



## LETTERS TO THE EDITOR

### RESPONSE TO MARGULIES AND H-C U SUPERVISION

Dear Sir:

May I express deep congratulations to Newton Margulies ("An Integrated Approach to Supervisory Training for Hiring the Hard Core," Aug. 1970), for sharing with us the results of the ongoing supervisory training program. It is readily perceivable that supervisors of the Hard-Core Unemployables (H-C U's) have neglected the advice of Schiller who said, "He that is overcautious will accomplish little."

If the H-C U's are to be successfully synthesized into the flow of industrial veneer, supervisors must, of necessity, learn to appreciate their *culture*. The H-C U's do have a culture. They are *not* culturally disadvantaged; culturally disadvantaged implies that they are denied cultural inclusion into the cultural mainstream of the majority. Conversely, this writer views the H-C U's as *culturally different*. On the basis of this premise, it behooves supervisors to view the H-C U's from *their* perspective, that is from the standpoint of a minority perspective.

Stereotyping and manufactured myths about the H-C U's will have to be deflated and obliterated if there is to be any tangible meeting of the minds of the supervisors and the H-C U's.

#### What May Supervisors Do?

Of primary importance to the collective advancement of the implementation of any successful hiring of the H-C U's, is "special supervisory training." Supervisors will have to empathize with the H-C U's. Their training should be adequately structured to stimulate an aura of sensitivity to the needs and characteristics of the H-C U's. Supervisors should become more cognizant of the vortex of dilemmas which beset the proper social functioning of the H-C U's. At times it may appear as if the whole venture is not worth the dimes invested, but it may be well to adhere to the words of St. Augustine who said, "Faith is to believe what we do not see; and the reward of this faith is to see what we believe."

#### Should Supervisors Be Social Workers?

Some supervisors may query as to the

efficacy of their learning the culture of the H-C U's. They may resent what, from a cursory examination, purports to be the case of the social worker. One is not suggesting that supervisors don the regalia and usurp the role of the social worker. Instead, one is merely suggesting that supervisors should establish a meaningful tete-a-tete commitment with the H-C U's, if it is their desire to utilize the salvageable skills of the H-C U's, rather than using them as advertising gimmicks.

The H-C U's are economically disadvantaged; they are tethered to a domain of structural unemployment. If business and government are serious about instituting some remedies to wipe out the unemployment blight of the H-C U's, then supervisors must make an all-out effort to meet the prospective employees. This does not mean that a paternalistic syndrome should be the base of communication between supervisors and "supervisees." Most people resent the welfare approach to their problem. The H-C U's seem to object to too much supervisory baby-sitting. Supervisors have to develop a technique wherein they can adequately communicate with the H-C U's in such a manner that they will not limit future communication because of some cultural difference.

Newton Margulies concluded: "One thing seems fairly evident, that is, that supervisory training is an important aspect of the success of any program aimed at hiring the hard-core." That conclusion is extremely potent. It is hoped that other businesses will subscribe to this magnificent concept of "meeting the hard-core." Supervisors may find Lao-Tsze words contain much food for thought. He said: "He who knows others is learned; He who knows himself is wise." In the industrio-economic drama of hiring the hard-core, supervisors have to reappraise themselves and then go out and try to learn something about the H-C U's. A one-to-one confrontation, that is, supervisors vis-a-vis the Hard-Core Unemployables, is essentially important in bridging the hiatus between the two groups.

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