that the counselor understood and accepted the client's feelings and ideas. This interpretation was an extreme departure from accepted doctrine concerning the counselor's procedure. The contention had been maintained up to this time that the counselor's position was mechanical and oriented strictly by established techniques. The base concept of the Self-Theory then is that the individual maintains within himself the capacity to solve his own problems, if he is free to reorganize his ideas, including ideas about himself. Growth is considered to be the driving force in the individual. As he becomes aware of himself, this becomes his concept of himself. As the process of development continues, certain perceptions might be held back because of conflict with the originally organized self-concept. If denied concepts are an actual threat to the self-concept, they may become biased and distorted and therefore not acceptable. Counseling, therefore, would consist of allowing the client to talk without any threat of punishment or evaluation. When denied ideas are finally brought into the open, over a period of time, the client comes to new realization of values in relation to himself. The distorted attitudes are thus alleviated. An adjustment to environment is the supposed final result.

At the present time, interviews are used as the primary source of data on counseling in general and client behavior in particular. The central theme is the construction of a theory of how the internal make-up of humans is organized and how it

comes to change. An attempt is being made to reconcile the internal and external events. Measures to reach these ends include personality tests, attitude tests, perception tests, etc. Because of the amount of research and the progress toward theory construction, the self-theory proponents have established a claim to leadership in the counseling area.

IV. PSYCHOANALYTIC APPROACH

This approach has been in existence more than fifty years and has been the subject of much controversy during that time. The founder of this approach was the psychiatrist, Sigmund Freud. Psychoanalysis involved several underlying assumptions. The basic one was that the most important problem of psychoanalysis is the study of the emotional life in the human being. Sexual impulses were interpreted as a need for gratification of all body pleasures. A third concept was that early emotional experiences caused present behavior patterns. The idea of an unconscious mind evolved. This portion of the mind was considered to be a reservoir of hidden motivating forces. Certain impulses were held in this area and never allowed to reach the conscious; while others, that did reach the conscious state, were rejected again.

It soon became apparent that clients resisted the uncovering of early emotional experiences. Problems also appeared in the transference of the experiences to the analyst. This transference came to be an intense reliving of early

experiences by the client, with the analyst taking the place of the parent or whoever had been the object of ungratified wishes. With the release of the pent-up feelings of love and hatred, the client was supposedly freer to adjust to his place in life. The job of the analyst was both to facilitate the releasing of repressed emotions by encouraging their expression, and to interpret the client's behavior to him as a means of bringing deeper layers of repressed material into the conscious mind.

The followers of Freud have departed to varying extents from Freudian doctrine. An increasing value has been placed upon the bringing out of the client's assets and dealing mainly with his present condition and situation. Flexibility has been urged in therapeutic procedures to meet the individual needs of patients. Stronger control over client transference is achieved through selective assignment of therapists, variety in depth of interpretation, and the spacing of interviews. Today, sexual factors are still considered important in psychotherapy, but the factors of dependence and hostility are given much more emphasis.

Actual Psychoanalytic Counseling has much in common with the Self-Theory Approach. Permissiveness on the part of the counselor is emphasized by both schools. However the psychoanalyst would attempt to derive interpretations from contacts, while the self-theorist would avoid such a course. The Psychoanalytic Approach is difficult to analyze of itself

because it uses reasoning by analogy and deals with everyday living. Also experimental isolation tends to give inaccurate results because the laboratory situation does not duplicate the emotional disturbances as actually experienced by the client.

V. NEOBEHAVIORAL APPROACH

This theory attempts to account for the observable behavior of the client, how it came about, and how it can be changed. A good portion of the basic research has evolved in animal laboratories. This approach to counseling has come to light in just the last seven years and already has developed a substantial group of advocates.

The neobehaviorist believes that most of client behavior is learned and that the behavior patterns that are observable may be modified. The counseling situation is considered to be the media by which such modifications can occur. Conclusions are reached by the analysis of observable data, and the help of hypothetical variables. This thinking is not wholly unlike that in use by the self-theorists.

In the learning processes of the individual, it is supposed that he retains certain maladjustive responses that lead to tendencies of self-punishment later. These responses, though previously rewarding, bring about anxieties when the punishment stage is approached. The anxiety situations will tend toward being repressed, and hamper problem-solving attempts by the client. The counselor's job consists, therefore, of

helping the client to feel comfortable and accepted, so that anxiety is reduced and repressed material will be released. He can deal with normal anxiety; whereas the psychotherapist's job consists of working with neurotic anxiety and worse. The counselor can deal with normal anxiety, after repressed material has been released, with the use of common sense rather than intricate devices of psychiatry. The client is supposed to substitute the correct anxiety reducing responses for those inadequate ones involved in the maladjustment. The device of pleasure feelings is employed by the counselor to reduce anxiety.

The Neobehavioral Approach has been attacked on several grounds. One argument is that the material offered by the client should not be evaluated by theoretical learning. But the approach should be in respect to the feelings and senses of the counselor. Also, experiments employed in animal psychology or limited human experiments are of little value in actual practice. Non-emotional problems are not encompassed by the Neobehavioral Approach, and many client problems are centered in this area. Another idea is that the counselor is not a scientist, and should realize that fact.

The Trait-and-Factor-Centered Approach and the Communications Approach to counseling represent means of systematizing the data of counseling. The formation of theories has been the main preoccupation of the proponents of the Self-Theory, Psychoanalytical, and Neobehavioral Approaches to counseling. The latter group have in common the fact that each theory attempts

to discover how individuals learned to behave as they do, and how they may learn to modify their behavior through counseling. The Psychoanalytic and the Self-Theory Approaches have as their focal point the organization of subjective, internal, and private experiences. The neobehavioral emphasis has been on the explanation of objective, communicable events. There is apparent variance when the actual job of the counselor is considered also. The self-theory counselor believes that his function is to allow the release and development of growth forces within the client. The psychoanalytic and neobehavioral counselors believe that there is evidence of great variance in client abilities to help themselves, and the counselor must provide such interpretations and reinforcements as he deems necessary.

CHAPTER III

INTENSIVE STUDY OF SPECIFIC PROGRAMS

Personal counseling as applied to industry is a comparatively recent development in the field of industrial relations. Management had considered employees to be a variable of the productive process, and one that could not be effectively controlled in relation to output. Both management and labor itself felt that any interest in the worker as an individual which was shown by management constituted pampering. The private lives of workers were their own domain and should not be subject to infringement. It was thought that when help was needed that outside agencies, which specialized in such aid and therapy, would be adequate. Industry considered its function to be strictly that of producing returns for the owners, and that an organization that expended actual cash in some fashion toward worker well-being would receive no tangible good from such action. The foregoing concepts have been a main obstacle to the pioneering organizations that have been bold enough and progressive enough to inaugurate active counseling programs. The concrete proving of the value of these programs has been difficult for those firms involved.

The previous chapter enumerated the concepts of approach that a counselor could use in dealing with his counselees. Beside these differences of methods used by counselors after a program is set in operation, there are differences of opinion

as to the most efficient policies to employ in inaugurating the program. Most organizations that now employ counseling programs have fashioned them after one or more of the arrangements fostered by the pioneering firms. Therefore, a thorough analysis of the systems evolved by some of these progressive organizations will tend to present an accurate account of counseling methods that are employed in industry today.

I. WESTERN ELECTRIC COMPANY

The program of the Hawthorne Plant of the Western Electric Company has received the greatest attention and interest by the followers of the counseling program movement. A graduate engineer of the Massachusetts Institute of Technology, a member of the Board of Directors of the Hawthorne Plant, initiated the counseling program. The reasoning behind the studies was that, since the company found its investment in industrial research returned profitably through technological improvements, it might prove valuable to put out money for the investigation of employee relations. This reasoning proved sound as the counseling program progressed in operation.

The research program began in 1927. A group from the Harvard Graduate School of Business Administration assisted in the study. The goal was the discovery of the factors that account for the morale and efficiency of workers. Nathaniel Cantor tells of the progress of the study in his book, Employee

Counseling.¹ The initial experiments concerned the relationship of illumination to worker output. The results of this study were puzzling because no actual connection could be found. Other experiments were conducted in respect to physical changes in the work environment with identical outcomes. Finally it was discovered that the all-important factor was the way in which changes were introduced to the workers. The social situation itself was the answer to why the level of production was maintained even when the improved physical factors were removed. The workers taking part in the experiments developed improved attitudes and were happy by virtue of their special status.

Because of these findings, research methods changed to the investigation of employee attitudes and sentiments as a means of discovering their feelings in relation to their work and social surroundings on the job. The most productive system for accomplishing this was found to be the encouraging of employees to talk freely about themselves to sympathetic and understanding interviewers. This was the advent of the interview method as a new way of handling personal relations in industry.² However, initially the interviewing objective was simply to acquire information concerning employee attitudes and nothing more. Psychiatrists, psychologists, or psychiatric

¹Nathaniel Cantor, Employee Counseling (New York: The Ronald Press Company, 1954) Chapter II, page 21.

²Of course this method of helping people is not new, and has been used in the field of psychiatry for years.

social workers were not hired, since shop conditions were the only interest at that time.

Defects in the direct question method of interviewing became apparent, since the worker tended to acquire the "yes" and "no" attitude when uncomfortable subjects were approached. More actual results seemed to be accomplished when the subject was allowed to ramble without counselor direction. A new interview technique was adopted which became known as the "Indirect Approach." The employee was allowed to choose his own topic and to talk freely. The counselor's job was that of attentive listener, and he would take part only to keep the employee talking. This indirect approach in interviewing consumed more time than the direct approach, however. An interview employing the direct method ordinarily lasted for only an hour; whereas one and one half hours was not uncommon for the interview using the indirect method.

This indirect approach that evolved was very similar to the general idea used by the self-theorists and very closely allied to the specific ideas of Carl Rogers as expressed in his book, Counseling and Psychotherapy. It is interesting that the techniques proposed by Carl Rogers and the Hawthorne Plant research group were determined completely independently from one another.

There were several unexpected results forthcoming after the inauguration of the new system of counseling. Supervisors seemed to be stimulated by the program. The importance of the

thoughts and ideas of employees as being the instrument from which to determine techniques of understanding became apparent to the interviewers. Also the employees came to realize their benefit from the opportunity to express freely their feelings and emotions. The management's recognition of the employees as individuals played its part in the acceptance of the program too.

The Hawthorne Plant inaugurated its plan of industrial counseling in the year 1936. W. J. Dickson, Chief of Personnel and Counseling at the Hawthorne Works of the Western Electric Company, stated in an address presented in 1946 that the program began with one man in one department and evolved to an organization of 45 counselors (23 men and 22 women) in 1946.³ He also said that counselors are under the supervision of the Industrial Relations Department, which in turn is accountable directly to the Vice-President and Works Manager. This is considered to be an essential arrangement, as it removes the counselor from any supervisory connection with the line in which he is operating. Under this set-up, employees will more readily accept statements that interviews are confidential.

The counseling service has been expanded very slowly because it was felt that the counseling type of interview should not be forced upon the participants. Complete cooperation by both workers and the supervisors is essential for

³W. J. Dickson, "Employee Counseling" (Address to the Chicago Association of Commerce, La Salle Hotel, May 2, 1946)

success of the plan. In order to make decisions as to the feasibility of initiating a counseling program in a new operational part of the plant, meetings were held with all of the supervisors in order to present to them a clear picture of the program. This orientation would include what the work is for, what can be expected of it, and the extent to which cooperation would be necessary. After the introductory meetings, counselors would be assigned to their particular groups. From two hundred and fifty to three hundred people per counselor is considered ideal, though a larger number is usually assigned because of necessity. Men are assigned to men counselors and women are assigned to women counselors.

Dickson stated that a particular counseling interview may be brought about by the counselor, a supervisor, or the worker himself. Also other employees may refer a certain worker to the counselor. However, even though there is complete freedom of referral, the counselor accepts the responsibility for initiating the interview. In this way the person who actually suggested the counseling is protected. In any case the supervisor's permission is necessary before an employee can leave his place of work.

Contacts with employees by counselors consist of two types. They are on-the-job contacts and off-the-job interviews. On-the-job contacts are very important for several reasons. The counselor is able to keep up to date in relation to his particular group; and he may be able to sense changes in morale.

Acquaintances may be fostered with new employees, from which future counseling interviews might evolve. Such conversations with the worker would not exceed fifteen or twenty minutes in length; but would obviously not be instituted at all in a dangerous work environment.

Off-the-job interviews are conducted away from the place of work in interviewing rooms. The counselor conducts the employee to the interviewing room, and ordinary social conversation is carried on en route. In the room the counselor explains his function and the interview begins. The interview is conducted at the company expense, since the employee is paid his average earnings for time spent away from his job. Because counseling is considered to be a service offered to employees, there is no actual limit to the time that may be spent in the interview nor the number of re-interviews allowed. The counselor's work consists entirely of counseling, with no other personnel department responsibilities to detract from his efficiency as a counselor. It is necessary that his full time be utilized toward establishing himself in his work group in a fashion that will instill confidence and promote free expression to him from his assigned employees.

Dickson considers the focal point of the whole program to be the interview itself. Interviews are confidential and absolutely no use is made of the material and conversations involved therein. Morale assessment is not the object of the program, nor is it a means of informing management of employee

sentiment. The counseling service is designed as a means of helping employees solve their own problems as a means toward better adjustment to the work situation.

Briefly, the method involves placing the employee at ease, which is accomplished by the counselor being at ease himself. During the beginning of the interview, the counselor may need to lead the conversation to a certain extent until the employee warms to the situation. The employee is encouraged to talk by the interest shown by the counselor. Occasionally the counselor may restate what has been said by the employee to encourage him to continue his train of thought or to reexamine what he has said. The counselor does not interrupt, argue, or give advice. His job is that of a skilled listener, and he tries seriously to understand what the employee is saying about himself. The interview is carried only as far as the employee wishes to carry it. The counselor does not cover all of the crucial areas of the problem unless the employee brings them out himself. In this way the employee does not have the impression that he is being analyzed.

Another important aspect of this form of interviewing is that a diagnosis is not made by the counselor nor is a logical explanation of the employee's difficulty formulated. This would lead to the directing of the interviews. Actually, the results of the interview are not forthcoming immediately; since the employee may continue to think of the subjects brought out in the interview for several days and even reach

conclusions. There is no attempt to attach labels to situations because this leads the counselor to try to fit the persons he counsels into classifications, thereby diverting attention from the employee as an individual.

This form of counseling used by Western Electric has proved beneficial in several ways. Employees experience an emotional release and a relief from tensions. The counselor relationship is an important stabilizing force. Certain employees learn to relate themselves to the counselor until social skill is developed to relate themselves with fellow workers. Also the counseling situation remains unchanged; while other aspects of the worker's job environment may be in constant flux. Thus, adjustment to new situations is easier with a known non-variable present.

Other advantages of such a method are not as readily apparent as the foregoing. No special significance is attached to the person that is visiting the counselor, because the counselor works with the entire group. This avoids the probability of an employee being labeled a mental patient, by his fellow workers, because he visits the counselor. The maladjusted person may be handled without disrupting his normal routines of living. The importance of this fact becomes apparent when it is realized that a person's work routine is a dominant stabilizing force in his life. Another advantage of this indirect counseling is that the counselor will be able to detect disturbances when they first arise. He will be able to

handle them more easily when they are discovered in the initial stages. Therefore there is less chance of serious injury to the individual or to the organization.

The following list taken from an article by Mr. W. J. Dickson of the Western Electric Company, titled "The Hawthorne Plan of Personnel Counseling," illustrates the types of problems that may be brought to the attention of the counselor:⁴

1. An employee who feels that his progress is too slow and cannot see any chance for further progress in his department.
2. An employee in a group which expects to be transferred soon is disturbed by the insecurity of the situation.
3. A young man who is worried about being drafted.
4. An employee who has been offered a higher paid job elsewhere but cannot decide whether to accept it.
5. A young woman having difficulties with parents over getting married.
6. A man with a neurotic wife.
7. A young woman whose husband has deserted her.
8. Friction with other workers on the job.
9. A woman disturbed by her supervisor's criticism of her work.

Since the counselors themselves are obviously one of the main factors as to a successful counseling program, Western Electric Company's counselor selection and training program is deserving of consideration. Dickson states that counselors are recruited both from within the plant and from outside. Most of the counselors actually come from the outside. The main reason that in-plant selection is slight is that employees best suited for this job are usually well situated in their particular departments already. Such a radical change might jeopardize

⁴W. J. Dickson, "The Hawthorne Plan of Personnel Counseling," The American Journal of Orthopsychiatry, Vol. XV, No. 2, April, 1945.

their future. Counselor qualifications include: capacity to understand other people, real interest in other people, high intelligence, and objectiveness. In other words, men are wanted that are well adjusted and unprejudiced and will not inflict their own ideas into what is said by employees.

Three or four experienced counseling supervisors review the applicants in the process of selection. There are no other tests employed. Training is done mainly by the company itself. A specific type of background is not the essential requirement for selection as a counselor. The company has employed as counselors: persons with educational background in psychology, the social sciences, English, and even science.

The counselor's orientation lasts for one week. During that time the trainees read selected material and talk with experienced counselors and their supervisors. The real training begins when they are assigned to territories and start to work. After each of his interviews the counselor is asked to record the conversation as near verbatim as possible. No notes are taken during the interview. The records of the interviews are coded in such a way that the person concerned is not revealed. Only one copy of the record is typed and that is placed in the counselor's personal files. The records are used mostly for the purpose of counselor training, rather than a check on employee response, during this initial period.

The process of introducing the counseling program into a new plant is an important aspect as to the probability of the

success of the operation. Top management must profess interest in the service and must realize just what it constitutes. If complete understanding is not present at this level, results would be expected far too soon. The results of the counseling would not be of a type that would soon be apparent to top management. The first level supervisors would be first to notice the effects of the program because of their daily contact with employees. The farther removed from the actual work situation the supervisory level, the less chance of the noticing of changes brought on by counseling.

In the evaluation of the counseling program, there is often no substantial increase in production to vouch for the plan. However there may be a decrease in employee turnover. The most practical method of evaluation has proved to be to ask the supervisors to give their opinions of the worth of the program. At Western Electric the supervisors have been in nearly universal accord as to the high value of counseling in helping them fulfill their duties.

The counseling program of Western Electric was inaugurated as an employee service. However it was soon noted that supervisors were also in need of the same type of service. Because of this discovery, the first two levels of supervision were included in the program in 1946. Nearly half of the supervisors in departments with the program used the service either in connection with their own problems or those arising in the work group. The executive level is completely untouched by the

counseling as far as participation is concerned. It would be difficult for the counselor who works with an employee group to counsel executives of the company. There is the problem of social distinctions involved.

The counseling program has never been eliminated by a department once it was started. The consensus of supervisor opinion has been continually favorable. However even if a supervisor requested the dropping of an active program, it would not be eliminated on the strength of this request alone. The counseling function is as much a service as any industrial relations service offered by the company, and the company attitude would be the same as for such a request concerning the dropping of any service.

II. CATERPILLAR TRACTOR COMPANY

The Caterpillar Tractor Company set up its employee counseling program as part of an industrial medical program. This mental health program was developed in 1945 through the combined efforts of the medical division staff of the company and a group of research personnel from Cornell University Medical College. The mental health program was arranged so as to become a part of the total management function. The objective of the new program was the facilitation of employee adjustment, and it consisted of work in three areas. These major areas were: personnel selection and placement; employee counseling and adjustment studies; and supervisory development.

A study of five years of employee counseling at the Caterpillar Tractor Company was made by Harold A. Vonachen, M. D; Joseph M. Mason, M. S; and Milton H. Kronenberg, M. D.⁵ The functions of the counseling program as defined by these men are:

1. Administer minor psychotherapy to employees with adjustment problems.
2. To consult with supervisors in the management of employee problems.
3. Furnish psychological data with interpretations to company physicians.
4. Assist in arranging transfers, job changes, and medical leaves of absence for treatment involving emotional difficulties.
5. Assist employees and management in referrals of severe adjustment problems to private and community care.
6. Consult with physicians and supervisors relative to past treatment, rehabilitation, and adjustment of employees who have undergone severe mental and emotional disturbances.
7. Maintain case records on all reported cases of employee adjustment problems.

The case-history record of each counselee is complete, in contrast to the Western Electric Company's policy. The employee's consultation record includes such information as the counselee's name, the department in which he works, his immediate supervisor, age, and marital status. All pertinent data obtained from counseling sessions appears also. When a particular employee ceases to need counseling, periodic checks are initiated in order to make certain that this desirable condition is being maintained.

This follow-up, after the counseling of a particular employee is dropped, consists of consultation with the employee's

⁵H. A. Vonachen, J. M. Mason and M. H. Kronenberg, "Study of Five Years of Employee Counseling in an Industrial Medical Program," A. M. A. Archives of Industrial Hygiene and Occupational Medicine, Volume X, page 91-123.

immediate supervisor or any other person that would have knowledge of the specific case. The information gathered in the follow-up may take from six to nine months, and if the findings show that the reinstating of the employee back into the program is necessary; this step is taken. If there is not a need for further counseling, the case is revised from the follow-up status to the inactive status.

Contrary to the counseling program evaluation methods used by the Western Electric Company, the Caterpillar Tractor Company has attempted to accomplish a complete and systematic evaluation of their program. The basis for analysis has been developed by the determination of the central tendencies (as to employees involved) concerned in the various distributions of raw data, (average age, average educational level, average number of dependents, etc.). Also, frequency distributions in percentages were determined concerning percentage of persons on each shift, the ratio of male-to-female counselees, and the percentages of cases referred from various referral agents.

Emotional problems were classified into distinct types. It was discovered that all emotional difficulties brought to the attention of counselors could be grouped under one of ten classifications. They were: (1) Marital and family problems, (2) Alcoholism, (3) Anxiety and nervousness, (4) Immaturity, (5) Psychotic tendencies, (6) Limited mental faculty, (7) Psychosomatic complaints, (8) Troublesome psychopathy, (9) Job dissatisfaction, and (10) Problems not covered by the foregoing.

The company's analysis of its program after five years of operation uncovered some interesting facts. Those areas employing the largest portions of the work force had referred the most employees for counseling. That is: the percentage of employees referred from each factory area, compares favorably with the percentage of total company employees in that area. Each shift was represented by a proportionate number of cases in relation to its percentage of the total number of employees on all shifts. There was no appreciable difference in the number of referrals in relation to sex. The average number of dependents was determined to be one dependent. The educational level average was found to be ten years. About one half of the persons referred to counseling had had military service. It was discovered that approximately seventy-five percent of the plant population were married persons. Supervision was the most common referral agent with forty-three percent of the total referrals. The medical division was next in importance with twenty-five percent of the total employees referred to counseling.

More than one-third of the employees referred for consultation visited a counselor only once. These persons presented problems of only a minor nature. In the cases of employees involving more than one counseling interview, anxiety and nervousness were the most common problems. About ten percent of the total number of counselees came under this category. Psychotic tendencies were present in about seventeen

percent of the counselees. The following percentages were also determined: Psychosomatic complaints as ten percent, Marital and family problems as nine percent, Immaturity as eight percent, Job dissatisfaction as seven percent, Troublesome psychopathy as seven percent, Alcoholism as five percent, Limited Mental faculty as four percent, and Unclassified as eight percent.

The large majority of persons in each portion of the plant had only one consultation. Most consultation cases were removed from the active status within ninety days. Only six percent of all referrals were kept in the active status for a year or more. The follow-up period was not considered as part of the counseling period.

Reasons for employee separation from the company were considered to be an important aspect in the evaluation of the effects of the counseling program. The majority of involuntary discharges were because of unsatisfactory attendance records (31%) or violations of company rules (47%). Of the employees that quit, twelve percent didn't like the work assigned; thirty percent had decided to secure other employment; eleven percent went into business for themselves; seventeen percent left because of family circumstances; and the remaining thirty percent left for various other reasons. The supervisor's opinion concerning each person leaving the employ of the company was enlisted to ensure a more complete picture of each situation. It was determined that supervisor comments on twenty-four

percent of the employees that left were favorable, sixty percent were unfavorable, and thirteen percent were undetermined.

The results of the Caterpillar Tractor Company's counseling program have been determined to be good, and to the satisfaction of the company. In the company's evaluation studies, it was discovered that twenty-two percent of the counselees showed marked improvement, thirty-five percent showed some improvement, twenty-five percent showed little improvement, and eighteen percent showed no improvement. This evaluation is on the basis of the analysis of the case histories of the more than five hundred employees that had been referred to counseling since its inception.

Certain observations were made during the company's study of its counseling program. There is the ever-present need for better employee selection techniques in order that persons with serious behavior problems do not become a part of the work force. More refined selection methods would reduce the work-load of counselors; since obviously when well-adjusted people are hired in the first place, there is less chance of later maladjustment. Also supervisors should receive more complete instruction in the detection of behavior problems. This would be beneficial for the employee, the medical department, and management. The work of the counselor is much more effective if emotional problems are treated early in their development. Delay in the therapy given by the counselor can definitely lessen the chances for improvement.

The Caterpillar Tractor Company's counseling service is quite unique, since it is just a part of the much larger scope of the mental hygiene program. The mental hygiene department has as part of its functions, the testing and training of employees in addition to counseling. An applicant for employment is interviewed to determine his emotional fitness. Besides this interview, an employment test battery is given which includes intelligence, mechanical, and emotional adjustment tests. Employees may voluntarily visit the psychologist or they may be referred. The psychologist's title is "Personnel Consultant." The counseling method would be classified as directive counseling. The objective of the counselor is considered to be the making the employee aware of the real conflicts that underlie his complaint. When awareness is reached, the symptom should be alleviated or disappear.

III. R. H. MACY DEPARTMENT STORE

The counseling studies of R. H. Macy Company began in the 1920's at about the time the first Western Electric Company research began. These two studies were different, yet both studies represent the foundations of the counseling-in-industry movement. The results of four years of study in the R. H. Macy Company are presented in the book, Psychiatry in Industry, by Dr. V. A. Anderson, director of the study.⁶

⁶V. A. Anderson, Psychiatry in Industry (New York: Harper and brothers, 1929)

Anderson believed that the most effective method of analyzing personnel problems in industry was by the use of the services of a psychologist, a psychiatrist, and a psychiatric social worker. The study was mainly concerned with the "problem" employee. Problem cases were classified into four groups. The first group consisted of individuals whose difficulties were attributed to their own make-up and personality instead of the wrong job. Psychiatric examination brings out the true nature of these difficulties, and the treatment merely consists of the readjustment of the individual in his own department. The actual adjustment is facilitated by frequent contacts with the plant psychiatrist or psychiatric social worker in attempts to gradually change the employee's behavior patterns.

The second grouping involved those employees whose job maladjustment or misplacement, instead of personality difficulties, is the most important factor of the situation. Obviously, the treatment called for under such circumstances would be the transference to more suitable work. The third classification involves those employees who are extreme personnel problems in that they are misfits or otherwise maladjusted in the extreme and cannot be helped under store conditions. They must be discharged for the good of the store. The fourth and final grouping consisted of those individuals who were kept on the job during their treatment but because of lack of response were dismissed.

Anderson states that the employees with which the psychiatrist comes in contact have problems that ordinarily

fall under one of four headings. The counselee may be a "chronic hospital user," "a situation reaction case," "a fatigue" case, or a case "where nervous and mental disease is suspected." Chronic hospital users represent those persons who have a fixation of interest on themselves and their bodily organs. Their illness is a compensation for defeat because of difficulties, and it tends to be a comforting attention-getting device. Medical treatment by itself may only amount to a means of aggravation in relation to the true situation.

The situation-reaction cases are those employees who retreat to the hospital when they are confronted with a difficult job or an uncomfortable home situation. The medical symptoms of the employees in this group do not present themselves as clearly as in the case of the chronic hospital users. Nervousness is often a symptom denoting the situation-reaction disorder.

Fatigue cases may have as their cause physical conditions, personality maladjustment, home problems, or the job situation. Actual treatment for physical fatigue will be to little avail if the true underlying causes persist.

The cases where mental and nervous diseases are suspected probably total over twenty percent of the employees admitted to the industrial clinic. Obviously, when the suspicion that an individual has a mental or nervous disorder materializes into certainty; the best course is dismissal.

Counseling as employed by R. H. Macy's is somewhat different from both Western Electric and Caterpillar Tractor. The primary interest is in the selection of personnel for employment; while later counseling is considered merely a secondary responsibility of the employment interviewers. However, the founders of the program at Macy's Department Store recognized the importance of the adjustment problem of individuals after they had been hired. It is interesting to note that the Caterpillar Tractor Company recognized the need for better employee selection techniques to supplement their adjustment counseling program, while the R. H. Macy Company recognized the need for better adjustment facilitation to supplement their extensive program for employee selection.

Anderson says that it is generally agreed that the largest percentage of turnover occurs during the first three or four weeks after employment--the time that it takes for the new employee to adapt himself to the new job environment. This is the time for close observation and definite aid that is based upon reasonable knowledge of the actual situation and the individual personal aspects that underlie possible work maladjustments. The securing of people that are probably "fairly good" for a particular employment situation is not too difficult; but developing and adjusting them and retaining them is difficult. In the Macy Store the employment department has this latter responsibility, too.

The potential makings for the maladjustments of an individual are present at the time of hiring. The facilities of the employment department determines the actual amount of screening that is accomplished. Because of expenses, this department would never be able to select all well-adjusted persons. The great majority of selectees could be rated only as fair. With these ideas in mind the employment interviewer must take the course that in his estimation will keep employee turnover at a minimum.

As was mentioned before, Macy's followed the policy of placing the responsibility for initial employee adjustment in the hands of the person who originally diagnosed the employee as a fit employment risk. This interviewer or counselor would be familiar with the original diagnosis of the applicant and would have gone over all of his qualifications previously. Also the counselor would have the correct frame of mind, having the experience with personnel traits and problems. The counselor has neither the time nor the equipment to make an adequate psychiatric analysis where problem cases are involved, however.

The technique advocated does not require the counselor to handle the serious disorders and try to treat them, but instead to note the treatment possibilities in each case. Actual psychiatric treatment is far more successful when cases are referred at the early stages. By discovering maladjustments early in the individual's store career, and setting in motion the proper adjustment mechanisms; the employee may be kept as

a valuable worker rather than dismissed (if the mechanism is successful). Less actual money is lost in expenses in this way than in reselection and retraining new personnel.

The follow-up procedures of counselors are not only beneficial in helping employees to adjust; but are of immense help to the counselor himself. By keeping in contact with the employees that he has selected as fit for employment, the interviewer is able to note first-hand the results of his judgments. In this way superior employee selection practices are fostered because checking procedures are available and accurate.

Anderson believes that the heart of this system of employee selection, follow-up, and psychiatric treatment is the maintenance of good case records. A well planned method of recording detailed information about each employee must be devised. The recording system should be as free from unnecessary details as possible. It is not feasible to approach a case with the completeness used by the psychiatrist in his analysis of problem cases. When a person is employed, psychological information and all necessary facts obtained from the initial interview should be recorded on a card. The follow-up information should also be written on this card. Besides the card, a notebook should be maintained to keep information concerning the follow-up in more detailed form. The material in this notebook would be of great service to the interviewer as the follow-up progresses.

The follow-up should continue for each employee until the counselor is certain that complete adjustment has occurred.

Every six months, an evaluation of the work accomplished should be initiated. Each case should be checked to determine the actual status at that time. A statistical analysis of the entire group of cases should be gone into with an eye for significant trends. This periodic evaluation is of great worth to the counselor, because it would expose weaknesses of methods used and possibly reveal means of betterment.

IV. OAK RIDGE

The Oak Ridge Atomic Energy Plant is, of course, not an industrial establishment; however the employee problems faced by the management of this government installation in many ways parallel those in industry. Special problems were present in this case because a complete new community was transplanted to the rural area of Oak Ridge, Tennessee. It was assumed that if all employees were paid good wages and supplied with adequate housing, there would be no personal problems for the workers. This belief was soon proved to be completely wrong. Single men, married men, wives, and children all quickly developed a multitude of problems. They took the form of insecurity, homesickness, pilfering, and excessive gambling.

Juvenile delinquency developed because the children originated from widely different school systems. Marital relations were strained because the husband and wife could not talk about the jobs they were performing during working hours.

The purpose of the entire project was not known to the workers, which contributed to the difficulties. Also, large shipments of material daily flowed into the plant, but there was no evidence of any shipments leaving the plant. Mental illness revealed by outer expressions of extreme anxiety began to develop in the personnel of the organization. In the employees with anxiety tendencies the security safeguards of the plant provided additional aggravation.

It therefore became painfully apparent to the management that immediate steps toward a higher degree of employee morale and adjustment was essential. The Oak Ridge plan consisted of three divisions. The first was a hospital service for patients who already showed definite symptoms of mental illness. A community service that consisted of child guidance and family counseling was instituted as the second division. The final division of the program was an in-plant counseling service instigated for the purpose of early detection and treatment of maladjustment among the employees. By the coordination of these three aspects of the program, definite results were obtained. After tendencies toward maladjustment were detected, the root of the trouble could usually be found by an analysis of the job situation and the family life of the employee.⁷

Obviously any industrial concern attempting to institute such a program would meet with strong resistance and would be

⁷ Nathaniel Cantor, Employee Counseling (New York: The Ronald Press Company, 1954) Chapter II, page 34.

accused of pampering employees and invading their personal domain. Such a plan was logical at Oak Ridge because of the peculiar circumstances of the entire work force being compelled to live in a restricted area near the plant site. In the case of an industrial plant, modifications of the system developed at Oak Ridge would very likely prove workable. Thus, the plant counselor could contact schools or community agencies to obtain a more complete understanding of the employee's trouble.

V. OTHER PROGRAMS

The Metropolitan Life Insurance Company was somewhat of a pioneer in the field of employee counseling. In 1922 this concern inaugurated a psychiatric service for its employees that were suffering from mental illness. The service functioned through the medical department. This service has evolved into a consultation service for employees and supervisors that have minor problems.

The Federal government has fostered counseling in other areas in addition to the Oak Ridge project. In 1938 the Social Security Board began a program to aid government employees in their recreational endeavors and their personal emotional problems.⁸ Programs of a like nature have been started in the United States Army and Navy at certain locations.

⁸M. E. Barron, "Employee Counseling in a Federal Agency," Personnel Administration, March, 1942, page 6.

Lockheed Aircraft Corporation's counseling program is founded upon the idea that the counselor's job consists of giving advice on such personal problems as hygiene, pregnancies, child care, and on any other kind of family problem. Advice on problems concerning personal relations is considered to be the function of the counselors at Boeing Aircraft Company. Counselors at the Twin Cities Ordnance Plant include in their jobs the conducting of a tour of the plant for new employees, and later discussions concerning personal health, hygiene, conduct, and company policies.

From the foregoing discussion of different counseling programs, it is immediately apparent that the counseling concept may be applied to actuality in various ways. Each of the four different programs described in detail differ from each other, not only in name and in original objectives, but also in relation to the background of the persons initiating the programs. The Western Electric Company's counseling program does not involve the services of a psychiatrist. A method of interviewing was employed that approximated the non-directive concept of Carl Rogers, and thus actually was psychotherapy. However, the company's method of interviewing was developed entirely independently of Roger's study and after a succession of errors and error corrections.

At Caterpillar the services of the psychologist are employed extensively. Psychological testing is used as a means of counseling the employee on the job, rather than being confined

in use to only employee selection purposes. In this company the counseling service is merely a part of the far more expansive mental hygiene program. Complete records of all employees are used as a means of classification and reference. The direct approach is used instead of the non-directive, skilled listener, approach used by the Western Electric Company.

The Macy's Department Store counseling program differs from both of the other programs in that psychiatrists, psychologists, and psychiatric social workers are employed. The main interest of this program is in the psychiatric treatment of the problem employee and psychologically oriented employment techniques, with lesser emphasis upon normal-employee adjustment problems.

The situation at Oak Ridge was one of forced circumstances and is not the bona fide industrial atmosphere. However, the research work accomplished there, together with the actual program set into operation, is important because of certain parallels between their problems and employee problems of industrial enterprises. The psychiatrist comes to the forefront in this program as in the case of Macy's Department Store. Greater emphasis is placed upon on-the-job counseling for normal-employee adjustment, though. Thus, here counseling is employed as a preventive and psychiatry is used as a curative in relation to maladjustment. This aspect is similar to the concept underlying the program at Macy's Department Store also.

Many of the leading corporations in the United States now have some form of a counseling program. Major aircraft corporations having counseling services are: Bell Aircraft Corp., Boeing Airplane Co., Douglas Aircraft Co., North American Aviation, Inc., and Republic Aviation Corp. Major manufacturing establishments with such plans include: Allis-Chalmers Mfg. Co., Briggs Mfg. Co., J. I. Case Mfg. Co., and Colt Patent Fire Arms Mfg. Co. Other large corporations with counseling programs are: The Carborundum Co., International Harvester Co., Oregon Shipbuilding Co., Servel, Inc., and the Southern Pacific Co.

Because of the fairly large number of large corporations using counseling as an integral part of their personnel relations effort, there is a definite variance as to methods used and the results achieved. The foregoing analysis of the counseling programs of several concerns should provide a basis for understanding the basic methods that may be used, and the concepts behind these methods. The objectives of all the counseling programs stand out clearly as being better employee adjustment, decreased employee turnover, and increased productivity leading to greater profits. As must be the case in a competitive economy, the social value to the worker and the community are of secondary consideration.

CHAPTER IV

ORGANIZATION OF THE COUNSELING PROGRAM

The previous chapters have presented the basic concepts of counseling and a study of the methods of its employment by several operating concerns. It is important that the discussion now center upon the actual problems that must be overcome in the introduction, administration, and maintenance of any type of program that is adopted. The magnitude of the problems and requirements of a counseling program will give definite insight as to the probability of increased use of counseling in industry. In addition to the problems involved, the discussion will later include the specific duties and qualifications of the counselor. These duties and qualifications and the problems faced by different concerns will vary; however, generalizations are possible, and are valuable to an organized understanding of the substance of counseling as applied in the industrial establishment.

In active personnel programs, there is the ever-present problem of where the personnel-management function ends and where the counseling function begins. Those personnel department jobs which are of a routine nature and offer no special service toward the adjustment of the employee cannot be considered as part of the counseling function. Thus, the criteria for the determination of a job as to whether it is part of the counseling function is that increased employee adjustment must be the goal

of the particular endeavor. Counseling is a staff function which creates a stronger and more agreeable bond between the supervisory level and the worker.

I. REASONS FOR THE PROGRAM

A counseling program will be initiated primarily for expected increased profits from higher worker productivity brought about by higher worker morale. The importance of the problems brought before the counselor vary tremendously. Problems of a minor nature such as timekeeping errors and policy interpretations may be alleviated by putting the employee in contact with other appropriate company officers. The more serious problems may have their roots in minor irritations that have magnified over a period of time. The effort of the counselor should result in better employee understanding and improved adjustment, whether the problem is large or small.

Poor adjustment of workers in a particular plant can affect the consumer painfully. The prices of products and their quality are a measure of the quality of the counseling in the industry manufacturing that good. The worker is obviously also affected (other than in his capacity as consumer). When an employee has a problem, he will solve it to his satisfaction in due course. If the matter does not adjust to his satisfaction in a reasonable period of time, he might quit. He loses money in the interim between jobs. The employers pay for the material wasted and the production lost during the break-in

period of a new employee. Even though the turnover cost is high, the cost involved in the slowdown of workers is higher. The maladjusted worker that retains his job and continues to be less efficient, as time passes, actually represents a greater burden upon management than the training of a new applicant.

When an industry continually expands, the number and types of jobs increase. Opportunities for adequate counseling from community agencies diminishes. Also, certain economical factors often require workers to accept jobs that they do not prefer.

Frequent technological changes within an industry sometimes work hardships on certain employees. New processes require new types of skills. Stability is important to both the employee and the employer. Circumstances affecting the worker affect output and thus the employer's interests. The counselor attempts to stabilize the workers at a desired level of performance. The counselor's job is much simpler when the worker likes his job, and is qualified to handle it; and when adequate supervision is present.

In the very simple adjustment situation, three steps of procedure are involved. The counselor notes the problem, makes a definite appointment with the employee, and follows-up to see that his efforts have actually resulted in the proper adjustment of the worker. A more involved and lengthy process is necessary in the case of complex problems.

Job satisfaction is a major factor in the good adjustment of the employee to the work environment. Wages alone do not amount to an index of job satisfaction by any means. Steady employment under pleasing working conditions is an important factor. Considerate treatment by supervisors facilitates the effort to make the worker happy at his job. The belongingness feeling is also essential for employee satisfaction at work.

When an employee is definitely unadjusted to a specific job, the counselor, upon consultation with the supervisor, may advise that a transfer be instituted. The counselor can be of special aid to the employment officer in setting up the system of guidance, testing, selection, and placement too.

Counselees may be arranged in many types of classification. E. M. Bowler classifies counselee problems as either in-plant problems or out-plant problems.¹ The latter term refers to family difficulties, etc, that might affect the worker's output on the job. Counselors must not attempt to treat employees that are mentally ill or show definite tendencies in that direction. These cases must be referred to a psychiatrist (either employed by the company or private practitioners). Employed people can be divided into the groupings: adjusted, unadjusted, and maladjusted. Any classifications of a more specific nature than this in relation to adjustment are

¹E. M. Bowler, Counseling Employees (New York: Prentice-Hall, Inc., 1948) Chapter I, page 25.

difficult because there is definite duplication and overlapping in respect to individual problems.

The need for counseling naturally varies for different classifications. Young persons with limited skill and lacking full maturity may require counseling just because they are inexperienced in the job situation. They may have extreme feelings of insecurity as to the future, and may be uncertain as to whether they have picked the most fitting life's work. The elderly workers present problems in that they may be unsure of their present and near-future capacities and may experience extreme uneasiness concerning the thought of retirement and inactivity.

Workers who have been trained thoroughly in a single skill find great difficulty in adjusting to a new or even an allied line of endeavor, when their particular skill is abolished or diminished in employment potential by technological progress. The age factor may play an important part in this difficulty of adjustment to a different line of work. However, the increasing number of these single-skilled workers that are displaced eliminates the uniqueness of the situation and facilitates faster adjustment under new circumstances. This trend toward this type of displacement is increasing with ever-expanding use of mass production techniques and the recent advent of automation.

Physically handicapped employees ordinarily represent less of a counseling problem than the normal workers. They

have proved themselves generally to be of high value to the organizations that employ them. The probable reason for the lesser need for counseling by the physically handicapped is that they have received a large amount of preliminary adjustment counseling through their hospitals. In any case they have had experience at adjusting to more serious situations than will be experienced on the job.

Since the beginning of the Second World War, women have become an appreciable portion of the country's work force. Their need for industrial counseling has been slightly more than the need shown by male workers. Their closer emotional ties to the home and family probably account for this. Careful selection, training, and follow-up work helps to place the woman on an equal footing with the man on the production line.

Bowler states that workers that are not adjusted may be classified as maladjusted, occupationally unadjusted, economically unadjusted, and socially unadjusted. Maladjusted workers are employees that have not accomplished the necessary adjustment to their specific jobs. The counselor's job consists of helping the worker to identify the cause of the trouble and to help remove these obstructions to adjustment. The personality of the worker may stand at the base of the difficulty. In the case where the work assigned stimulates a nervous condition toward eventual nervous breakdown, a more appropriate job should be assigned. Whatever the cause, the counselor should attempt to discover what it is (mainly by the interview technique).

Certain workers will not respond to the counselor's efforts, simply because it is impossible for some people to fit into the pattern set by industry. Also, the changing of job assignments in many instances will be of little or no value.

Occupationally unadjusted persons include several categories. Persons who have never been employed is one. Another consists of those people who have been successful in one line but wish to try something new. There are other workers too, that are not able to make the necessary adjustment to certain aspects of their environment. Actually, "unadjusted" denotes that the worker is not satisfied with his job sufficiently to wish to continue that particular endeavor. Therefore, the person is continually in search for a job that would be more satisfactory to him.

The economically maladjusted person is preoccupied and continually worried about personal matters. This is not conducive to the individual's high plant morale, or for that matter the morale of his co-workers. This type of worker is more difficult to help because he will seldom visit a counselor of his own volition. His problems ordinarily relate to money and often an extreme debt load is carried.

The symptom exposing the socially unadjusted person is often high sensitivity brought on by feelings of not belonging to the work group. Inadequate induction practices can accelerate the condition of sensitive employees entering new employment. Entrenched groups of workers in the plant sometimes exert a

certain amount of pressure on the new employee, which the socially unadjusted employee would be unable to stand for any prolonged period. The proper adjustment of the worker to the plant depends to a great extent upon the caliber of the supervision present. Where social maladjustment occurs, prompt action must be instigated by the counselor to alleviate the cause of the trouble.

II. PROBLEMS INVOLVED

Good employee morale, of which adequate adjustment is a major portion, is not a condition that tends to occur automatically. It must be developed, facilitated, and maintained by management. Mutual respect between workers and all levels of supervision is a basis for good morale. High morale is in evidence when employees sense that management has a friendly attitude towards them. Where excessive management paternalism is practiced, a low-point in employee morale is apt to be forthcoming. Until recently management ordinarily showed far greater concern over materials and machinery than for the thoughts or feelings of the worker. The personnel department that functions properly will bring about the feeling in employees that management does have their best interests at heart. Counselors should make a definite effort to strengthen this feeling among employees.

Locating the true basis for specific employee problems is not always a simple matter for the counselor. In-plant

causes for problems evolved by employees include: inadequate induction, poor orientation, poor physical environment, failure to give credit when and where it is due, and lack of incentives. Induction consists of the introduction of the new employee to the plant, to the department, and to the job. It will ordinarily be conducted by the personnel department. Inadequate induction often does not give employees sufficient understanding of plant policies, procedures, and rules. This leads to misunderstanding and dissatisfaction. The new employee that feels the situation is not just right may quit at some time during the initial training period. Thus, the turnover rate tends to be high which causes increasing expenses in relation to the continual selection of new personnel. Induction is very valuable since it is management's main chance to foster good impressions before the employee's attitudes become fixed. A sense of orderliness is imparted to the employee when a well-timed induction program is present.

Worker orientation is handled by the supervisors; and it has to do with the early adjustment to a specific job. Improper impressions instilled in the new employee by his supervisor may lead to a later maladjustment that will come to the attention of the counselor. Orientation consists of the providing the employee with information that will tend to make him feel more secure. This means the easing of the worker's mind by the presence of information that answers the questions that he has about the plant and his specific job.

In plants having a poor physical environment the cost is higher for management because of lost time than if the conditions were raised to a much higher level. Production can be adversely effected by extremes in heat, cold, moisture, and dryness. Not all conditions of these types can be completely overcome; since certain types of production must be performed under unfavorable conditions. Counselors must be alert as to unfavorable physical conditions in the plant that are brought to light during counseling interviews. Also, the counselor should be careful to note any apparent needs of this nature when passing through the plant.

Failure to give credit when it is due tends to make the work situation very discouraging for the worker. It also thereby hampers production and increases labor turnover. Failure to give credit when due or the absence of approbation reveals itself eventually in quantity and quality of output. The correct use of approbation gives supervision a very strong motivating force. When well-deserved praise is received by a worker, new heights of initiative may be fostered within him.

The lack of other incentives, in addition to approbation, may affect the employees adversely also. Two of the most important incentives are money and time-off. Management will find it hard to meet their competition unless adequate remuneration of employees is practiced. This is obviously true to a lesser degree in the case of time-off and vacations.

Difficulties often arise because of employees' inability to comprehend the particular retirement program of the plant. The deductions from pay-checks for the retirement fund and other such deductions often are difficult to explain to the workers involved. A continual educational program is needed to keep the workers abreast of changes in pay-check deduction procedures.

The foregoing in-plant problems are of the kind that the management has the power to alleviate. Any one of these problems or combinations of these problems can cause maladjustments in the workers. It is the counselor's duty to determine the exact cause and to take steps to readjust the worker. It is evident that good in-plant conditions lead to less counseling expense in the long run.

Out-plant problems may be considered under three categories: social, economic, and obligatory. Social problems are concerned with the leisure time of the workers. They include broken homes, the other woman, the drunkard, the spendthrift, and others. Also, sometimes workers will engage in side-line occupations because of the desire for extra money. Unions may attempt to exert pressure on employers in such cases. The counselor should be aware of the rights of the various parties involved and help with the solution.

The main method that the counselor can use in an effort to prevent social problems is to encourage wholesome social activity that will fill more of the leisure time of the employees. Activities in the plant may be fostered, such as: plant bands,

bowling teams, athletic clubs, and others. These activities should be run by and for the workers themselves. The counselor will ordinarily realize that the person engaged in church and school activities seldom develop problems of a social nature, too.

Economic problems often originate from overspending or abuse of credit privileges. Credit Unions have been of great service in providing workers with funds with non-usurious interest rates. Local banks have done their share along this line too. Since the Credit Union has co-operative aspects, the workers are able to gain a realization of organization procedures, and experience in finance. The counselor should bolster the idea of the Credit Union whenever possible, as a means of lessening the burden on himself, of future counselees with economic problems. The counselor must display complete cooperation with plant welfare activities as another means of the lessening of his potential work-load (since his time will ordinarily be at a premium). Misfortunes, such as: accidents, fire, and death in the family, may strike a worker, lowering his physical output. Some organizations maintain special funds for such emergencies. Whatever the services provided by the company, the more the satisfaction of the workers is catered to, the smaller the number of future maladjusted workers that will be visiting the counselor.

Obligatory problems consist of those obligations that require absences from work. Illustrative of such obligations

would be : taking a driving test, appearance in court, and other situations that make it necessary for the employee to be absent from his work place. In some concerns, the counselor must check, evaluate, and record absences from work for obligatory reasons.

People may use a variety of sources to fill their counseling needs. Professional advice is readily available from doctors, lawyers, and ministers; while opinions are quick to emanate from friends, neighbors, and acquaintances. The desire for personal advice of a specific nature has increased to the point where banks, business houses, and public utilities offer special personal services to their customers. Counseling advice of a general nature is even presented by radio stations, magazines, and newspapers.

There are three distinct types of counseling that an employee may use. They are: privateer, trained psychiatrist, and personnel counselor. The privateer does this type of work mainly for the forthcoming easy cash.² However, a genuine service is rendered by the psychiatrist to those persons with serious mental troubles. These doctors, being experienced with clinical procedure and case work, can definitely be of service to maladjusted and seriously unadjusted workers. The services of these men are not needed in the case of every unadjusted worker. Only those persons that have very serious

²L. R. Steiner, Where Do People Take Their Troubles? (Boston: Houghton-Mifflin Company, 1945)

mental difficulty should employ the psychiatrist in an effort toward complete adjustment.

There is definite controversy as to the amount of psychological training needed by the personal counselor in industry. One line of thought is that the plant counselor should be trained in psychology beyond classroom work. It is generally conceded however that the industrial counselor need not be a trained psychologist, nor a graduate psychiatrist. Plant counselors provide a source of free help to employees in relation to both in-plant and out-plant problems. The workers are considered as individuals and not as cases. The industrial counselor helps the individual to determine his true problem and then assists him in making the decision as to what steps to take to alleviate the condition. This method of helping employees to make their own decisions instead of offering advice strengthens the employee and helps him develop his own decision-making powers. Besides the three types of counseling mentioned above, the psychologist must be considered also. A psychologist that is recommended by the individual's doctor is a safe choice. In one sense the psychologist is the counterpart of the industrial counselor in the community, though he ordinarily would be more proficient because of a much more expansive background of schooling.

Counseling, in some instances, may be considered to be a method of closing the foreman-personnel department gap. Today the personnel department is given the responsibilities

that formerly were the responsibilities of the foreman or owner. This new delegation has created a gap between the foreman and the personnel department. The increasing complexity of worker problems and legislative restrictions have increased the distance involved in this gap. Consequently, management, in many instances, has lessened the duties of the foreman to the meeting of production schedules and the general compatibility with subordinates; with practically no consideration for human relations problems as a part of their duties.

The personnel department contacts the worker in the processes of the application, selection, induction, training, transfers, counseling, disciplining, etc. Of these functions, counseling represents more of a coordinating force between foremen and workers, perhaps, than any of the others listed. The counselors move freely about the plant to contact both workers and foremen. There must be complete cooperation between the counselors and the foremen for the counseling program to be successful. There also must be no misunderstanding between the counselor and the foreman over the methods of helping the worker in a given instance. Thus, the work of the counselor can bring the foreman and the personnel department closer together, in addition to improving employee morale.

Bowler divides counselor duties categorically into co-ordination, consultation, and confabulation.³ In some

³E. M. Bowler, Counseling Employees (New York: Prentice-Hall, Inc., 1948) Chapter XIII.

plants, the counseling function includes trouble shooting for management also. Co-ordination efforts by counselors may eliminate duplication of the performance of certain functions in the plant. The counselor, because of his close contact with the workers, is able to present to management the employee point-of-view on important issues. Management may change corporate practices and policies upon the strength of the verified findings of its counselors. Under almost any circumstances, if the counselor is careful in his interpretations of the various opinions of those he counsels and arranges his propositions to management intelligently, his voice will demand increasing attention. Policies and practices that are accepted without restricting productive output reveal the quality of the counselor's co-ordinative duties.

The consultation function consists of the listening to workers tell about their problems. The counselor acts as a personal confidant to whom the worker can tell his problems and get them out of his system. The counselor must be very careful in respect to his time spent with counselees, since some counselor actions tend to make the foremen feel that they are being by-passed by the counselor. Consultation is a good morale builder as it releases pent-up tensions in individuals. It also promotes good-will since the workers are more compatible as toward each other and the management. An unhurried and well handled counseling interview gives the worker a sense of deep satisfaction from the experience.

Several aspects of the interview are conducive to a wholesome outcome. Pent-up tension is released by the counselee in the process of the explanation of his problems. Actual or imagined complaints are brought out in the open. The worker acquires a feeling of increased importance, in that management seems to show some interest in him and his troubles. The employee has the opportunity to make a decision concerning the facts of his particular situation. Satisfaction is often forthcoming to the counselee merely because the telling of his difficulties orally has enabled him to develop the proper perspective.

The consultation device is not a means of presenting employees with advice, but is a method employed to help the worker help himself. The counselor will not provide a ready-made solution to problems, nor will he make decisions as to the proper action to be taken. The basic concept is that the worker must be strengthened as to his decision-making and adjustment prowess instead of being weakened by doing his work for him. The counselor's position can be weakened or even destroyed if he attempts to solve the counselee's problems.

Confabulation refers to the informal conversations between the counselor and the workers when the counselor makes his rounds of the plant work-area. The topics of conversation during these counselor visits are not necessarily directly concerned with the work situation. The conversation may include merely passing the time of day or remarks concerning a trip

recently taken by the worker, or other such matters. This process of confabulation is an essential part of the building of the good-will necessary for the success of the counseling program. The impressions of the whole counseling organization depend upon the feelings generated among the workers by each individual counselor in his assigned area. The counselor needs the trust and respect of his counselees, and confabulation can facilitate these attitudes to a high degree. The extent to which an individual counselor has sold himself in the process of confabulation can usually be measured by the demand for his services in the consultation capacity.

III. INTRODUCING THE PROGRAM

The success of the counseling program of a specific organization rests heavily upon the methods employed in introducing the program to the persons that will participate. In a comparatively smaller organization each member of the supervisory staff should be contacted individually. A special introduction meeting would be desirable in the program involving a large supervisory staff. This meeting would explain the objectives of the new program and the functions of the counseling staff. In addition to the supervisory group, the workers must be informed as to the value and purpose of this new service that will be offered to them. To facilitate the educating of workers, frequent meetings may be held to introduce the counselors and explain the whole program. The posting of notices

concerning the inaugurating of the counseling service is ineffective. Counseling cannot be made to conform to routine, if it is to properly function. Sincerity and consideration for the individual must be forthcoming for the desired results.

The counselor actually requires very little office space from which to conduct an effective program.⁴ In the case of a large plant, the counseling program will require a central headquarters near the personnel director's headquarters and smaller quarters near the smoking rooms in the production area. In the central office there should be private, sound-proof rooms for interviewing. There must be enough space for files, bulletin boards, and office equipment. The total arrangement must present an efficient and impressive effect, since the outward appearance of the set-up tends to reflect the importance to management of the program, in the eyes of the worker.

Interviews absolutely must be held in privacy and cannot be hurried or interrupted. The counseling rooms at the central office must provide quiet and a minimum of interruptions. The physical arrangement of office facilities are of direct importance concerning the success of the program. The availability of sufficient useable space is of more value than elaborate equipment. Good lighting, ventilation, and pleasing colors are of tremendous value in relaxing participants. The personnel who assist the counselors should be

⁴D. Rossback, "Modern Personnel Offices," Personnel Service, April, 1946, page 20.

carefully selected so that they will supplement the work of the counselors rather than hinder them.

The counselor quarters near the production line make possible trips to see the counselor that do not arouse the curiosity of other workers. As in the case of the central office interviewing rooms, the physical arrangement at the production-line counselor quarters reflect management's attitude of the value of counseling, in the eyes of the employee. Laxness must not allow these interviewing rooms to become a break-time hangout. It must be maintained strictly as a room for business purposes. The restrictions as to privacy, etc, that applied to the central office interview rooms also apply to the production-line interview rooms. A glass enclosed room would be an example of the worst type of interview room. It is very important that the foreman and the counselor do not share the same space, too.

The interview rooms should have comfortable chairs for both the counselor and the counselee. A desk or table for the use of the counselor would be necessary. Depending on the specific type of service used by the company, a stenographer might be needed together with the accompanying equipment. Both standard letter files and card files may be used. If the particular program employs tests as part of the function, the counselor must purchase tests and testing equipment. If the counselor is assigned to the supervision of the recreational activities of the plant, he must determine the amount of equipment to be purchased.

Industrial counseling actually serves top management and middle management, in addition to the plant employees. The main emphasis in this counseling is the problem-solving aspect. Employees need someone who will help them to clear up their thinking. Sometimes even higher levels of management will request help from the counselor. In certain instances, the counselor may have to try to force out the information necessary to enable the employee to help himself.

Counseling tends to be a directive or guidance activity by its very nature, though non-directive interview techniques are employed at some plants. A particular worker may visit the counselor either voluntarily or upon the referral by foremen or fellow workers. In situations where an individual has been referred to the counselor (rather than going at his own volition), the counselor must be very careful in his approach. The referral agents must remain anonymous.

The interview techniques employed by counselors vary from very "directive" to "non-directive" (as previously mentioned). The basic approach theories that are explained in a previous chapter, when put into practice, can be classified under one of the above techniques. A realization of the difference between directive and non-directive interview techniques can be achieved by comparing the frequency of the use of certain methods by each. The following techniques are arranged, by Rogers, in order of frequency of use in directive counseling: The counselor (1) asks very specific questions, delimiting the

answers to yes, no, or other specific information; (2) explains and furnishes information related to the problem or the treatment; (3) specifies the topic of conversation, but allows the counselee to develop it in the way that he wishes; (4) recognizes the actual content of that which is spoken by the counselee; (5) gets together the evidence behind the conclusion that he has reached, and attempts to persuade the worker to undertake the course proposed by the counselor; (6) brings to the attention of the counselee, problems or conditions needing correction.⁵

Rogers states that non-directive counselors would arrange the foregoing techniques into an entirely different order of importance. Recognizing the feeling or attitude which the counselee has shown would be first. Then he interprets the attitudes expressed by the behavior and earlier statements of the counselee. He decides on the topic of the conversation, but leaves the development of this conversation to the counselee. He recognizes the content of what the counselee has expressed. He asks highly specific questions calling for yes, no, or other specific answers. He defines the purpose of the interview in respect to the responsibility of the counselee in using it. From these statements, the difference of emphasis in the two techniques should be apparent.

⁵ Carl R. Rogers, Counseling and Psychotherapy (Boston: Houghton-Mifflin Company, 1942) page 115-128.

There are certain underlying purposes that differ in the application of the two techniques. In directive counseling the counselor selects the goal and then directs the counselee's efforts to attain this goal. The implication here is that the counselor is superior to the counselee, because the counselee is not allowed to choose his own goal. The non-directive counselor believes that the counselee has the right to choose his own goal, even if it is different from the one that the counselor believes best. The idea behind this concept is that the individual has further insight into himself than the counselor could achieve. The non-directive concept places high value on the right of psychological independence of the individual, while the directive concept places its emphasis upon social conformity and the leading of those unable to adjust themselves.

The directive school of thought centers its efforts upon the problem as the counselee presents it. If the problem is solved to the satisfaction of the counselor and the symptoms disappear, the counseling is considered as successful. The emphasis employed by the non-directive school is with the counselee himself and not with the problem. If the counselee, in the course of the counseling procedure gains sufficient insight to understand his true situation, he can select the course of action that will bring the highest satisfaction and adjustment to him. By this means he has received a certain education which will better enable him to master future problems.

The non-directive technique can be applied to the majority of counselees who have the actual capacity within themselves to solve their problems with a minimum of assistance. Counseling, either directive or non-directive, cannot be the only means of dealing with the psychotic, defective, and others that cannot solve their own difficulties, even with help. Neither can counseling be effective in instances where people face impossible demands from their environment.

Counselors should make progress reports to the personnel director. These reports sometimes will be periodically reviewed by top management. The counselor's reports can give management an accurate account of the level of morale at any given time. Variance between the reports of the counselors and those of supervisors concerning identical subject matter give an indication of the standing amount of cooperation that is present between the two groups. If counselors fail to turn in reports, their service may be eliminated by management as being of little value. If top management does not make use of important facts brought to light by the counselors, an eventual breakdown in the human relations program of the company is possible.

If a portion of the counseling service is troubled with lack of funds, an inadequate number of counselors, or other such factors, this information should be included in the progress report. In this way steps may be taken promptly to alleviate the situation. Management must institute immediate action when it has been determined that a particular counselor

is not performing his function adequately. Disciplinary action is just as necessary in relation to counselors as to any other personnel of the organization.

Counselors must keep abreast of all new events that occur in their field. The counselor's library and the personnel-department library should contain the newest literature concerning counseling. Another means that may be employed by the counselor in order to keep up to date would be the attendance of the annual conventions of the American Management Association. Also, California and many other states have personnel-managers associations that can provide much up-to-date information.

IV. THE ADMINISTRATION

In large plants where there are many counselors, the personnel director would not have the time to hear the reports of individual counselors in addition to his other duties. In the interests of efficient organization, management must appoint a chief counselor to coordinate and direct the counseling staff. If more than one shift is in operation at a plant, it may be desirable to have an assistant-chief counselor on duty for the secondary shift or shifts. Though women employees visit women counselors and men employees visit men counselors; this segregation is not necessary in the relationship between counselors and chief counselors.

The chief counselor should be aware at all times of the problems and the activities of the counselors under his

control. Daily contact should be a key-note as to fostering efficiency. The chief counselor would review and evaluate reports turned in by the counselors. He would recommend any changes in procedure that he deemed essential. He would check for and remove any duplication, repetition, and overlapping of effort. He would need to hold scheduled meetings with his counseling staff. He would need to set a good example for his staff by cooperating with foremen, supervisors, and employees. The chief counselor should perform his duties in a way deserving of the respect of his subordinates. He should be patient, tolerant and helpful.

The chief counselor and his staff must work in close cooperation with other departments including personnel, safety, timekeeping, health, and payroll. The counseling department records must be kept in an orderly fashion, so that information can be furnished immediately to the various departments when it is requested. The chief counselor, with his complete knowledge of the work force, will be able to recommend changes that will provide better working conditions and thus increased efficiency.

The factual information that is obtained by the counseling service must be documented and tabulated so that the reports evolved from these records will prove valid after being presented to management. The counseling program will increase in value in the eyes of management, if it consistently comes forth with factual information that will stand up under

pressure. In the evaluating of the information received from counselees, the counselor must be able to withhold his own opinions. The reports that he makes must be the result of actual computation from a large number of interviews, rather than an opinion of his that undoubtedly reflects a certain degree of prejudice. The degree of thoroughness of counseling department records varies in different companies, from very detailed records to none at all. The scope of the duties of the counseling department function varies also with different companies, from only interviewing duties to responsibilities in the areas of wages, hours, bonus payments, absenteeism, loans, credit unions, hospitalization, pensions, and others. In some companies the counselors must compile detailed statistics to facilitate the future operations of the service, too.

The chief counselor's power in relation to the selection of additional counselors should be at least recommendatory in nature. If possible he should have full authority to review applications, interview, and select his counseling assistants. Only in this fashion can an efficient organization evolve. The size of the plant will determine the number of counselors that will be needed, when the particular program is aimed entirely toward helping employees. In the counseling programs where management is to use the counseling directly and the employees only incidentally, there might be a need for only one counselor. In the latter arrangement, the counselor might have no authority to select his assistants (if there were to be any),

but might be asked to name his successor when he left the employ of the company.

No one in the firm would be in a better position to be aware of potential counselors employed by the company in other capacities, than the chief counselor. Adequate personnel records are maintained by most companys, but these files often do not reveal the true capabilities of the individual. When the chief counselor leaves the employ of the company, he would have the best qualifications for evaluating the abilities of his potential successor. The chief counselor's duties should include the evaluating of counselors that come to the firm from other locations, too.

The chief counselor must obtain information on community resources and also maintain co-operative arrangements with other agencies. Therefore, in order to facilitate these responsibilities, he should attend community activities and participate in professional meetings that will keep him abreast of the new developments in the community. Community resources can often be of tremendous help in the adjustment of employees to their jobs.

Community resource guides can be developed to be used as information directories. Personal contact between the chief counselor and the head of the agency is advisable. The problems of the plant can be elaborated upon and clarified so that the agency will have a clearer picture of the kind of aid that may be needed in the future.

The chief counselor must make it clear to all counselors the extent that the affairs of the plant may be discussed in

meetings outside the plant. Information upon certain matters can readily be exchanged, but there must be an established boundary beyond which the counselor must refrain from crossing.

Top management requires that the chief counselor submit reports concerning the activities of the counseling staff. These reports should give specific facts and detailed information. These reports must be brief for quick reading, though. Good timing is an essential factor as to whether the report will be effective. Delayed information not only reduces the value of the information to top management, but produces ill-will toward the counseling department itself. Even in firms where reports by the chief counselor are not mandatory, it is a good policy to submit brief, periodical summaries of the work accomplished. This effort will tend to keep the management aware of the value of the department.

The induction of new counselors is a very important aspect of the chief counselor's functions. To new counselors, he must explain the plant organization and where the counseling program fits into the structure. The physical layout of the plant and the personnel department must be shown to them. Introductions to co-workers, supervisors, and foremen must be carried out. The policies of the company and all of the services offered to the employees must be explained, too.

Closely allied to the induction responsibilities of the chief counselor is the orientation program. The orientation program actually requires much more time than the induction

process. The counselor's functions would be explained by the chief counselor. The new counselor would be informed as to the rules and regulations that he must obey, and the methods of counseling used in the establishment. The relationship of the counselor to the personnel department would be pointed out. An explanation would be made as to the degree of authority, if any, in the areas of transfers, promotions, separation, compensation, disciplinary action, etc. The chief counselor would keep all counselors well informed as to new developments in personnel policies, practices, and procedures. Professional reading material would be provided to new counselors, and they would be encouraged to join professional organizations. The chief counselor would evaluate each new counselor's work, and would help him to overcome any weaknesses.

When the counseling program is first set up, goals of attainment must be decided upon. Periodically, actual achievements should be compared with the objectives to determine how well the program has met the initial expectations. The evaluation of the program, in addition to the measuring of what has been accomplished, indicates what more should be done to meet specified goals. Evaluation is actually a process of comparison. There are three main considerations in the evaluation of a counseling program. They are: the set objectives, review of results of the program, and the evaluation committee or officer. Without definite goals of attainment, the program has no directing force toward efficiency and the true results of the program will remain unknown.

The result-review aspect of the evaluation process may be immediate or long-term. Immediate results involve present problems; while long-term results may be only partially accomplished at a given time, though they bring the total program ever closer to its objectives. This evaluation reveals just how much added effort will be necessary to reach the predetermined goals.

The counseling program may be checked for results by either the chief counselor, the personnel director, or a management-worker committee. Counselors should check their own individual performance also.

The evaluation process should be a step-by-step review of the entire program. Any items that were brought out as being deficient in earlier evaluations must be checked as to improvement. Evaluation should include the determination of appropriate action in general situations. It should be decided as to how the over-all program has helped management, and how particular counseling services have aided workers.

Worker reaction to the counseling service might not be present in sufficient volume to be a reliable gage for measuring the quality of the program. Definite means must be used to obtain valid worker reactions. The company newspaper might run a questionnaire on the subject. Other means should be employed to get the workers to list their evaluations. A third method that might be used to obtain worker reaction would be the use of the plant suggestion box system. Employees'

suggestions can often help to improve counseling services. When employees' plans are adopted, it gives them the feeling that they have a voice in plant activities. It is truly the dynamic, progressive management that realizes the full value of the minds of its workers.

CHAPTER V

COUNSELOR FUNCTIONS AND QUALIFICATIONS

In recent years the activities of the personnel department have greatly increased; and the counseling service is intended to lessen the burden in certain phases of industrial relations. The duties of the counselors in different establishments vary greatly. It is difficult to give a general definition as to specific duties of counselors. However, the following passages will present the different aspects of industrial relations that may be handled by the counseling program (though certain companies show evidence of the use of only a few of these functions in counseling).

The availability of well-qualified persons to become counselors is a consideration of great importance. There is no distinct pool from which to select trained employee counselors, and therefore, securing new counselors is a difficult task. Just as the functions of the counselors are different as defined by different companies, so the qualifications for counselors vary from plant to plant. Thus, the discussion of counselor qualifications must be an evaluation of majority practice.

I. COUNSELOR FUNCTIONS

The duties of the counselor depend largely upon the objectives of the specific program. A primary function would

be the offering of a high-type consulting service to all plant personnel. This would include help in the solving of employee personal and financial problems; and the providing of a place for workers to get things "off their chests." In addition, executives would confer with counselors on personnel problems.

The counselor's duties might also include the maintenance of a reliable information service for both worker and management needs in such fields as: wage payment plans, payroll deductions, legal services, recreation, loans, and medical care. The supervisors would find the counselors of valuable assistance in human relations problems. Such aid to supervision would be inducting and orienting workers, eliminating worker irritations, follow-up on the new workers, assisting with disciplinary problems, assisting in job adjustment problems, handling transfers, handling requests for leaves of absence, and assisting supervisors to overcome personal weaknesses.

Counselors could be of definite aid to the personnel director in special assignments. These special assignments might be: conducting special interviews, conducting supervisory conferences, contacting community agencies, initiating community programs to meet worker needs, investigating recommended discharges, and discovering potential supervisory material.

Certain services might be offered to the worker by the counseling staff. They could consist of: medical appointments, legal services, child care, housing problems, postal service,

home nursing, messenger service, community contacts, training facilities, and health programs.

In smaller organizations the duties of the the counselor may not have been defined before his employment. One of his first endeavors, therefore, may be the analyzing, listing, and presenting for the approval of management, the activities he finds to be justified as his responsibility. Skilled counselors have actually functioned as assistant department heads, assistant supervisors, welfare workers, employment managers, personnel directors, and financial experts in addition to their counseling duties. These secondary tasks must not be allowed to overshadow the prime responsibilities of the counselor's position. To this end, some companies allow their counseling staffs to operate only in the counseling capacity, with no other responsibilities to burden them.

It is important that the counselor be acquainted with all key individuals in the organization. Every person in the plant must have a clear understanding of the functions of the counseling service. The best method of launching the counseling program seems to be the holding of discussion meetings for the specific purpose of clarifying the exact relationships between the counselor, top management, middle management, and the employees.

The counselor is actually a representative of top management in the interpreting of company policies and rules. He should be able to make recommendations, suggest activities,

and establish standards of attainment in the field of human relations. The counselor helps management by interpreting company policies in every-day language for the workers. The foremen are often given assistance in the same way. A goodly portion of this assistance can be given when the counselor is making his rounds on the production floor. Since counseling is a staff function, it has no authority in the line organization of the firm. The counselor's job is actually helping others to help themselves.

All counseling program services should help management by improving personnel relationships. The degree to which employees accept or reject the services of the counselor may be felt by management directly in the quantity and quality of the plant's productive output.

The company induction process is about the best device toward facilitating the future adjustment of the worker.¹ This process should consist of well-planned steps by which the counselor eases the transition of the employee from his former situation to his new place of employment. The first step in the induction process is that of planning. All phases of induction must be planned in order that the process will function smoothly, and not be open to unnecessary delays. Next,

¹This view of the induction process as a part of the counselor's functions is more completely expressed in Employee Counseling, by Helen Baker, page 29. Princeton University Department of Economics and Social Institutions, Industrial Relations Section, Princeton University Press, 1944.

the explaining of the over-all policies of the plant should be done carefully. Illustrated booklets are often of tremendous help in furthering this goal. After the policy explanation, the counselor attempts to convince the employee of the advantages of working for this specific company. A tour of the physical facilities of the plant would now occur. This procedure gives the new employee an idea of how his job fits into the whole production scheme. He should be informed of the steps of advancement open to him.

After the tour of the plant, the counselor should show the worker to his work area and explain to him how this particular part of the plant operates. Next, the worker should be introduced to the foreman, supervisor, medical department, payroll division, personnel department, and other parties that he must contact prior to starting to work. The worker then must be informed as to whom he is responsible and the extent of the authority of his supervisor.

The counselor should check up on each worker within a specified time to determine his reactions after having actually worked at the job. Follow-up interviews should be instituted for just this purpose. This first follow-up interview may reveal some of the inner drives that result in certain outward behavior. Interviewing has proven to be effective in uncovering these urges and motives.

Specifically, interviewing is employed for several reasons. They are: to get information, to give information,

to adjust complaints, to observe the employee, and to establish friendly relationships. Some very important factors involved in interviewing are: diplomacy, tact, courtesy, wisdom, and understanding. Further explanation of interviewing is made in other chapters.

The counselor may create greater employee satisfaction and enthusiasm by showing him the importance of his job in the organization. Each person likes to feel that he is especially valuable. Workers are entitled to treatment as individuals. In some cases when minor maladjustments are discovered, the cause for the failure to become adjusted may give help as to corrective action that will prevent a recurrence of this particular type of maladjustment.

Supervisors may require the assistance of counselors in carrying-through preventive measures. If continued complaints about certain working conditions in the plant come to the attention of the counselor; the particular supervisor involved should be approached so that plans can be worked out to alleviate the conditions responsible. Sometimes basic company policy is at fault. The counselor is in a better position than the supervisor to recommend changes in these policies. In situations where a supervisor is involved, he should have the opportunity to rectify the situation himself. If he is unable to make the necessary adjustment, his immediate superior should be approached by the counselor. A clear understanding of the organizational arrangement of the plant by the counselor is essential.

Supervisors ordinarily handle the production problems of the employees; but problems often arise about which the supervisor has little or no information. The counselor should be able to answer the questions that the supervisor cannot. If the counselor does not have the answers to questions, he is in a position to find them quickly. The counseling program is functioning ideally when the supervisors seek aid on worker's problems outside the field of production. If problems of a production nature are brought to the counselor by the worker, a referral back to the supervisor should be made. Then a follow-up should be instituted to make certain the problem has been solved, by the supervisor, to the worker's satisfaction.

Whenever possible, the counselor should make interview appointments with workers that plan to leave the employ of the company. Supervisors must facilitate this action, since they are the first to be told of a planned severance. The interview must be held as much in advance of the planned leaving date as possible. The worker will seldom change his mind if the interview takes place on the final day of work. It is often very difficult to discover the real reason for a worker quitting. Thus, the degree of truth revealed to the counselor shows just how much confidence in the counselor has been generated during his employ with this firm. Exit interviews can be of great value not only in the slight reduction in labor turnover, but also in the bringing to light of conditions of which management is unaware. Factors causing workers to leave the company would

include improper lighting, poor ventilation, and poor pay. Sometimes a worker feels that his job does not require his best efforts. This can often be rectified by assignment to other work. The presence of inadequate supervision is brought out in the open by the exit interview, on occasion. In this case, the counselor is in a good position to initiate human relations training for the supervisors to overcome the undesirable deficiencies. Decreased labor turnover is desirable, not only for the lesser induction and training expenses involved, but also because new personnel will be difficult to acquire if a tight labor market exists.

There are certain aspects of his work that the counselor must always keep foremost in his mind. He must assume routine responsibilities, such as checking time cards and production reports, only to the extent that such action will help to solve specific personnel problems. In his reports the counselor must be impersonal (not mention names) when presenting trends or tendencies. These reports must not carry exaggerations. The counselor's efforts must always strengthen the supervisor's authority, never weaken it. He must not act himself, but must assist the supervisor in determining what action to take. Proper channels of authority must be followed. The counselor must not argue with the supervisor; merely present a view-point. He must not maintain an attitude of extreme confidence in his decisions; but be open minded and willing to change his conclusions on the basis of sufficient grounds.

Detailed discussion of conditions too early in the breaking-in period might frighten the worker. Conversely, an interview that is given too late in the breaking-in period will be of little value, since the worker's attitudes are already firmly established. As there are no specific means to measure the degree of worker adjustment, certain elements must be discussed with the supervisor. These elements of discussion are: suitability of the job, personality traits, progress to date, and future plans of the worker. The answers to these and other questions help to inform the counselor as to the extent of the employee's adjustment. In order to interpret the data, the counselor must be fully acquainted with the plant and the duties of the supervisory staff.

Rumors and gossip tend to decrease the productive output of the plant.² The counselor holds an ideal position for bringing out this fact at supervisory meetings. Foremen can help to counteract untrue stories when they are given the facts by management. Foremen themselves must be well adapted to their jobs so that they will not foster the spreading of rumors. The counselor should furnish only information for which he has a valid basis. When mistakes evolve they must be admitted rather than allowed to pass by and supposedly be forgotten.

The systematizing of the actual techniques of counseling leading to occupational adjustment is an important consideration.

²Brown and Meyer, Morale in Industry as Seen by a Neuro-psychiatrist (Chicago: Industrial Welfare Department, Zurich Insurance Companies, 1944) page 8.

The counselor may facilitate employee adjustment by the use of several methods. He clarifies plant policies and interprets the employee's reactions to these policies. He promotes a good-will attitude on the part of management toward its employees. He promotes methods of reducing worker fatigue, and suggests to management ways to build higher worker morale. The counselor can outline definite plans for a better relationship between workers and supervisors. He can help eliminate irregular attendance. He can suggest changes of certain conditions that are slowing production, and facilitate improvements in heating, lighting, and other aspects of working conditions. In addition to the foregoing the counselor must keep management informed as to his progress by the maintenance of adequate records and the presenting of periodic progress reports. Besides the counselor's responsibility in relation to the worker's job adjustment, he must attempt to determine and alleviate problems caused by forces outside the plant that affect the worker's individual output.

The counselor can be of great assistance to other departments in the plant. Complete cooperation with other departments is essential for the optimum value for the company of the counselor's services. The counselor is in a good position to be of help in the safety program, since he is in close contact with employees, both at his office and at their work place. Because employee attitudes are more apt to be known by the counselor, he can help the training department to present their program in a fashion that is more acceptable to the workers. In some cases

the counselor may be asked by this department to determine employee attitudes on a particular aspect of their program, before changes are instituted.

Other related activities attributing to the counselor, besides his prime functions, are the interpretation of data concerning trends, the maintenance of adequate records, the presenting of periodic reports to management, and the serving as a representative of management. The counselor may be asked by management to make predictions or discover trends in worker demands, labor turnover, and employee dissatisfactions. As a basis for this analysis, the counselor would use departmental files and personnel reports, conference and supervisory reports, and individual records and interview records. The records maintained by counselors should not duplicate those kept elsewhere in the company.

There are two types of reports to management that should be made. One would be a routine report taken from the files that are kept in the department. The second type of report should present conditions in the plant that are wrong and need correcting. In addition to reporting to management, the counselor will probably often be called upon to speak at meetings as a representative of management. Therefore, he must be completely informed by management as to the extent that his duties and the company's policies may be divulged.

Besides understanding the science of counseling, the counselor must be versed in other respects. He must have a

thorough understanding of the plant and its products. He must know the community in which the plant is located, so that he will have additional insight as to out-plant problems. He should be aware of the laws affecting worker welfare, and the rights of the management and of the workers. To adequately aid workers, he must understand the job opportunities of the company, too.

II. COUNSELOR QUALIFICATIONS

Good counseling begins with the employment of well-qualified personnel to perform the function. It has been found that the personal adjustment and adaptability of the counselor is more important to the success of the counselor than actual educational qualifications.³ In any case, whatever the background of the potential counselor, he should have certain attributes to facilitate his success. These attributes are the subject of this portion of the chapter.

There are three basic qualifications that must be carefully evaluated by employers. They are: objectivity, respect for the individual, and self understanding. Objectivity would include the capacity for offering sympathy, a genuinely interested attitude, and complete understanding. Because of his respect for the individual, the counselor would treat each employee with appropriate consideration and as a separate entity,

³E. M. Bowler, Counseling Employees (New York: Prentice-Hall, Inc., 1948) Chapter XVIII.

distinct from his work group. Unless the counselor knows his own limitations and attempts to remedy them, he cannot thoroughly succeed with his job.

The qualifications of the good counselor include certain personal traits that are a part of the individual's personality and cannot be acquired by practice. The counselor must possess sufficiently mature judgment to distinguish immediately between right and wrong. In addition to mature judgment, logical reasoning and good common sense are necessary to optimum fulfillment of his function. When reviewing applicants for counseling positions, it is difficult to measure these three attributes accurately. A review of the applicant's previous employment experiences might help management in this evaluation.

The ability to listen to the counselee without interrupting him is essential. If interruptions are continually forthcoming, the counselee will tend to stop and let the counselor do most of the talking. The counselor must retain the information that is presented to him in the utmost confidence. Information that does not help the employee should be forgotten.

Resourcefulness and reliability should definitely be present in the counselor, in order that he may get the most results with that which he has to work. He should be quick to put into operation the changes that are suggested by management. There must be a cooperative spirit in relation to both the counselor and the department. Only through the cooperation of all of the departments of the organization can maximum efficiency result.

On-the-job experience is the best method of improving the counselor's insight into employee problems. If the counselor is hired from outside the plant which is often the case, he will have to learn to speak and understand the language of the industrial worker. Some companies have seen fit to put the counselor to work at the production line during his initial training. In this way he obtains a first hand knowledge of the work conditions and employee problems.

If the counselor possesses a good sense of humor, it will be easier for him to meet many of the difficult situations with which he will be confronted. Workers should never be made the object of a joke, nor offended by deliberate sarcasm, though. Obviously, humor is not appropriate under many circumstances.

The counselor must be able to accept constructive criticism even if it is not tactfully presented. Where constructive criticism is given, it must be thoroughly studied as to the value to be derived from its use. Unless the worker has been so conditioned as to want help, anything said by the counselor would be to little avail.

Personal integrity is an essential quality of the counselor's personality. It is acquired through education, association, and co-operation. Factors included in this asset of personal integrity are: mental poise, emotional stability, and just convictions. In addition to these, honesty, fairness, impartiality, and the following of rules of conduct at work and elsewhere, are important. All of these characteristics are

essential in the counselor because his integrity must be at a maximum to instill employee morale to a high level. Personal integrity begets the respect of the workers. This trait, when a part of the personalities of both the counselors and the supervisors, tends to build loyalty in the minds of the employees.

Though there is disagreement in different organizations as to educational qualifications, the college graduate is ordinarily preferred because of the nature of counselor duties.

The person with a good educational background is better equipped to do more comprehensive work in serving both the employees and management.

Since the counselor represents management outside of the company, as well as inside, he must have a pleasing personal appearance and manner. He should have the ability to adequately express himself at all times. In relation to counselor qualifications, Carl Rogers makes the following observation:

Perhaps the first qualification for a counselor is that he should be a person who is sensitive to human relationships. This is a quality which is difficult to define satisfactorily but which is evident in almost any social situation. The person who is quite obtuse to the reactions of others....
..... who does not sense the hostility or friendliness which exists between himself and others or between two of his acquaintances is not likely to become a satisfactory counselor.⁴

In addition to the aforementioned general traits, a number of more specific attributes are desirable. The counselor must be able to gain the trust of the workers and inspire them

⁴Carl R. Rogers, Counseling and Psychotherapy (Boston: Houghton-Mifflin Company, 1942) page 254.

to confidence in themselves. He should be sincere and loyal to the company and have above-average initiative. He must be above-average in intelligence, and have a friendly attitude and a genuine interest in people. The counselor should have a sense of purpose and direction, and a high degree of patience in the accomplishment of the set goals. Because of the many demands of his position, he should possess organizational ability. He must maintain a co-operative attitude together with trustworthiness and open-mindedness, too.

Organizations can obtain their counselors from a number of sources. Within the company, counselors may be found by the checking of the records of present employees, observing employees at work, the holding of a conference of department heads, and the study of the applications of the persons applying for work at the company at that time. Counselors may be obtained outside the company from colleges, United States Civil Service, state employment services, and literature of the counseling field.

CHAPTER VI

SUMMARY AND CONCLUSIONS

I. SUMMARY

When an enterprise decides to inaugurate a counseling program, it must decide which basic counseling concept will be used. The approaches that may be employed consist of: the Trait-and-Factor-Centered Approach, the Communications Approach, the Self-Theory Approach, the Psychoanalytical Approach, and the Neobehavioral Approach. The Trait-and-Factor-Centered Approach is founded on the idea that a counselee's behavior can be measured in relation to other counselees' behavior, and that standard courses of action can be instituted by the counselor upon classification of the specific problem. This approach provides high communicability and comparability, but gives no indication of why the counselee acts as he does.

The Communications Approach is concerned with the determination of interview techniques as the method of achieving the best results in counseling. The disadvantage inherent in this approach is that there is no relationship between the interview and external matters or counselee behavior prior to counseling. The Self-Theory Approach involves the idea that counselees are capable of solving their own problems without the specific directing by the counselor. The counselor's job consists of being a good listener, and not the solving the problem for the counselee. The classification of employees as to behavior

patterns is frowned upon, since such action would prejudice the view of the counselor in the consideration of the counselee as an individual.

The Psychoanalytical Approach involves the consideration of counselees in respect to their emotions. The major cause of problems under this approach is fearful emotional experiences that occurred earlier in life and were repressed. The counselor's work consists of bringing about the reliving of such early experiences, so that the emotional repression is relieved and adjustment to the present environment is made possible.

The basic idea underlying the Neobehavioral Approach is that the counselee has learned his behavior patterns, and that these patterns may be modified by counselor action. It is supposed that the counselee retains certain maladjustive responses during the learning process that tend toward later self-punishment. When the punishment stage is approached, anxiety situations will develop to hamper the problem-solving efforts of the counselee. The counselor helps the counselee to feel comfortable and accepted, so that the anxiety is reduced and the repressed material is released.

The five approaches to counseling each may be classified as directive or non-directive when they are actually applied to the counseling interview. The Self-Theory Approach is the only approach of the five that employs the non-directive technique in practical application. In directive counseling the counselor selects the goal and then directs the counselee's

efforts to attain that goal. The non-directive concept places higher value on the right of psychological independence of the individual to solve his own problems. The directive counselor asks very specific questions of the counselee and retains the initiative during the entire interview. The non-directive counselor merely listens to what the counselee has to say and encourages him to do all of the talking. Thus, the counselee is encouraged to think out his own problem and reach his own conclusions.

Even though an organization makes no conscious effort to align its counseling program under one of the aforementioned concepts, the program can easily be cataloged under one of the approaches and also as to whether the interviews are directive or non-directive in nature. Only after concrete counseling approaches and objectives have been determined, should the actual operational procedures be instituted.

Counseling programs may vary in scope and may entail different methods of practical application in different concerns. The Western Electric Company set up a separate department that had nothing to do with employee selection or induction. They use the non-directive method of interviewing, and actual records or case histories are not maintained. A company psychiatrist is not employed, and the counselors themselves do not need to be psychologists. The counselor's job is mainly that of an experienced listener. Evaluation of the program is accomplished by the consultation with supervisors.

The Caterpillar Tractor Company counseling program is organized as part of its industrial medical program. Complete case history records are maintained, and a definite evaluation of the program is periodically made from these records. The counselors must be qualified psychologists, and they use the directive method of interviewing.

The counseling program of the R. H. Macy Department Store is focused on the "problem" employee. Psychiatrists are employed by the company to analyze these employees and treat them. The initial duty of the counselor is the selection of new personnel, rather than counseling these employees later as they become unadjusted. However, this later counseling follow-up is carried on, too. Counselors are required to be qualified psychologists, and are required to keep extensive employee records. The directive counseling technique is employed in the interviewing process. Periodic evaluations of the program are accomplished mainly by the study of case histories, etc.

The Oak Ridge counseling program is different from these other programs mainly because of the unique nature of the Oak Ridge Project itself. In certain private enterprises where the community is supported by the concern and the community consists mainly of this plant's employees, a similar program might be feasible. The Oak Ridge plan consists of three phases: hospital service for the mentally ill, a community service of child guidance and family counseling, and an in-plant counseling service for employees for early detection of maladjustment. The

unique feature of this plan is the close coordination between community counseling and plant counseling. Directive counseling is employed in both cases.

These programs are representative as to the variety of methods of applying counseling to practical operation that may be employed. In other concerns there will be overlappage of principles and systems.

The reason for the use of any type of employee counseling service is increased profits from higher worker productivity brought about by higher worker adjustment and morale. Workers may be classified as adjusted, unadjusted, and maladjusted. Worker problems that lead to unadjustment and maladjustment may be considered as either in-plant or out-plant problems. There are three distinct types of counseling that an employee may use: privateer, trained psychiatrist, and personnel counselor. Co-ordination, consultation, and confabulation are the categorical divisions of the counseling function.

In introducing counseling to a plant, meetings should be held with the supervisory staff to explain to them the objectives of the new program and the functions of the counseling staff. The counseling service requires very little space at the central office and at the production-line interview booth. In addition to the employees, top management and middle management are served by the counselors. Progress reports should be presented to management periodically.

In large organizations a chief counselor should be appointed to alleviate the personnel director's burden. The

chief counselor's power in relation to the selection of additional counselors should be at least recommendatory in nature. He should obtain information on community resources, and maintain co-operative arrangements with other agencies. The chief counselor's duties include the induction and training of all new counselors.

When the counseling program is first set up, goals of attainment must be decided upon. Actual achievements should be compared with the objectives, periodically, to determine the progress occurring. The three main considerations in the evaluation of a counseling program are: the set objectives, review of the results of the program, and the evaluation committee. The evaluation process should be a step-by-step review of the entire program. Worker reaction to the counseling service may not be present in sufficient volume to be a reliable gage for measuring the quality of the program. An employee suggestion box system can be of service in relation to this lack of knowledge of worker sentiment.

The primary duty of the counselor is the offering of a consulting service to both employees and management. The maintenance of a reliable information service is also important. Counselors can be of definite aid to the personnel director in special assignments. Special services might be offered to the employees, too. These might include: legal services, child care, housing problems, etc.

The counseling department may handle the induction process as a means of facilitating the future adjustment of workers.

Also, the interviewing of workers before they leave the employ of the company, after giving their notice of intent, sometimes can decrease labor turnover. The counselor holds an ideal position to stop plant rumors that tend to instill low morale.

The counselor clarifies plant policies and interprets the employees' reactions to these policies. He promotes a good-will attitude on the part of management toward its employees. He can suggest changes of certain conditions that are slowing production.

A counselor must have an understanding of the science of counseling, the particular plant and its product, and the community in which the plant is located. He should be aware of the laws affecting worker welfare, and the job opportunities in his specific company.

The educational qualifications of counselors required by different companies vary, though a college degree is ordinarily specified. The other qualifications of counselors receive more agreement from various concerns. The counselor should be objective, have respect for the individual, and have self understanding. He should have mature judgment, logical reasoning, good common sense, resourcefulness, and reliability.

It is desirable that the counselor possess a good sense of humor. He should be able to accept constructive criticism, and tactfully give it. Personal integrity is an essential quality of the counselor's make-up. Since the counselor represents management, he must have a pleasing personal appearance and manner.

Organizations can obtain their counselors from a number of sources, both inside the company and outside. Counselors may be picked from inside the company by the checking of personnel records and other means. Outside sources include colleges, United States Civil Service, state employment services, and literature of the counseling field.

II. CONCLUSIONS

It is evident that the interview is the primary device available to counselors for employee contact. On-the-job relationships must be considered as purely secondary. The interviews must occur during regular working hours, in order that employees will receive their regular pay. There is variance of opinion as to whether directive or non-directive interview techniques should be used. There are differing views as to the amount of records that need to be maintained. The methods of evaluating counseling programs range from polling the supervisors to a thorough perusal of case histories. Evaluation cannot be accomplished accurately by the consideration of changes in plant output (unless possibly over an extended period). Also, top management may be completely unaware of the beneficial effects of a counseling program because of the distance between top management and the labor force.

The area, in the plant, needed for counseling is small and would not work a hardship on the company introducing the counseling service. There is very definite expense, though, in

relation to the salaries of the counselors and the time lost by employees while being interviewed. Before inaugurating the service, management would need to determine whether these expenses would be offset by the decrease in turnover and higher employee morale (which means decreased accidents and decreased absenteeism, etc.). This intangibility obviously will deter many companies from the decision to initiate the program. At the present time, the "wait and see" attitude is prevalent in industry. If the concerns with active counseling programs seem to be successful to a higher degree than those concerns lacking the program, the trend will be toward more universal employment of counseling in industry. To be sure, there was a tremendous increase of counseling in industry during the Second World War. This was mainly possible because of lack of emphasis on the cost factor in production. The demand for goods was high and the prices received were also high.

Since the Second World War, counseling has had to prove itself on a cost basis. Its value is shown by the slowly increasing use of counseling after the reconversion to peacetime activities. As shown by the longevity of the counseling programs of several concerns mentioned in this study; once a counseling program is inaugurated in a company, it is seldom dropped. This fact is true because the attitude of management must be very progressive to institute the program in the first place. With management wholeheartedly behind the program, its chances of failure are greatly diminished. Also, since the

procedure might be considered a radical departure from established company policies, a considerable amount of preliminary research will undoubtedly have been done.

The workers themselves must be in favor of the new service for it to be a success. Much worker indoctrination must be carried on prior to the putting of the counseling program into operation. They must be informed as to why the program is being instituted and how it will actually be of benefit to them. The concurrence of organized labor is, of course, essential to the success of the program. In fact, a very close coordination with union activities is very important.

The lack of standardization in industrial counseling is a feature that tends to make concerns reluctant to consider the adoption of counseling. When standardization is not present in an endeavor, people consider it in the realm of the new and untried. Many companies often find it advantageous to let the other company shoulder the expenses of trying the new idea, and then to "cash in" if the procedure proves to be of value. Because of the intangible nature of the results of counseling, it is difficult to determine which practical application of counseling is producing the best results.

Certain factors limit the practicability of introducing a counseling service into a particular concern. Counseling would not be practical in some industries because of the very nature of the industry itself. Such instances might include types of work where workers cannot leave their jobs during

working hours, or where the employees are located at great distances from each other, or where work occurs in nearly inaccessible areas.

Another factor concerned in the practicability of employing counseling would be the size of the company and the size of the actual work force to be counseled. In the small establishment the functions of the counselor can be handled by the personnel manager. In the concern that employs about one hundred persons, a counselor could be employed, but it would be advisable to assign other personnel department duties to him too. In firms employing thousands of production-floor workers, counselors should be employed that have no responsibilities other than the counseling function.

Besides the preliminary research as to the methods to be employed in counseling, decisions must be reached in relation to the qualifications of the counselors and the sources from which they will be obtained. Salaries commensurate with the position of the counselor must be paid to insure the obtaining of men that will facilitate the successful operation of the counseling function.

The trend in the employment of industrial counseling can be directly connected with economic activity trends. During the Second World War and the period since its termination, there has occurred "creeping" inflation. Industrial counseling has increased in use during this period. At the present time, this country is on a plateau of economic activity without inflationary

tendencies of a very expansive nature. New counseling programs are not apt to be introduced now because of the uncertainty as to whether the future holds further inflation or a turn to deflation and recession. Counseling programs would have trouble remaining active during a prolonged recession of economic activity. In such times businessmen will cut costs radically, and expense items that show no tangible monetary value as to profits will be eliminated or radically reduced in scope. Therefore, the long run trend in personal counseling in industry is toward universal employment in the large corporate enterprise, subject to the contingency of periodic reversals due to fluctuations downward in the cycle of business activity.

This trend is mainly due to management's realization of the connection of employee morale to plant efficiency. Thus, indirect profits can be attributed to the counseling program. Pioneering companies have laid the groundwork which simplifies the adaptation of counseling to new companies. Also, companies with the counseling service are coming to have the competitive advantage. This is true not only in respect to the plant efficiency, but also concerning a company's ability to hold workers and obtain new workers in a tight labor market. If nothing else, a particular counseling program denotes to the worker, an interest in him by management.

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