EMPLOYEE COUNSELING SERVICES*

1. DISCUSSIONS OF THE PLACE OF COUNSELING IN INDUSTRY AND DESCRIPTIONS OF SPECIFIC PLANS

Barron, Margaret E. "Employee counseling in a federal agency." Personnel Administration (P.O. Box 266, Washington 4), March, 1942. pp. 1-10; 75 cents.

A description of the counseling program started by the Social Security Board in 1938 and continued by the Federal Security Agency. Discusses the scope of the counseling work, procedures followed, and the place of counseling in the organization.


The chief of the Employee Counseling and Services Section, Federal Security Agency reports on developments in counseling among federal agencies. She states that "The consensus among counselors in the federal service at the present time is that their big responsibility now is working with supervision . . ." and concludes that the role of the employee counselor is "to serve management through serving employees and to cooperate in the formulation of policies and in the development of practices which will promote stability and increase the efficiency of the organization."


After an analysis of the confused beginning of a representative, wartime plant counseling program, the author presents the psychological basis of a clarification of the function of the employee consultant. The final section considers the qualifications and development of the employee consultant staff and the place of the counseling program in an industrial organization.

* Items from this list should be ordered directly from the publisher. Addresses are given in connection with each reference.

Describes the program of personnel counseling at the Hawthorne Plant of the Western Electric Company, and answers questions concerning the extent of the interviewing, supervisory attitudes, and qualifications of interviewers.


Description of a combination performance rating and personnel counseling service among salaried employees. The program, "designed to be of assistance to the employee in developing his abilities and in so doing to bring supervisors and employees closer together," required the active participation of the supervisors as well as counseling by the personnel staff. Experience with the program showed the need of counseling with foremen to help them discuss the progress report with the individual employees.


A brief statement by a psychiatrist concerning the need for psychiatric services in a well rounded personnel program.


A discussion of the relation of the function of counseling to supervisory responsibilities and of the place of the counselor in the personnel organization.


Chapters IV and V, "The Western Electric researches," and "The interviewing method," describe the development, aims, and procedures of the Western Electric counseling program with particular consideration for its effect upon productivity. Chapter VI, "Self-expression and labor unions," presents the comments of Harold J. Rutenberg on the Western Electric experiment, and his views that labor unions afford a better means for employee self-expression and improved communication between management and employees.

A summary of the development of in-company and union counseling in relation to case work services in the community. Includes descriptions of a number of both management and union-initiated counseling plans.


An analysis of the growth, functions, organization, and organizational relationships of 61 employee counseling programs. Considers the long-run as well as the wartime purposes of company-sponsored counseling services.


A valuable account of the research program conducted at the Western Electric Company, Hawthorne Works, and its contribution to the better understanding of the bases of employee satisfaction and efficiency. Chapter 13, "The interviewing method," Chapter 14, "Complaints and personal adjustment," and Chapter 26, "Implications for personnel practice," describe the development of the policies on which the present Western Electric personnel counseling program is based.


Outlines basic considerations in establishing a counseling program: the functions, position-titles, and qualifications of the counselors; and the relationship of the counseling staff to operating officials, employees, and the medical department.

2. Counseling Methods and Related Techniques


Principally a manual to assist in training union counselors, this pamphlet also outlines briefly the history of the UAW-CIO counseling program, its organization, and function. It assumes the counselor's primary function to be "referral rather than treatment."


A comprehensive text dealing with all types of interviews. The chapters on "Interviewing workers" and "Interviewing people in trouble" are most pertinent to the counseling interview.

A study by a social worker of the area in which industrial counseling can learn from the principles of case work. The discussions cover basic counseling methods, specific problems, and relationships between counseling and case work.


A consulting neuropsychiatrist outlines the main steps in interviewing as counseling, warns the inexperienced interviewer of his own "blind spots" and of the limitations of the interview, and discusses the unavoidable dilemma that exists when an employer also acts as counselor. The supplementary "Practical steps" provides an excellent summary of attitudes and techniques.


Believing that interviewing will not always "furnish the facts" necessary to help an individual adjust satisfactorily to a job, the author recommends the supplementary use of tests in connection with vocational adjustment and in-service training in which there may also be problems of emotional and social adjustment.


A useful presentation of a technique by which counselors can help individuals become better integrated personalities, more capable of solving their own problems as they arise. The author emphasizes the skill required for the "non-directive" approach to counseling.


A talk outlining the basic principles of interviewing to relieve tension is followed by discussion of specific questions, some of them dealing with problems and prospects of counseling in industry.


This pamphlet, prepared by John G. Darley, gives in simple and concise language the objectives and characteristics of interviewing as a technique of counseling. Intended for the untrained counselor in community advisory centers, it should be helpful to anyone without special training in this field whose duties sometimes or frequently place him in the role of counselor. The concluding section suggests a number of books and pamphlets for independent reading.