

Orientation program for Hawthorne plant personnel counselors.

7 add in activity in new system
and semester work typical

ORIENTATION PROGRAM

1. Orientation to Department and Company Structure

- 1st Unit TALK - With Department Chief (1) Position of Counseling Org. in relation to other Personnel units in branch. (2) Description of Employee Relations Department with identification of function of section chiefs. (3) Outlining the general orientation proceedings. (4) Introduction to all section chiefs.
- MEET - All counselors. Section chiefs assume responsibility for introductions in their respective sections.
- READ - History and Development of the Bell System; History and Development of the Western Electric Company; Interviewing Training Folder Section I (Employee Benefit Handbook and Hawthorne Organization Chart)
- TALK - With Section Chief. Summarizing, discussing and elaborating upon subject matter of the material read.
- Informal talks with Counselors
(Eventually this phase of orientation will be supplemented by lectures and other material supplied by the Training Department.)

2. Orientation Toward Counseling Viewpoint

- 2nd Unit READ - Human Problems of an Industrial Civilization, Elton Mayo Chapters I, II, III; Interviewing Training Folder Section II; New York Conference Report July, 1940, Sections IV and V;
- WALK - Through Plant with Section Chief or Counselor selected by him in which, in order to provide a background for future reading, the following things are pointed out: (1) Bank Wiring; Cable Forming; Relay Jobs; (2) Bench work and operators; (3) Machine work and operators; (4) Conveyor work and operators; (5) Handset and Station Apparatus Jobs; (6) Men and women working together; (7) Inspectors; (8) Truckers; (9) Equipment and Development Engineers; (10) Examples of different levels of supervision.
- TALK - With Section Chief, summarizing and discussing reading material and characterizing briefly the various jobs observed during the walk through plant.
- Informal talks with Counselors
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- 3rd Unit READ - New York Conference Report, July, 1940, Section VI; Collected Papers on Interviewing, by F. J. Roethlisberger; Physician and Patient as a Social System, L. J. Henderson;
- TALK - With Section Chief on subject of interviewing
- READ - The Work of Jean Piaget, Elton Mayo; The Language and Thought of the Child, Jean Piaget (or other available volume with special accent on introductions and methodology)
- Informal Talks with Counselors

3. Development of the Point of View

4th Unit READ - Management and the Worker, Chapters VI, VII, VIII
 DISCUSS - With Section Chief Methodology, Point of View and Findings.
Informal talks with Counselors

5th Unit READ - Management and the Worker, Chapters IX, X, XI
 OUTLINE - Briefly what is felt to be the outstanding factors in Development.
 DISCUSS - Development with Section Chief and other Counselors.

6th Unit READ - Management and the Worker, Chapters XII, XIV, XV, XVI.
 Review Chapter XIII.
 REVIEW - Section 2, New York Conference Report
 DISCUSS - With Section Chief what is felt to be outstanding factors.

7th Unit WRITE - Not more than 1000 words on what is felt to be the "Point of View" evolved in previous units' reading.
 DISCUSS - Paper with Section Chief.
Informal Talks with Counselors.

Related Points of View

8th Unit READ - The Irish Countryman
 WRITE - Not more than 1000 words summarizing Methodology and Point of View

9th Unit READ - Management and the Worker, Part IV;
 Malinowski's Appendix in Ogden Richards' "Meaning of Meaning"
 DISCUSS - With Section Chief the general point of view set forth.
 - With Section Chief, outstanding factors and point of view.

10th Unit READ - Part V, Management and the Worker.
Informal Talks with Counselors and Supervisors on general subject.
 WRITE - A paper of not more than 1500 words comparing the points of view and approaches set forth in Part IV and V of Management and the Worker; Malinowski's Appendix and The Irish Countryman, attempting to note similarities.
 DISCUSS - Paper with Section Chief.
Informal Talks with Counselors

11th Unit READ - Tyranny of Words
Informal Talks with Counselors
 DISCUSS - With Section Chief how the subject matter of Tyranny of Words fits into the picture of Counseling.
 READ - Functions of an Executive
 DISCUSS - With Section Chief the underlying point of view and outstanding factors.

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- 12th Unit READ - Hart, Psychology of Insanity
 WRITE - Not more than 1000 words contrasting the "dynamic" and "static" points of view with relation to human adjustment.
 DISCUSS - Paper with Section Chief
- Detailed Examination of Various Phases of Counseling
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- 13th Unit READ - Sections 1, 2 and 3 in Outline of Practical Applications in Personnel Counseling
 REVIEW - Chapter 13, Management and the Worker
 DISCUSS - With Section Chief and Counselor any discrepancies and similarities felt to be important.
 APPLY - Point of View and Methods of Approach when talking to new counselors. Try to observe "stages" of relationship.
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- 14th Unit READ - Section 5 in Outline of Practical Applications of Personnel Counseling
 DISCUSS - In detail with Section Chief and Counselors the "mechanisms".
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- 15th Unit READ - Section 6 in Outline of Practical Applications of Personnel Counseling
 DISCUSS - With counselors and section chief the outstanding points set forth
 PRACTICE - Responding to sample interviewing situations given in Section 6.6
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- 16th Unit READ - Section 8 in Outline of Practical Applications of Personnel Counseling
 DISCUSS - In detail, each topic with section chief and counselors.
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- 17th Unit READ - Section 9 in Outline of Practical Applications of Personnel Counseling
 DISCUSS - Subject matter in detail with counselors and section chief.
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- 18th Unit PRACTICE - Answering list of questions in appendix of Outline of Practical Applications of Personnel Counseling asked by counselor or section chief, discussing answers in detail.