

## **APPENDIX A INTERVIEWS**

This appendix contains samples of all the participant interviews. When the researcher began the interview process, the line of questions concerning the corporate culture and the college-to-work transition process were viewed as separate entities. Experience soon proved the two to be inter-dependent. After, the first two interviews, the interview was dealt with as a single continuum, which in fact flowed into the follow-up interviews with the three new hire participants. Separate conclusions concerning corporate culture and the school-to-work transition process were derived from the data.

### **PARTICIPANT 1 DATA**

#### **CORPORATE CULTURE ASSESSMENT INTERVIEW**

The interview was held in Participant's office at 0900, November 11, 1997. The researcher's time with him was limited to 30 minutes by his busy senior executive schedule. The interview proceeded on a very structured path defined by the preliminary question set used by the interviewer to assure coverage of the topics of importance to the researcher. Participant 1 gave very tight concise answers to the questions and kept the discussion on track to an on time conclusion.

The interview got off to a bumpy start, as Participant 1 agreed to recording the session, but the tape recorder malfunctioned (after functioning properly the night before).

What is it like to work here?

It is an interesting business working in information technology (IT). It is growing fast in the areas of communications and international competition; it is fun. The corporation is a top growth company, in the top 10-20% internationally. The employees are interesting, bright, dedicated people; customers are interesting also.

How did the organization evolve to its present state?

Started in 1959 as a software house building system software for the large hardware manufacturers such as IBM and others; and information systems. Expanded to Government contracts in the 1960s. The Systems Group and SED are focused on

government software development and support, mostly Department of Defense and Intelligence agencies.

What does the organization stand for? What would be a good motto?

The company wants to be pre-eminent (#1) in information technology (IT) consulting, business services, etc worldwide. All constituencies (Customers, Employees, Stockholders) are considered of equal importance. The motto is contained in the management principles written by the former CEO.

Who has the most power? Who has the least power? How do you know?

Without any doubt, or even a close competitor, the present CEO, President, and Chairman of the Board. In second place would be six or seven people, but none close to number one.

How does change come here? What kind of changes?

Slowly (with emphasis). Inertia of a large organization, alluded to IBM's problems in responding to changes in the marketplace a few years ago. We do not face the same level of danger.

How is information passed to you and to others?

Lotus Notes is used through out the company, world-wide. Almost all company data is in shared data bases accessible to anyone in the company. Any employee can send e-mail messages to anyone in the company.

What are some unwritten rules here?

(after a very long pause), cannot think of any. The few written policies are short (a few pages). Power to make decisions is invested in the local manager with little oversight from higher management.

What could get someone rewarded here?

There are three factors: Client satisfaction; Technical knowledge; and General Good Performance. One more is Market Performance: winning contracts with successful proposals.

What could get someone punished/fired here?

Very few employees are fired. Standout causes for dismissal: Insubordination, Conflict of Interest, basic Honesty and Ethics problems.

What kinds of mistakes are not forgiven?

Poor judgment, ethical breaches. Not many people are fired.

What does doing a good job mean here?

Solving client problems. Good ratings letters from customers, more work (expanded scope), good reference or recommendation to use in contract competition. Profit.

To what extent do you feel you can make a difference here?

Pretty good at any level of the company. Satisfied clients is the metric.

Who are the heroes of the corporation? What are their values, biases, assumptions, and goals?

The people on the organization chart. Basically corporate leaders with ten or more years of experience. People who manage projects to client satisfaction and profit.

How will you charge the time spent on this project?

Incidental interruptions of less than one hour do not have to be reported on the employee's time card.

NOTE: My goal should be to keep interviews to less than one hour.

## **PARTICIPANT 2 DATA**

### **CORPORATE CULTURE ASSESSMENT INTERVIEW**

The researcher met Participant 2 in the lobby of her building at 1 PM on November 13, 1997. She led the way to her private office, which had a window view of the woods behind the building. She had the usual assortment of computer, telephone, and working papers on her desk and work table. After she agreed to the interview being recorded, the tape recorder was set up on her table and tested. The researcher began by explaining the purpose of the research and guaranteed her anonymity in the dissertation. She did not appear to be overly concerned about her views being revealed and expressed interest in the topic.

What is it like to work here?

What's it like to work here?...well, I enjoy working here; I have been here about a year and a half, actually this is my third position: I worked in facilities and contracts previously. I am fortunate that the managers I have worked for have been so helpful, mentoring, if that is a word? I felt that because of that it is easy to grow with the company; to enjoy my job. I have had jobs in college where you were miserable about

going to work. I have not found that here. I have had a lot of opportunities that I have not had before in my life.

How did the organization evolve to its present state?

I don't understand.

Yes, how did organization evolve in your experience? In your understanding, if you don't know, you don't know.

Oh, I know that over the last few years it has grown a lot! The Park, for instance has gone from two buildings to four; I don't really know the ins and outs, I don't really know the history.

What does the organization stand for? What would be a good motto? What are its values?

What are the values...I know that, to expand its many markets, reaching new business. I am just beginning to learn what exactly we do. My position in Facilities was unique because it allowed me to see how the company operates internally. In this position, I am just learning what the company does to make money. These questions are difficult for me, because I feel so new.

What is a short motto?

(Pause) Making business easier.

Making business easier for who?

Easier for the customer. Reaching everyone...reaching....it is difficult.

Who has the most power? Who has the least power? How do you know?

Well, I know the division is broken down in different ways. The heads of each division, I am new to this, within each group...there is systems group, SPG, and ISD; I think it is balanced pretty evenly. The hierarchy is not overpowering. People who are directors are touchable, we interact daily. I spoke with my last director every day, she was a very reachable person.

How does change come about? What kind of changes?

Changes within the department?

Sure, within the department, within the company.

I guess it is...I know when certain policies change, everyone is notified by green sheets, sent out by the person initiating the change. For instance my last director would send out a green sheet to notify us of changes in parking issues or fire codes, sent to everyone

affected. Procedural changes. It is a big company, it is hard to reach every single person. If there is a position change word gets around because usually our directors find out, and tell our managers; most of the people in the company are on e-mail; that is how a lot of information is passed.

How is information passed to you and to others?

The E-MAIL system is a very powerful system, I actually use my E-MAIL more than I use my phone.

Are there any limits on your use of E-MAIL? Is there anybody who is out of bounds to you?

Like somebody I would like to talk but couldn't. No, I actually have sent E-MAIL to people I would not normally feel comfortable walking into their office. I find it easier. I like to be able to send somebody a note and have them respond to it.

Would you feel comfortable sending something to Milt (President of Systems Group).

Not if it was something negative. I have been told by directors not to send negative E-MAIL. If I wanted to ask him a question, I might feel comfortable sending him an E-MAIL. I would not feel as comfortable going up and knocking on his door.

So, E-MAIL is actually positive in that it enhances communication.

Definitely, I think a lot people would agree with that.

What are some unwritten rules here?

Unwritten rules, such as?

Such as the dress standard?

I think the dress standard is a pretty unwritten rule because most try to dress professionally. I think the code of conduct is pretty evident, there are certain things you should do and not do. There actually are policies and everyone goes through that on your first day, you have an actual training session you go through, you are constantly updated with code of conduct as well as proprietary data information; certain things you are not supposed to leave on your desk. They actually come around and check, which is helpful and important; as well as HR (human resources) regulations and policies. That goes back to the transferring of information, we are always notified if there is an upcoming event, such as HR event: there is always some thing hung up in the lobby to notify us of upcoming events. Information is passed well around here, both up the chain, as well as down.

What could get someone rewarded here?

I think going over above the call of duty. I have actually seen where someone was out of the office for illness or for maternity leave. Other people picked up their work. Taking over someone else's work.

What could get someone punished here?

Violation of policies most likely from the simplest things such as recording time, if you don't record time every day. The legalities of recording time right. Restrictions on how much you are supposed to use E-MAIL. Documents left out on the desk. Wearing security badges. Emphasis on protecting classified or (company) sensitive (proprietary) information. We are required to lock our doors at night and when we leave the building.

What kinds of mistakes are not forgiven?

I have never had that happen. I have never heard of anyone being fired outright. I guess it could happen for not doing your job. Hopefully, a manager would talk to you about poor performance before firing you.

What does doing a good job mean here?

Performing your job and trying to perfect it; doing the best job you possibly can.

To what extent do you feel you can make a difference here?

Recognizing your role as an employee, and understanding how your position fits in with the company, and understanding how that role helps the company work. Being part of a team that is, your department as part of the division and how that builds up to the total as a company.

Who are the heroes of the corporation? What are their values, biases, assumptions, and goals?

Gosh, ah... The proactive managers, the people who get the ball rolling, the people who go above and beyond the call of duty. The people at my level, the administrators, the people who work hard. I am sure there are certain directors who simply put in their time. (these are not heroes)

How will you charge the time spent on this project?

This is my lunch hour – I haven't eaten lunch today, yet.

## SCHOOL-TO-WORK INTERVIEW

What is your educational level? What college(s) did you attend? What was your Major/Degree?

I am working on my MBA at UVA, receiving 60 % tuition assistance – the assistance depends on my maintaining a “B” or better. I could not afford to without company help. My bachelors degree is from Johnston Wales in Rhode Island, in Marketing.

What high school did you attend? College preparatory or other track?

Bernardsville HS, in Bernardsville, NJ. It is near Millburn, NJ where I actually lived.

When and where did you first begin to prepare for your vocation?

That is hard to say. I began college in Culinary school. I graduated and was working in food and beverage. I wound up in this area working at a hotel. I felt I needed business and office experience, which led to “temping” in the DC area. The experience was unbelievable, learned more in six months than studying in school. The job here resulted from a temp assignment which led to a job offer. I was ready to settle down to a regular full time job, the benefits are unbelievable. I knew it was a very large corporation and would provide good opportunities. The educational support was an important benefit. I was hired into Facilities, the organization I temped for. Worked as an information management specialist. Worked on project management and worked on the construction of the new corporate cafeteria because of my food and beverage experience. I look at everything I do now as invaluable experience. I am grateful for the company putting me in positions where I have the opportunity to learn. They identified my experiences and interests and put me in positions to take advantage of those experiences.

What do you consider to be the necessary KSA's for success in the work place? Define Knowledge, Skills, Attitudes (KSA) = The acquired attributes required to be successful in the world of work: Reading, Writing, Computation, Regular Attendance, Conformance to Workplace Culture and Norms, Working with People, Basic Work Habits, Knowing How to Learn, Communication, and Self-esteem.

I consider myself to have a very strong work ethic. I very rarely miss work and am always reachable. This job will utilize my reading/writing skills more than my last job which was more hands-on.

Where did you acquire the most important ones?

High School. Actually in grammar school I learned more writing techniques and in high school I learned more comprehension. Public school experience was that high school

built on grammar school. I moved around a lot and attended several schools in the state of NJ.

Did a particular person or institution play a major role?

I need some time to think on that one. I have always found someone in each stage of my life to be a mentor: in school and in each job – not every job, however. I see traits in a person that I admire, someone who works hard. Mother and Father were role models. Most of the time the mentors were in the workplace. Not every job offered mentoring opportunities. Once in college it was usually teachers who were the mentors. Valued the teachers who were able to keep it interesting and to get the message over. Most important was their caring about me as an individual.

Can you think of one individual who was particularly helpful in acquiring needed KSA's?

My last manager here has been my big mentor – helped me to get back into school; has had a big impact on me. She hired me. She reached out to me and gave me projects that peaked my interest. I was amazed by that, because I nobody had ever taken that big an interest. She is a role model for me: very strong work ethic, a few years older, incredibly intelligent – she is working on her PhD right now. She is becoming a master in her field, a very successful and positive person, has a very strong marriage – I find it wonderful to see a successful marriage. I am engaged myself and envy her that. Parents are divorced – looking for the qualities that make marriages work. She reached out to help me.

Did you receive the training you wanted/needed?

It is available. I have not taken full advantage of the opportunity. In my present job I plan to take advantage of it. Fiancee is taking advantage of the seminars that are offered all the time and encourages me to participate. Process reengineering, finance groups.??

What did you learn while in school that can be directly applied at work?

My finance education taken in college (stat, accounting) and reading and writing in HS, basic skills in grammar. My HS had a good program in reading and writing skills.

How can the company help you attain the needed KSA's in the future?

Programs outside of the company are available to me. It is a matter of my convincing my manager to support my request for schooling, such as the UVA masters program. Nobody stands in the way.

Is there some aspect of the culture that impacted your attainment of needed KSA's in particular?

I don't think so.

Is there anything you would like to add in closing?

I don't think so. I have been very happy so far. I am excited to see how it works out.

What I have done so far has given me some good experience. Lots of new experiences, I see a bright future.

Thank you for participating in this research project. I will prepare a transcription of this interview in the next few days and will send a copy to you for your review and validation; please correct any errors or instances of misunderstanding on my part. My intent is to accurately capture the STW process as you have experienced it. I will write up the text of this session and E-MAIL it to you for your review, correction, and editing. I invite you to change anything that doesn't sound right in hind sight, add information, correct my misinterpretations of your comments.

## **PARTICIPANT 3 DATA**

### **CORPORATE CULTURE ASSESSMENT INTERVIEW**

The researcher met Participant 3 in the lobby of her building at one PM on December 22, 1997. She led the way to her office which was similar to Participant 2's office with the exception that she shared the office with another employee. She had a window looking out on the side of the building. She agreed to the tape recording of the interview. The researcher explained the purpose of the research and guaranteed her anonymity in the dissertation.

What is it like to work here?

A great company, it's a big company; I think you feel more like a number, because it is such a big company. But, other than that everything is comparable to whatever you can get anywhere else, it seems to me; it is my first job, so I'll say that I like it.

How did the organization evolve to its present state?

Which organization?

The one here.

How did it evolve?

Do you have any prior knowledge of how it grew to be the way it is?

Actually no.

What does the organization stand for? What would be a good motto?

A motto - a good motto? I don't get exposed to too much of the company. I was on a very small project before. I feel like it is a big and strong company.

Who has the most power? Who has the least power? How do you know?

Probably the President, the whole chain. I have the least power. Because I don't see anything that goes on up top. I don't have a problem with it.

How does change come here? What kind of changes?

Basically your manager says something is going to change. Organizational structure.

How is information passed to you and to others?

Sometimes from my immediate manager, or through his manager - through the chain of command. Through newsletters over the internet, that are sent out or broadcast.

So, newsletters on the internet?

Yes.

Do you have an E-MAIL system?

Yes. They actually send out through E-MAIL, the intranet.

Do you have outside access? Can you browse the INTERNET?

Yes.

Does anybody monitor that?

Yes they do monitor to see what sites you visit. There a lot of E-MAILS about that.

What are some unwritten rules here?

Unwritten rules as in mannerisms.

Sure, how you behave, how you dress.

I think this is more a non casual building, men have to wear ties, women have to dress....

That is probably not written down anywhere.

No, it depends on your manager.

So, it is communicated to you through example.

Yes, you kind of have to ask. I asked another lady that works here; she said you probably want to dress more professionally, because VPs and directors in this building are around.

Are there written rules? Is there anything that states here is company policy?

Yes, there are a couple of policies, mainly about time management, recording your time, the time card is automated. Rules, rules ...we talked about INTERNET rules.

When you first joined the company, did someone hand you an information packet like code of conduct?

There is a yearly update, you have to go, its mandatory; its 15 to 30 minutes to watch a video tape on code of conduct and ethics.

When they get into ethics, what do they talk about?

Since a lot of the contracts we have are government contracts, we talk a lot about proprietary information. Using internet for business purposes, using telephones, keeping that professional manner.

What could get someone rewarded here?

I won't say what off the top of my head, no, I mean "kissing up". I guess performance, showing you have succeeded in your given tasks.

When you say "performance" is that what you think of as a company answer?

It depends on your manager. I was on a project before this with a manager who noticed particularly certain people - for them, for them, it was a huge accomplishment, whatever they did, and it didn't matter whatever anyone else did, even though they were working just as hard.

That is what psychologists call the "Halo effect" if you are a good person to this manager, then, whatever you do is good. That is a hard thing for a manager to overcome. So, how do you overcome that; how do you get yourself a halo?

I don't know I've never had one.

What could get someone punished here?

Non performance. Getting along with the people that we work with.

Being part of a team?

Yes, that is important to me. I have to get along with people I work with otherwise, there are a lot of problems.

What kinds of mistakes are not forgiven?

Personality conflicts mainly, sometimes it can get personal.

Something make you lose your temper, lose your bearings, could impact negatively on your status in the company?

I don't know if it would affect the status the status of the company.

Your status in the company, if you misbehave in that manner, you would expect that.

No I wouldn't expect that. I wouldn't know what to expect. I have not felt that out. I have only been on the project seven months, so I haven't come to the point of losing my temper yet.

What does doing a good job mean here?

Basically performance, something physical; output. Doing it in a timely manner.

To what extent do you feel you can make a difference here?

To what extent - in the corporation or on the project?

Both.

Project, I think I can make a difference. I am very entry level, so if I pick up on anything, it will help, because I bring a fresh point of view when it comes to this stuff. It helps me to want to learn, to have that enthusiasm.

Talk to me about learning; is that important to you?

Yes, I just finished a course that we did with UMBC in a venture between them. I took an NT Workstation course. I have taken a total of two college level classes here. I have enjoyed the classes. I am trying to feel what field I want to go into. I'm still at that entry level mind set.

Who are the heroes of the corporation? What are their values, biases, assumptions, and goals?

Who are the heroes of the corporation - the company. Anyone who brings in money, business. A good manager. Values? Dollar signs. Make money. I only say that because if I put myself in that position, that is what I would value, status and bottom line.

How will you charge the time spent on this project?

That is a good question, I was going to ask you.

Gus tells me that interruptions of less than an hour do not have to be accounted on a time card.

What is your educational level? What college(s) did you attend? What was your Major

I have a BA in English literature. University of Maryland.

What high school did you attend? College preparatory or other track?

Rockville High School. I was in the upper level, taking AP classes Senior year. All my peers were going to college.

When and where did you first begin to prepare for your vocation?

After college.

So, while in college you were not oriented toward this career?

No, I wasn't; taking one thing at a time, just trying to graduate.

How did you get the job here?

Through a TEMP Agency. Worked at a site in Rockville as an administrator. I was offered a job after the project was complete. I learned a lot in college, but while in college, I did not know how to turn on a computer. I temped for other companies and picked the computer stuff up very quickly.

What was it about the company that attracted you to it?

I liked working with the people I worked with; I was involved in the things I was doing. I enjoyed that. After six months there, I realized it was time to get a full time job with benefits. I was looking for another job and received a decent offer. So, it took my threatening to leave.

What do you consider to be the necessary KSA's for success here? Define Knowledge, Skills, Attitudes (KSA) = The acquired attributes required to be successful in the world of work: Reading, Writing, Computation, Regular Attendance, Conformance to Workplace Culture and Norms, Working with People, Basic Work Habits, Knowing How to Learn, Communication, and Self-esteem.

Out of all of those. Reading is important, writing not as important, computation in the logic sense, attendance, culture and norms - yes it is important but not as important as reading, basic work habits is important, knowing how to learn is important but a lot of people get off without having to do it, communication is important (up there with work culture and norms), and self esteem - seems sometimes you don't need that - sometimes it is a little too personal.

So your thinking is that the way corporation is structured, maybe lowers the need for self esteem?

Yes, there are some things that happen that we can do nothing about.

Where did you acquire the most important ones?

Reading and learning is important now here, because I am trying to learn a lot of new things. The skills I am working on now, this is all new stuff, stuff I have never worked with before. So, I am finding it is important to learn how to read material and kind of understand it, and it is harder for me because I was a literature major and it is very

different from technical writing. Just reading this stuff takes me a little longer to understand it.

So, the importance of these didn't really come out to you until you got out into the work force?

Yes, like when I started working, the reality of knowing all these things; being able to keep with good attendance, good reading and comprehending all this technical stuff and being able to communicate effectively with people. I think that was something that hit home when I started working.

So, when you were in high school and college, the importance of these areas wasn't apparent to you?

No. It wasn't until I first started working.

Did a particular person or institution play a major role?

Can you think of one individual who was particularly helpful in acquiring needed KSA's?

Any particular person - mainly just co-workers; they were influential.

Does any particular co-worker stand out in your mind as some one who took you under his or her wing?

No. No one was all too influential.

Did you receive the training you wanted/needed?

Not as much as I wanted. I was looking for a particular class that was easy to go to and was conducted by the company. I wanted an introductory level programming class that is not as readily available. So, I am going to have to seek to take a class outside of any company affiliates, go to a community college.

Is information like that provided to you here?

It is, through the education policy in the handbook.

So, there is an education policy?

Re-imbursement policy.

It covers paying for courses. It does not identify available courses - is that up to you to go out and find them?

Yes. I think as long as it is on a career track, but I cannot sign up for an English class because I already have an English degree..

When you ask the company to fund a course for you, you have to justify that it is applicable to your job?

Yes.

What did you learn while in school that can be directly applied?

I think through the courses I took - I strongly do believe anyone with a college degree who went through all those stress processes, it doesn't matter what your major is, you really do learn to be little more analytical and you learn to focus and learn to achieve small objectives like mid-term exams. It helps you to prepare for any big task. Time management.

So, it keeps you from being overwhelmed by the magnitude of the task and realize that you can cut it into smaller pieces?

And, it helps you to focus on the given things - to say, OK I need to get started, to study.

So, you learned this more in high school or college.

I think more in college. In high school most of the exams were more multiple choice, simple, was not as challenging, where as in college you get so much information, comprehend all of this stuff in order to do well; it forces you to think.

Would you characterize college, as opposed to high school, as forcing you to take a more active role in your own learning?

High school versus college. Yes.

How can the company help you attain the needed KSA's in the future?

I suppose offering more company offered courses.

Is there a certain power in the company bringing the course to the site?

A matter of convenience.

Is there a means available to you to communicate that desire to the company?

Yes, you can talk directly to the HR Rep. They are available on this floor.

Is that well publicized?

No.

Is that something you would suggest that they do? Do you value continuing education courses?

Lifelong learning?

That would be desirable - a lot of people could use taking a lot of these classes. Learning for the rest of your life. But, I want to find my niche first.

So, you want to find your focus? How are you going to find your niche?

The next class I get an A in. It is mainly just exploring the different things I can go into. I am interested in programming, but I don't know if I can think like a programmer. It is a different thought process. I came from an arts background.

If there is a company offered course that says, here is what programming is about, to give you an idea of what the company business is like?

I think it will be helpful, but it varies so much - it changes from project to project.

Responsibilities aren't so well defined. It would be helpful as a general guide to offer something like that in the colleges. So that the colleges could say: if you are interested in becoming a programmer, as a general rule, these are the things that are expected of you.

What the company expects of a programmer?

Yes, maybe during recruitment time. There are job fairs.

Did you go to those?

No.

What happened when you graduated from the University of Maryland. Did you say, after graduation, well, now it is time to go look for a job?

Yes. I wasn't so gungho, I was just happy to graduate on time. And I just took it from there and decided to look for a job.

Is there some aspect of the culture that impacted your attainment of needed KSA's in particular?

The company, as a whole I don't really think so. It is really up to me to go out and get the education I need to become a level to do what I want to do. If I had graduated with a computer science degree, then my life would be set; then I would know, at least, the direction I wanted to go. But, I never knew even in college, what I wanted to do when I came out, I was just kind of winging it. I usually do better when I wing it. It just kind of falls on me.

Why did you take English Lit?

I took an introductory class and got an A. I did like it. I enjoy learning new things now.

So, you look forward to coming to this job?

Yes, because I am learning new things. As long as it keeps me on my toes.

So, being in an environment where there are unknowns, new challenges makes it interesting as opposed to being threatening?

Yes, as long there is some goal in it for future achievement, is geared towards some kind of a career track; whether I can use it later in life.

How do you define a career track?

I don't know. I haven't found it yet.

So, career track is something you are seeking - a niche?

Yes.

You realize that you will likely do a number of different things in your life, that the niche will probably shift as you go along.

Oh yes.

You do not have any grand expectation that you will find something you will do for the rest of your life?

No, but it is fun looking.

Does the company provide you an environment in which it is easy to work?

I would say no. I mean yes and no. It depends on if you know what you want to do, there are plenty of opportunities to go and do it. If you don't, it is really up to you find it and develop it. Computer Science is skill oriented field.

You know that going to work for a company like this, that there will be a strong orientation toward exploiting the capabilities of the computer?

Oh yes. Actually, I took the job because it was a decent offer. And in the six months I was working as a temporary, I learned a lot, lot, lot about computers. Just the general work skills as in organizational skills and communication skills - just getting to know the environment and the people.

So, a lot of your transition from college to where you are now, was executed through this temp process?

Yes.

Is there anything you would like to add in closing?

No. Be nice to everyone. Especially here - there is a work dress code.

Thank you for participating in this research project. I will prepare a transcription of this interview in the next few days and will send a copy to you for your review and validation; please correct any errors or instances of misunderstanding on my part. My intent is to accurately capture the STW process as you have experienced it.

## FOLLOW-UP INTERVIEW

(Participant 3)

Participant 3 met the researcher in the lobby of her office building at two O'clock on February 25, 1998. The lobby guard had given the researcher an Escort Required badge so Participant 3 could escort the researcher to her office. She shares an office with another employee who was not in at the time of the interview. She has a window looking out to the side of the building. The interview began with a review of the previous interview and the researcher request for additional information concerning the entry to the company process. She agreed to tape recording the interview. The interview was transcribed that same night and a copy sent to her the next morning.

How did you decide to TEMP here, what was that process?

The TEMP agency told me. It is near home, a short drive.

Once you were here, how did you demonstrate to them that you were qualified to be here?

I guess I was a go-getter. Wanting to do and wanting to learn a lot. I wanted to touch everything, I guess. I was open to helping out everyone.

I would characterize that as attitude.

Yes, oh definitely. Attitude is a good way to put it.

I would say you are smart and you probably pick things up pretty quickly.

Yes, fresh out of college. Not bothered with the worries of life yet.

How long did you TEMP here?

About six months.

Somewhere in there you came to the conclusion that you wanted to stop being a TEMP?

Yes.

What drove that decision.

I decided it was time to get a full time job. A fulltime regular job.

For you it was the realization - it is time to get a job with benefits and so forth?

Yeah. That is exactly how it happened. I just thought I am not getting benefits. I am not getting a lot of things I should be out of college. I wanted a fulltime job, so I told my

TEMP agency that I wanted something more permanent. And I started looking. Because I never really looked before.

Where did you look?

I had a few leads from the company and other people who had left the company, who I had a relationship with; I spoke with them.

You were looking within the company?

I looked within the company, and the manager I had at the time gave me a very low ball salary. A real low ball salary, and I said no, thank you for your offer.

So, the company made you an offer and you turned it down?

So, what happened, I think it was about a week after that happened, a new manager came on, and I was working with the Test Group at that time. The new manager said he didn't want any one to leave who had been there for a while. So, he asked me what would it take to keep you. And I said this! It wasn't that much up there. I was an English major, I knew in the computer science field, I could only go so far. It was an entry level position that was non-professional track, so I was hired as a senior member of the technical staff and was soon promoted prior to assignment to Iceland. So, I was assigned overseas with the project I was on. I was there for a year and a half, so I got all seasons, all two of them.

You said you were on the non-technical staff what does that mean?

The professional track, when it comes to certain career paths. I was in the very entry level, but it wasn't, I was getting overtime and I wasn't what is called professional status. It is more, you are there as an hourly person. Your pay raises are a lot less than someone who is salaried. The difference is in the overtime.

Compare the tasks you had as a TEMP to the tasks you had when you started fulltime.

I guess as a TEMP, everything was new and I really wanted to learn everything and I wanted to get as much as I could. I pick things up a lot quicker too, with a clear mind like that, so um. The tasking, I created it for myself. If I saw something that needed to be done, I would just well do that. And people would say well great thanks. I was hired on to do a particular task and it was doing a certain function of Microsoft Word for the MacIntosh, and it was called "publish and subscribe", and I set up a whole documentation publishing system for the documents they put out in the Group. And then since I kind of

picked that up fairly quickly, it didn't take too long. I took that task on as being the maintainer of that, and doing whatever else I could.

So, you looked for other things to do as they appear on the horizon.

Right. I was really anxious to do all that stuff, because a lot of the stuff they had me doing was, like coordination between other groups. So, I got to meet different people from different management sectors, so I kind of liked that interaction.

So, as part of being a TEMP you got to know the company fairly well?

At least the people on this project. Not the company as much. I guess most of the things I heard about the company is from older folks who had been with the company for a while, and you know just sense that attitude, whatever it was.

Tell me about that. What was the attitude of the company; I guess you are talking about the culture.

Yes, some of the people didn't have a very; you know, you get (garbled) just coming out of college, a lot of people with bad attitudes. They express the bad attitude of the company, just always feeling like they were just passed by.

So, you are talking about people who felt they were picked on?

Or not recognized.

What is your assessment of that; your personal opinion, is that the way the company is?

I think a lot of times it depends on what you make of it yourself, sometimes I can see how situations; present itself in a way that you feel you can't do anything about it. That you are stuck in a situation where you are not getting the respect for your work, no matter what you do. Because there are prejudices and biases of any manager.

What would be the nature of those biases?

It is hard to tell, a few cases I have seen it is from being a woman. Actually, several cases I have seen from being a woman. And sometimes, experiences and how personal they are and personable they are.

So, the personality of the person is strong factor in this?

I don't know if it is too strong. I think it depends, sometimes depends on the manager you are dealing with. Kind of hard to read. From my experience, I have seen some managers who took age into bias too. And saw expression of personality as being from age. Oh, she is a young kid; ignore her, or whatever attitude they were going to take on.

One of the things that is very popular in the culture to talk about now is the so called glass ceiling, where there is some invisible limit on how high up you can go. Do you feel like that applies?

Yes. I think so.

So, you have the double whammy of being female and young.

Yes, I think it really does depend on the manager, its is the personality of your manager, basically. You can never really read it before you start working there for six, seven, eight months, then you start to see it more.

You have to really be in the environment to really see what is going on?

Right.

Is there a technical bias also, like the computer programmers against the non technical staff, does that exist?

I guess the first instinct is to say yes. But, I prefer to say no, because the duties are different, the jobs are different. No matter what your job is, if you get it done and get it accomplished, I think that should be enough in itself. And not the weight or someone saying well that is more important than this person doing this. Because you will have a lot of programmers or techie people who can't even change the xerox or who can't type a letter, so the tasking is different. So, there are weeks, when it comes to tasking if you get it done, you get it done.

You work a lot in teams don't you?

More or less.

Are the teams made up of diverse capabilities, so you have programmers on the team and different specialties?

On my old project yes.

In the test group?

Yes. There was test group software, system engineering. And there were a lot of hard lines when it came to the different groups.

The test group, is that like system test, where you are taking the new products the company produces and you are running exhaustive tests?

Yes.

You are not doing that now?

No.

What is your present tasking?

The present tasking; that is a good question. I am doing a lot of different things. Our project is putting together a product for internal tracking of management information. The dollars and assignments, etc., etc. And, what we are doing is developing; we already have one out there, we are developing an upgrade to the version, and it is using brand new technology: we are using people server, ADO, and all these fancy little data calls. And what I am doing is I am running reports in crystal report, and running queries to pull the data for the reports. And also updating data bases. I have several different things I do here; I don't know if I can call myself a programmer, but I am coming towards that.

You are moving towards being a coder, a writer of code?

I personally enjoy data bases, creating data bases.

But, you are into the design of systems?

Yes.

When you were learning this job, in your temping job, what were the main factors in learning the job?

I asked a lot of questions.

There are people you could talk to, who could help you?

That is when having a good relationship with everybody usually helps.

So, you had a number of you would go to with questions?

Yes.

Supervisors and peers?

Yes, mostly peers if I could. Supervisors if it was a supervisor specific thing. Most of the things I was asking were how to do certain things in an application and that is fairly simple. Sometimes it is easier to ask someone than to looking in a book.

I understand that. Was there formal training offered, did you have classes you could go to in addition to talking to people?

No.

So, you picked it up through the network you established.

Yes

And, that was pretty successful for you?

Pretty much.

That would cover the technical side of it. How about how you live in this culture, how you dress for work, how you address people, those aspects of living in the environment; learning about the glass ceiling for instance.

The glass ceiling is kind of a downer.

How do you learn about things like that?

You just experience it. It mostly comes in comparison with your peers. You see the attitudes portrayed about from the manager towards your peers.

You did it by observation.

Yes.

When you came into the test group, that was a fairly well defined job that they had set up for you, or did you help create that?

It was a job that was created specifically for someone to pick up and learn and do. It was already set up by my temping company. They had called the TEMPing company and said I was going to work on.

How was that communicated to you, was there a written instruction?

No, it was all verbal and I said OK. I was up for trying anything. I wasn't prejudiced toward anything that came off. Except for the things that are very very, like extremely menial. Like filing. I did that for a day. Actually, they wanted me to, I think they wanted to hire someone for three days to do all this filing. I went in there and said, I can't do all this. So, I did it really fast and got it done in a day. And they were like: wow, how did you do that so fast? All I could think about was, I don't want to do this tomorrow, I don't want to do this tomorrow. There are some jobs that I know that I don't want to do; and most of it is clerical, clerical duties; I found that out.

The job you are in now is undefined, you are creating that is what you are saying? You are defining what it is, there is no set procedure.

No, I think the only reason why I am doing what I am doing right now is because we have a very small group. And, anyone can do anything, because it is such a small group, as long as they show that they really want to do it and really want to help. And the

people who are coordinating, not the manager, but everyone else who is coordinating, they usually, they normally are helpful when it comes to that.

So, it is really within your team, your group that you are innovating?

No, that is more from my other project. There is a list of things to do. There is a lot to do and not enough workers. And so, I think I have been producing.

In your present job there are a number of defined tasks; and you just take on the next one in line.

Yes, for the most part.

So, it sounds like you came to the test group through the temping business, and then you made a transition from that position of being a semi outsider, to moving inside the company when they finally offered you a job you would take. Talk to me about that worked for you. How was it different going from being a TEMP to being a full time employee.

I don't know. I felt more like an equal. More like I am an employee too, rather than being a part timer.

Were you equal with everyone in the company, or just with the women?

I think at that point, it didn't make a difference. I was a full time employee, versus non employee. Like I was there for six months and hadn't had an offer. And I guess it was nice to have an offer, and not to have to find another full time job somewhere else.

Did you view the temping as a way to find a full time job. Was that one of the things that was in your mind when you decided to temp?

I think in the long run, yes, but when I first started, I just wanted the office experience. I had never worked in an office before.

So, you started out just thinking in terms of getting the office experience.

And finding out the office culture.

And somewhere along that path you were comfortable with saying it is time to work full time; and so, you mentally shifted from being a temp to being a perspective employee. So, then it was just a matter of deciding who you would go to work for. What was it that made the company a good decision, just the job offer?

I felt comfortable with it.

You were comfortable here.

Yeah, I was temping for six months. I got to know the people. And my house is nearby.

You talked about when you had questions, you could go and talk to someone. What if you had a problem? Is it the same procedure? Can you find somebody to help you work your way through that?

For the most part. If I can't find it in a book, there are people who have been working with Word for a long time. Usually, I have a good rapport with them.

How do you establish that kind of rapport?

I think just stay friendly.

Do you mean making friends?

Not making friends, but just being friendly.

Being a non offensive person.

Yeah, yeah. Rather than offensive.

One last thing I wanted to talk to you about. In the newspaper is all this business about another company wanting to buy the company. How does that affect you?

It hasn't.

You just ignore that?

Yeah.

You figure one way or the other, you will be working for either?

Yeah, or a different company if it happens. I am not too concerned. The politics of it all.

You are not concerned about the company is handling its side of this hostile take over?

I think it was nice that the President, the CEO sent out an e-mail to everyone informing the employees. I thought that was nice. And, I thought well, obviously this guy is not a jerk, so whatever happens, happens.

When did he do that?

Yes, it must have been a week or a little more ago. It was a short note.

Thank you again for talking to me about this. I will transcribe this interview and e-mail a copy to you via the internet for your review and comment.

## INTERVIEW

(Participant – 4)

The researcher met Participant 4 in the lobby of her building at two PM on December 29, 1997. She escorted the researcher to her office, a private office comparable in size to those of

Participants 2 and 3, with a window looking out on the wooded area behind the campus. She had a little more equipment, the most obvious, a fax machine. She expressed interest in the research when it was explained and asked for a copy of the completed dissertation. The researcher guaranteed her anonymity; she seemed to think that was a good idea. She gave her permission for the recording of the interview.

What is it like to work here?

I was thinking about this before you came - I'm not like your typical college student coming into the work place. I think I am still adjusting to the institution of the corporation, the politics; I don't know, it is hard to explain. I feel like I am still in a transition. I am not used to it; I feel like I am rebelling all the time, against the way they approach certain things.

When you say politics, what kind of things do you think about?

How they recognize the employees, people who if they don't like you, you are out; it has to be really pretty bad, but. There is a lot of underhanded little sneaky things going on that just drive me bonkers. But there is nothing you can do, nothing, because that is just politics. There is nothing, no place to go, nothing.

So, is that what you are rebelling against?

I am not rebelling, I just find myself frustrated by the process of just how I was told when I first came here. I have a degree in English; and of course I thought, English is very hard to use in the working field, so I am going to start the work to get the experience to use this degree you really can't use. So, I started as an Admin, and administrative assistant and after a year, I was totally bored. Because I would pick up things and I am willing to work 12, 13, 14 hour days. And, I was told by my manager at the time, that; I said I thought this was my foot in the door. And she goes, well I guess you put your foot in the wrong door. It is really hard, it would be hard for me to move out of this slot I was in. And that to me was really frustrating, very frustrating. And, I still get that mentality; I don't know, I guess it is the way I carry myself, and everything else, I am very easy going; I am not prim and proper, I guess. So, it has been kind of rough trying to - I don't necessarily want to readjust myself to fit their standard. I hope I have answered your question.

That is a great answer. Speaking of the organization, how do you perceive it having evolved to where it is?

How do I think that they got this way?

Right.

I think it happens when the company becomes over so many people that they don't know who is in it anymore.

So, size, eh?

I think that they, there is not that ability to know everybody and know what they are capable of, and know what, you know, it is all, I don't know how to explain it. It is size.

Is it less personal?

It is not personal, people's desire to move up, to show themselves in a good light, to forget about everybody else that helped them to get there; of course, that is all politics, but the management just doesn't look at their - I just don't know how to explain it, I think it is definitely size, they don't know their people well enough to give them the credit they deserve and the positions they deserve. A lot of frustration, but it is not all negative.

What does the organization stand for? What would be a good motto?

Money, profit. Being number one in what they do. It is all what they are supposed to be doing.

Are you familiar with the CEO's one page memo on the motto, standard of pre-eminence?

I think I read it somewhere; I probably have a copy of it around here; that is what the company as a whole does. But, I think that the parts that make it the whole are as important as the whole; do you know what I mean?

Sure.

And, I don't know. I guess I was comparing it to people in other companies similar to ours, and how they treat their employees and it is those stupid little things that are important .

Name the "little things".

Casual days.

As in there aren't any casual days here?

No, they took them away.

Was that done recently?

Maybe a year ago, maybe a year and a half. The other companies are so far ahead of us in how they treat their employees and employee relations.

What would be a good motto?

A good motto. I don't know. It is not a bad company; it is a good company. I have no idea.

Who has the most power? Who has the least power? How do you know?

Management, I guess. Management up to the VPs. Least power as in a position - janitors; non-exempt people.

What is it that lets you know that?

Well, I was non-exempt and I think that they are kind of overlooked.

You have been there, so you know what it feels like.

Yes, your are in admin. You are in support, basic support. The people who have the ability to give you so much more are not given the chance to show you what their ability is.

How does what you do now compare to that?

Half a step up. I handle work orders, meaning if someone from our division goes to work for another division, they call them sub-contracts; it is just paperwork. They handle them like

How does change come about here? What kind of changes?

Change? What kind of change?

Say you wanted to re-organize.

The whispers start, that they are going to re-org the division. Then you get word, you get a memo from your manager telling you what the re-organization is. But it all happens upstairs.

Have you seen any other kinds of changes?

When the new president of our the division came, he re-organized; which I thought made sense. SED (the Systems Engineering Division).

Milt is acting president of the SED, is he not?

Yes, but he has not made any changes. It has been pretty quiet. He is probably looking for someone to put in that position.

You have talked about memos, what is the main way information passed to you and to others?

E-MAIL does not do a lot. You get like a green sheet, like this. Signed by Milt.

E-MAIL you usually get when the system is going to be down. That is not true, we have our F&A newsletter on *buzznotes*, so anybody can go in there, it is a source of information new hires and new positions opening up.

What is F&A?

Finance and Administration. What we fall under.

What are some unwritten rules here?

[Interruption - turns out it was the boss]

I don't know, there are some quirks that I know of that I don't follow. It makes it sound so negative. But it is not all negative. But I know there are some steps that people take to get a job done that I don't feel should be necessary, like but kissing and stuff like that.

But, I don't know if there are unwritten rules. I don't know.

I would think that one type of unwritten rule would be dress code for instance.

That is written.

That is written down?

Oh yes, I think, I am pretty sure. There is definitely a code on how you should or shouldn't dress. Maybe it is not written down; everybody just knows how to dress.

If that is the case, it is not actually not in your employee handbook, that is the category of unwritten rule.

I think it says that if you are not dressed properly, they will send you home to change.

Is that right? Have you ever seen that happen?

No, I have seen where they say they would do it, but nothing happens.

How does that do to your approach to things, that they would make a statement like that, but then not follow up?

Well it is frustrating. Because I would rather come as that person is dressed myself. You get a lot more work done when you are comfortable, so that is frustrating.

So, if it is spoken but not enforced, is a frustration.

It also depends on the person who is doing it. There could be complications to saying something to that person, employee relations issues that happen once things are said.

Do you think there are any of those kinds of issues here: harassment?

I don't know, they keep those pretty quiet. They handle it between management and the employee so it doesn't get out. Which I think is good, if there is a problem it should be between the employee and the employer.

What could get you rewarded here?

I don't know. I try to figure that out. No, you really have to work above and beyond what you really should have to work. The way I got out of the position I was in is I took on so many projects that I couldn't even do it myself any more. Just to show them I could do all these things. I really don't know what it takes; I have this degree and still doing it.

Conversely, what could get someone punished here?

They will talk to you if your are late all the time or continually absent, or something. I guess that is about it.

Are there mistakes that would not be forgiven?

I know someone who fell asleep once in a meeting. He was never forgiven.

He wasn't fired was he?

No, but he was forced out. But it was a combination of things similar to that. People just didn't like him. But I don't think it was any reason. There were little things, and management was even joking about it. But, then they gave him a letter saying this is what is wrong, this is what you did wrong and you are being punished for it. And, falling asleep in the meeting is one of them. So, you have to make sure everybody likes you or you get in trouble.

So, you feel that was unfair?

Oh, definitely. He taught me so much while he was working here. He knew what he was doing, he really did. It was personality, he is very different from everybody else. And he is very easy going, which I agree with. But, he knew what he was doing. He was smart as a whip. And that is what makes me nervous about being so easy going. It upset me, from the letter on. The didn't even take the steps they normally take. They have a Performance Improvement Plan (PIP), which they put in place: these are the things you need to work on. Then you are reevaluated. They never did that for him. He was punished on his evaluation. It wasn't fair; just because he was a man, that they didn't have to take the steps. Because a woman could say, hey you are doing this to me because I am a woman. So, they have that to bank on. I'm not saying I would do that. I really do

think that is the way they think. What do we have to do to cover ourselves, in order to get [garbled] on this person. It is not what is proper and what we should do to help this person fit in more with our organization, it is what do we need to do to get the job done and still cover our butts.

What does doing a good job mean here?

To me? To me doing a good job means making sure you are on top of everything, knowing where everything is, what the process is, and organize and go the extra mile. If there is work to be done, stay and do it. Follow the calls, follow the e-mail. I think you know when you are doing a good job and when you are not; you know when you are slacking. You can sit there and say, I am just not here today, why am I doing this? Basically being organized, being prepared for anything that can happen.

To what extent do you feel you can make a difference here?

In this company? I think I gave up on that. I think I did. I don't think it is possible to make a difference without causing a big ruckus.

Do you think you could be punished for trying to make a difference?

I don't think they would punish me. There are times when I caught them in the act of doing something I did not think was right. I didn't question them on it, I made a comment and made them think. And, then the next day, they were, you know. I don't think I could make a difference.

The they you are talking about is this your management?

Yes, my immediate management. I would like to say I could make a difference. And I am sure, sitting down and talking to somebody, under this director, this is what you need to move up. I know you need to take on extra projects; there is a conference going on and they need someone to put the books together and offer to help. You can offer to help to do anything. That is making a difference. But, I don't think that politically and structurally I can make a difference. But, that is OK.

Why do you think that is? You sound pretty frustrated; you sound like you are not allowed to make a difference.

Well, I think the differences I would make. The company has been around for many years, and it is running fine the way it is. I just happen to be one of those liberal people trying to fit into a conservative world. It is just not ever going to ever work.

Are you saying the suggestions you might make are too far out for the company?

No, I just think they are set in their ways. They believe casual day affects the way their company performs and appears. Which I disagree with. If your company is a good company, they are going to be a good company no matter what their employees are wearing. It is all about appearance. But I don't think I would be punished. I don't think I would be, anybody that makes waves is not seen very well. I think I have some small waves. But, I don't think it is going to change anything. There is a lot of favoritism.

Who do you think is favored around here?

They bring in people - friends. I can't explain it. I know one person got a position I should have been up for. And, that person had only been in the company for a year, had never done contracts work at all. I have been working contracts for three years and am ready to go, willing to go, want to do it. And that person spent a year redecorating the cafeteria. It is discouraging. I think the problem with me is my degree; what kind of people I was hanging out with in college. I guess I thought too much, I read too much, and it was reading all this literature, I was reading all these great books and I was learning all this new stuff in all these different areas that; if I was a business student, and I was studying the way a corporation runs and how you do this and, you are in that mind frame and only in that mind frame. You might have your other general classes, but I never was in that mind frame, but I think that is my problem. I kind of regret it, you know.

You regret the education you got?

No, I don't, I can't critique my job. No, I think I regret, I don't know, I don't regret, that is the wrong word.

English is hard to apply directly, it invades everything.

Right there is a lot of possibilities for English. I don't think it has held me back.

You think there are other courses that might have helped you, is that what you are saying?

Yes, but I'm the kind of person that picks things up on the job and retains it, you know.

When I came here I didn't even know EXCEL software and two weeks later I was teaching TEMPS how to use it. And I don't have a problem with learning. I will take all the seminars and classes the company has to offer and I am looking to get my Masters

and my Doctorate. I don't think it has held me back I think I had planned on this in my career.

It is possible that you haven't found your niche, that is what you are searching for, you have to find a place where you are comfortable.

Right, at the same time I feel like I have all this experience in contracts, I want to stay here, you know, but I hate it. I don't hate it, but I have all this experience, I might as well use it; while I am here, but

Contracts is something that is not especially interesting to you, is that what you are saying?

It is interesting to a degree. I guess I am looking for something a little more creative, so So, you are saying you have learned this element of the business and maybe you want to move on and learn another element

This business? I don't know, I think I am thinking of moving out. I think it that it was important for me to do this to have been here for my future career. I don't know, I don't find it as rewarding. I am also writing a book with a friend and all. So, I am hoping that will resolve this without me of this job, but

That is what is coming across to me, that you don't feel like you are challenged.

Right, I am not at all. I was when I first got this position. And then, that is because the people who had it before me couldn't do it. And, now I have got it all cleaned up and there aren't any problems anymore, and all of the challenge is gone. The fun is out of it. I did all the filing; I found all the old files and I mean, at least I was busy. Now it is just, I am so bitter, anyway.

I feel where you are. You need to work your way through it. But, you need to do it without rancor. Try to do it in a positive way, looking for the next good thing you can grab hold of. Do what is good for you, in other words; that is what you owe yourself, to find whatever it is that you are happy doing. Maybe this isn't it

Right, I am also commuting from Baltimore.

Who are the heroes of the corporation? What are their values, biases, assumptions, and goals?

Heroes; I don't know. My heroes that I have had in the past have gone down hill since.

The people I looked up to, I thought were good and I guess that would be management or similar, that I have known that have gone further in their career since I have been here. I don't know, it is hard to describe. There was one manager that I thought really went the

extra mile for his people and then I see him doing all this political stuff everybody else is doing, I don't think it was genuine. It was just part of his strategy, skills, I think it was just schmoozing.

What are the values, the biases, the assumptions, the goals of the leaders?

I don't know. I don't know and that is scary. I would hope it would be to put together a strong team, that is supportive. I don't know if that is quite true all the time. I don't think, especially in my department we are always a team. I don't know. I think that is really important. As long as the job gets done, they don't care how it gets done.

How will you charge the time spent on this project?

You know, actually, "he" came to the door and saw what I was doing, I thought about that.

Was that your boss?

Yes.

When I asked Gus Siekierka that question, he told me that interruptions of less than one hour did not have to be accounted for on the time card.

Really, well actually, I probably won't put it down on my time card. Because I didn't do any work. I didn't even look at my fax or answer the phone. It would be different if I was sitting in here eating lunch and I was talking on the phone to people at work and; I probably won't charge it. Is that right? Why did you stick that question in? That is tricky. I was just curious what kind of answers I would get. One lady told me she put it down to lunch hour. I am sensitive to it because when I worked at General Electric, time cards were a sensitive issue.

Oh yes, it is very important. That is why I thought it was a joke – I was being set up. That was the answer that Gus had for me; that it was not necessary to account for it.

Oh, really? I am very honest with my time.

Well, yes, you should be. Again, it is something where you have to live with yourself, if that bothers you, you must keep it straight.

I know someone else who drives here from Baltimore too. She says, I give the company an hour to get here, if it takes longer than an hour, it is on their time. OK, you are really being productive. And you are really getting a lot of work done sitting in traffic and it is

frustrating because you count on an hour and it takes two. But, you can't do that, it is not fair.

What is your educational level? What college(s) did you attend? What was your Major/Degree?  
BA in English Lit. at UMBC.

I think that is a neat degree; you shouldn't put it down.

No, I love it; I want to get my Masters in it, but the company won't pay for it. My last manager said if you want to do contracts, go into acquisition or something. But I said, I love English.

Where would you go to school?

For my Masters, I would probably go to College Park (University of Maryland), although I wouldn't want to; I would rather go to New York, somewhere up there. There are a lot of good schools up there. I didn't intend for school to stop my work, being able to work, I want to do it part – school. It is really hard to do. My Uncle is writing his dissertation – I admire him; I admire you for doing it. It is a lot of work. I took one class at night and I thought I was going to die.

[Knock at the door] Excuse me. [Conversation behind me at the door]

You just did some work there. So, when you fill out your time card, don't beat yourself up.

Time card is not an exact science.

No, it is not. I'll think carefully before I do it.

What high school did you attend? College preparatory or other track?

Institute Notre Dame, all girls high school in Baltimore City. You could go business, do the typing. But, I was College prep.

When and where did you first begin to prepare for your vocation?

My vocation, as in my job? Before this? I worked all through high and college. In college, I worked in an office on campus. I learned computers and did paper work. I figured if I could do paper work there, I could do it anywhere. I guess I had no reason to think I couldn't do a job in a big company. Last job I had before coming here, I worked six months max in a school and pre-school supply center, like a retail store for teachers. For three months I was the manager in the store, and then I left. I mean I never felt I was inhibited by what I could and couldn't do. I always felt I could do anything I put my mind to. So, you ask where I started my vocation – I have no idea.

What it sounds to me like is that you are still figuring out what your vocation is going to be. So, it is going to be hard for you to pinpoint.

Yes, I think I am going to fall into it, I just haven't fallen into it yet. That's how I've found other jobs I have had, I have fallen into them in weird ways; a friend worked there or a friend in a bar. Or, one time I was refinishing old jukeboxes and antique slot machines, not that I hang in bars all the time. But, I think I just fall into jobs and I do them. And then, I fall into something else; I think I am just going to fall into one that I will love one day. Or maybe I will open my own bookstore-café someday, but I have to win the Publisher's Clearing House first.

How did you get the job here?

My Dad. I had friends living down here and saw the company building, and said, Dad can you get me a job here so I can hang out with my friends. He said, I will look around and put your resume around. He works in the technical field so he doesn't have anything to do with F&A.

So you really heard about the company through your Dad and your friends?

My Dad, yes.

What do you consider to be the necessary KSAs for success here? Define Knowledge, Skills, Attitudes (KSA) = The acquired attributes required to be successful in the world of work: Reading, Writing, Computation, Regular Attendance, Conformance to Workplace Culture and Norms, Working with People, Basic Work Habits, Knowing How to Learn, Communication, and Self-esteem.

Self esteem is most important. Without it I don't think you can do anything. It gives you the ability to learn. Good self esteem allows you to learn. And communication, which is part of learning.

I assume from what you are saying that you are an advocate of continuous life-long learning?

Oh yes. I want to go to school.

Sometimes we have to work in order to put food on the table and pay the rent.

I think your job should allow you to learn. If you are not learning anymore, you are bored.

I agree with you, it is nice if your job challenges.

Challenges, and even if your job doesn't, its for the management to say: let us put you on this for a little bit and then we will pull you back. So it constantly means once in a while getting a break and doing different things; I guess it takes a lot of people to do that, that know what you do, so you are covered.

Where did you acquire the most important ones? Where did self esteem first come into play?

College I think. I had a couple of professors who allowed me to talk as me and to write as me, instead of writing in third person. I think they encouraged being yourself as far as in your work, and developing your own ideas and personal beliefs.

So, you credit a couple of your professors at the University of Maryland, Baltimore Campus that helped you form your personality and your vision of yourself and where you wanted to go with your life.

I think so.

Do you ever go back and see those people?

The one professor, I think she was into the politics of the institution of higher education, but I tried to get in touch with them, but didn't have any luck. There was one of my poetry teachers that I see once in a while. It is not even how they – it is the encouragement they give you, the support in what you are doing. It doesn't have anything to do with having to question yourself; it is just being there for you and that support – that I guess you can get from the family too. But, an outsider, it means more, you know, its someone that doesn't know you personally, that hasn't been there all your life, that takes time out to pat you on the back.

So, feeling is, your family has to like you, to support you, and be there for you.

They don't have to like me. It is a different kind of support, it is like an unconditional support, so you have to really earn it, or else they offer it to you to help you through. I don't know if I am making any sense.

I think it makes sense; I will have to think about it. Also, there is also a love of learning obvious in your demeanor and the way you approach things. Where do you think that first surfaced, where do you think that developed?

I don't know where I got that.

In high school, was there that same love of learning?

I don't know, but I never thought about it, I don't like being bored, and I think that learning challenges you. And, when you get it, you have accomplished something. You can pat yourself on the back and say: I figured out how to do this computer software thing. On my own, I learned how to do it. And I think they are all little baby steps, but they are powerful, when you learn, it is challenging.

When you came here, were you familiar with the computer?

I didn't even know Word Perfect; I had done some data entry, not much. Actually, when I started college, my major was supposed to be computer science. I took computer summer camp in high school. It came so easy, it was no challenge. My Dad went through the roof when I transferred to English. But, I thought it was more challenging.

You talk about these two professors at the University of Maryland who were special to you, was there anyone else who played a major role in your acquiring KSAs?

I think I did it most of it on my own, I think that, I don't know. My life changed dramatically between high school and college. I went to an all-girls Catholic high school and going to any school after that. It was traumatic. I went to Ireland for three weeks by myself. I think I just did it on my own. I am glad I did it. It is not easy in this kind of environment. Because you cannot be an individual here, or any company like that. I don't think. I mean I think you can in a surface level, but not in your work. You have to fit all of the standards.

It occurs to me that a lot of what the company does in the projects you work on is accomplished through teams.

Not me. What would I do? I am the only one, I am not in anyone's department. I follow the director of our department, and he is so busy, I don't feel like there is any kind of a team going on here, there is just me. I think that has been frustrating for me being here.

I would think that would be the company norm to do things in teams.

Yes, I think my team is people in other departments become a team with me. I guess I should think of that as my team, but it is not the same as having people in your department that you can talk to, or they are handling the same kinds of things you do, its that kind of a team.

When you came here, were you able to get all the training you wanted/needed?

My first manager was great, she let us take two classes a year. I have been encouraged to take classes, but I just don't want to stay in Virginia until ten O'clock at night and then drive home. To do that kind of classes is just not worth it.

Are you saying that the classes are only offered after work?

No, there are seminars that I could take that are two days at George Washington. But in order to get my Masters, that would have to be night school.

But, as far as training offered here on the campus, is that on company hours? Has there been enough of that to meet your needs?

I guess so.

What else would you ask for?

I don't know. I don't think I would ask for anything. I think I'm at that point where I don't care. I don't want to know. I already feel like I'm just stuck, so I just want to move along.

Go back to your school days, college and high school, what things did you learn there that you can apply here?

I don't know.

Is there anything the company can do to help you? That is really in your court, isn't it?

Yes it is my court, really. Actually I wouldn't even ask them now, even if I had the opportunity.

Is there some aspect of the culture that impacted your attainment of needed KSAs in particular?

Say that again.

Is there any aspect of the culture that has gotten in your way?

Just me. I don't know. Because they don't facilitate it. It is there, but they don't practice.

Say more about that.

I think that they have the ability to do it, but it is easier to do it another way. I not making any sense. It is easier for our company to say: Joe Smo is going to do it this, instead of bending over backwards to help someone who might not be, oh I have a hard time putting the words together.

Are you thinking in terms of someone having problems with the company?

No, I think, I don't know. Read the question again.

Is there some aspect of the culture that has gotten in your way in your attaining needed KSA's in particular?

No, I just don't fit into the culture. I'm just not; I think it is more me, which I don't think it is a bad thing. It is just, I haven't conformed. I have lost a lot of me, after taking this job I haven't. I have lost my creative juices, I don't write anymore.

So, you think this has had a dampening effect on you.

Oh yes.

So, you feel like you are a square peg in a round hole?

Oh yes, a black sheep. So, I say to my boss: I write poetry. You do? Yes, I do other things outside of work. Then it is odd for them. I don't see why it should be. It is evident in my personality, I am very strange.

Do you suppose you are going through a metamorphosis right now where you are learning which parts of your personality you can be open about, and which parts maybe you have to be more careful with?

Yes, I think definitely. I think I am having a hard time believing I have to do that.

Maybe accepting it?

Well, not even accepting it. I think, well, yes.

You believe it should not have to be that way?

Exactly.

You shouldn't have to conceal parts of you.

Right, it doesn't affect my job, I still do the same things at work I can do. It is still a hard thing – to change my personality in order to do a job. It doesn't make any sense to me.

Is there anything you would like to add in closing?

Good luck. I have my hopes. I am interested to see what comes out of it [my dissertation] Thank you for participating in this research project. I will prepare a transcription of this interview in the next few days and will send a copy to you for your review and validation; please correct any errors or instances of misunderstanding on my part. My intent is to accurately capture the STW process as you have experienced it.

## FOLLOW-UP INTERVIEW

(Participant 4)

On February 24, 1998, Participant 4 met the researcher in the lobby of her building after the Lobby guard signed him in and called Participant 4 to notify her of his presence. She escorted the researcher to her office. The researcher explained that there were a few questions that surfaced during the analysis of the data from first interview that needed to be delved into more deeply to support the development of the school-to-work transition model. She was quite willing to participate further and consented to the session being recorded. The researcher asked Participant 4 to talk about those early experiences in coming onboard.

Why did you choose this company? What were the things about the company that attracted you to it?

I graduated from college, was working full time in a retail place, rose to management fast, knew I did not want to do that. I have friends in Virginia, my Dad works for the company, I saw the building and asked my Dad to put my resume around. So I could hang out with my friends. That's how I wound up here.

Surely, through your Dad you knew something about the company.

Actually, because my Dad did all this classified stuff, I never knew what he did; I had a rough idea of what the company did. Contracting outside, computer *stuff*. I didn't have a huge concept. When I came in I was an administrative assistant. Knowledge required was very general, I didn't have to have any specific knowledge of computers.

You wound up in the contracting side of this as opposed to the customer services part of the business?

Right, that was because of my degree in English. It worked its way that area easier. If I had been working in an operations center, then I would have gone back and done computer work in college. Get a bachelor's in computer science as I originally intended.

Have you thought about that decision to move from computer science to English? I can understand why you did that.

Right.

Have you thought about that in retrospect and said to yourself: "maybe I should have pursued that a little more? That fits in better with what you do here, or is that even a factor?

Well, as far as money, I've thought about it. My friend who has a Master's in Program Design, and she is making \$60,000. That is nice, I mean we went to high school together. So, I thought about it that way. But, I also think that; I don't think I would do it different. I might do it in the future I might go back and get along side of what I am doing now. But it is so easy for me, it is very logical and I don't find it challenging. When I first started I didn't have any experience. I had taken some computer courses in college. EXCEL? What is that. When I came here, I took some classes right off. Two weeks after I started I was training TEMPs to use my EXCEL Spreadsheet.

How long was it from college graduation until you were hired?

Here? I was traveling for awhile. I guess maybe, six weeks there, maybe a year. Eight months. Actually in this position, I am not being challenged. It is pretty monotonous. I am settled as far as doing my job and doing it well, but I am bored. And, I am ready to move on. I am thinking about contracts, but I am looking elsewhere.

It sounds like you picked up the job really readily.

When I came to this position? Well when I was an administrative assistant, I had a college degree and I had much more potential than what I was doing. So, I used every opportunity to learn everything I could about contracts. I sat in on meetings, I had some good friends that I was supporting, and I would say, explain this to me what is going on here? Paper work I would see come through, if I was reading a letter or something. We were told to read everything that comes across your desk, for knowledge of what is going on in the department. And if I had a question, I went right out and asked. And I got everything I could out of that position. So, when I came here, I actually had two weeks training. And that was just training and if I had a question, I went and asked someone. I was actually pretty proud of myself that I picked up enough to move on. That is what I not getting now. I am ready to start absorbing something else, and that I have knowledge to move on, and I am not getting that. And I have taken all the contracts classes and stuff that administrators need.

So, you got your help through a combination of classes and peer support?

Right.

Did your supervisors help you?

Well, that is hard to answer; all of them I considered my supervisors when I was an administrative assistant, I was supporting them all.

You worked for everybody.

There were six of them at one time.

[stock the fax machine with paper]

In this position I report to the Director of Contracts, so as far as getting help, there is an issue that comes up that requires help, I do go to Dick, and he help me out. But I am really on my own. In this position I am on my own. I don't have a team; I am not working on a team. Except if you consider the operations people, the program control people out there that I work with, but I am communicating with them all the time, getting information.

Do you support them. Do they have a team that you are you matrixed to?

Well, no, I am the one and everybody comes to me when they need this work order done.

It's interesting.

That fits with the matrix concept. You get parceled out to a number of different functions or they come to you for help.

Right, right.

You talked about there being a realization - it is time to get a full time job? Can you say more about that?

Right, I had that. Well parents did that; like, "you need to get a job" They also; I was working in a retail shop, and I had a college degree. And, I needed to get a real job, so, I guess, I did do a lot of job interviews. I went to one I thought was an advertising company and wound spending an entire day walking door-to-door with a guy selling restaurant coupons. So, it is just weird when you don't know what you are going in for when you go in. So, I like finding jobs through people I know, so that I have more knowledge. That is what they always tell you to do, they tell you to make sure you know somebody at the place you are going to, to help you in the interview and everything else.

That is what I call the culture of the corporation; what to wear, how to talk to people, who the big wigs are.

Right, what they do.

How did you learn those ropes, of the company itself; how did you learn the company?

Well, I guess, um, I guess my Dad must have told me a little bit about it. He told who the players were, who I was interviewing with and stuff like that, but he didn't; he doesn't work anywhere near my department. He didn't like help me out. But, I didn't know anything about contracting when I started, nothing about procurement and anything like that. So, I was really, I was starting at the bottom, I really had to learn everything on my own. As far as the company, I knew it was a professional organization, I knew it was special attire. I don't recall anything else anyone told me.

In an area that might be a concern to you, and maybe other people experienced this; there might be a gender bias here. The company may be more male oriented.

Well, actually, I remember this quite vividly. The manager at the time who interviewed me was Debbie, and the group I was going to work for was all male. And I remember saying to her in the interview, because I was just coming out of college and I was doing the feminist thing and all this. And, I was very aware coming out of college. And I was prepared for anything. And I asked her, what was it like to be a female managing a group of all male. And, I think she just said, oh its fine, no problems or anything, so, I guess it wasn't foremost in my mind. Although, my Mother joked, that oh isn't it funny with all the preaching you did while in college and here you are a secretary. I have seen some of it; they hide it so well that if it is going on, they could get in a lot of trouble. It is hard to really pinpoint.

Do you feel there is a glass ceiling?

Because I am a woman? No, I don't think there is a ceiling. No, I really don't.

So, you should have the opportunity to move up to any job you are qualified for?

Sure, I mean there are biases there that are not gender related.

What would those be?

I don't know. Just different personalities are affected by other personalities differently. If someone is really outgoing and if you are upper management and you are really conservative, that person might kind of; you don't know if they are taking their job seriously. Actually, I've seen that happen, so, you have that to worry about. That person who is aggressive or very friendly and very relaxed in being who they are, you should be aware that; now I am glad that now I am aware that that can happen, so it is easier for me

to say, this person might be a little put off by me, doesn't know what to make of me. So, I can make it easier and say, just being aware of the situation makes it easier for people to get along.

This is a high technology firm. The services you are selling are consulting in computer based products. So there is a potential here, there could be chauvinism based on knowledge or based on your background. If you don't have a technical degree, does that affect how you fit in?

Well, I think if I had been in the operations side of the house. I am in contracting, that is more law oriented, more word oriented, so I can more easily fit in here.

Do you see that affecting anyone else?

The gender thing or the technical?

Either one.

I see more not having a degree affecting women my age. But, that I don't see; No, I don't see that as far as being technical because I think you are not expected to know, or else you learn by people explain things to you. I don't think you are expected to know like the details of what our people are doing.

Are people pretty good about explaining things?

Well, if you are working on a statement of work and you are saying, your job is to make sure we have all the requirements that we're covered by the Statement of Work and we can't get sc###ed in the end, then yeah, you sit down and say OK explain this to me, does this fit this bill. And we kind of work together on it. You don't really need a detailed knowledge of the technical side of the house.

When you picked up this job here, did you just assume it the way it was already defined, the way it was laid out for you or did you innovate to change the way things are handled here? In here? I think so. When I was working as an administrative assistant, I heard people commenting on this position and it was the dreaded position, its is the job everybody hates doing. I think that I have made changes that it is easier for people to do a work order . I am a lot more organized than the people who did this before me. And the data base I have set up to track things. People are not as timid about calling up to say I have an order. The key to running this office well is just being organized. And actually, if you

are too organized, you can be really bored, but, if you can put your on something really fast, you are OK.

What are the blanks? You really don't know what they are?

Actually, I have been thinking about the school-to-work transition. And, I think I have for me that I have lost what I had gained in school. I've lost the freedom of expression and the creative juices I had in school.

Why do you think you lost that?

I think it is just the nature of the job, very routine and structured.

Are you going to try to go to school and work?

Actually, I am commuting from Baltimore and so, I am having a hard having any spare time. So, I am thinking about trying to get up into Baltimore; if I can get a job up there, I can go back to school.

The other thing I wanted to touch on. You have obviously heard about the hostile takeover of that is going on right now?

Right.

Does that impact you?

Yes, it has. My Dad is not worried. But I am always on the internet looking. It is job related as far as I am concerned, because it is job security; that is foremost in my mind right now. Actually, it is interesting for me, I have learned a lot. Because I didn't know anything about shareholders, I didn't take that in school. I have learned a lot about what things mean, what hostile take overs are and the processes.

It is interesting the way the company is defending itself, thumbing its nose at the corporate raider. Saying go away, don't bother us.

Yes, actually I have some different opinions on what is going on. I think it is either a way to put us off the scent, they are still trying to work something out; or, I really think they knew it was coming. This all has been planned. I really do, I mean there is really weird things going on. Like the CEO, he was having meetings with them. And, I found papers filed with the Government by the corporate raider saying, we have talked to you, we have discussed your plans for the future of the company. I mean, he has just talked about where is my job going to be. I don't think it is over yet. It is interesting. Business wise I don't think it is a good thing.

## **INTERVIEW**

(Participant 5)

On March 10, 1998, Participant 5 met the researcher in the lobby of his office building as the lobby guard was issuing a visitor badge. Participant 5 led the way to a conference room at the front of the building where the interview was conducted. The researcher discussed the purpose of the research and asked the participant's permission to tape record the interview. The participant agreed to recording and signed the informed consent form. The researcher explained that he was interested in following up on an interview granted by an employee the participant had hired.

We were talking about Participant 3 and when you hired her.

Basically, when making a hiring decision, I look at what I am going to use them for, but where I can put them after the job is done. With Participant, she seemed very bright, I used her a lot to back me up in an administrative role. I gave her a lot of duties; she seemed to excel at everything I gave her. One of the things that she mentioned to me was that she wanted to get more technical in what she was doing, so, I took that into consideration. Now, from a history stand point, I hired her to help me out like I said with test administration. She had some of the key pieces that I needed. She controlled the flow of the documentation through the organization so I could not afford to let her go. She was in a temp organization, so, I made her an offer on the spot and told if she continued the was she was going I would help her with her career, help her get her advance. I would find a way to place her and help in her development; I do that with all the employees. Then I went away for; I was there for six months to get the thing organized. The plan was, since I was coming off a very complex and hard program that I needed a break from, and this was another program that was in trouble. The agreement was, once I got things organized, once I had test group organized, I would go off on another program back here close to home. I left for a month - to make it short and sweet, the person that was supposed to field the system to the site kind of got persona non grata.

I came back and took over the complete program and fielded it. It is all closed down now. Are you interested in the program at all?

No, I am more interested in Participant 3. The research I am doing is in the school-to-work transition process. What I am trying to develop is a model of how people go through that process. A fascinating discovery I made as I interviewed people was that more than with our experiences they are using temp agencies as a way of gaining entry to the company to look over the company, to decide whether they want to go to work here. From the company side, it apparently gives you an opportunity to look over the employee without making the commitment of hiring them. Without having done all of that, making them fulltime employees before you find out what you have.

Yeah. It kind of works in an environment where you have an administrative position, it works fine. From a technical standpoint, there are some problems with it. And, one of the problems is the motivation behind getting the job done. Motivation is to keep the job going so you continue to be employed versus completing the task. I like it from an administrative standpoint, or a staff standpoint like the CM or something like that. But, from a technical standpoint, a computer science standpoint, it is kind of what got the program I was on in trouble. And a lot of subs. But, back to Participant. I can tell you some of the things I have noticed. The things people who are transitioning have problems with. From a personal standpoint: "what am I worth?" As a manager and as a hiring manager, obviously, the first thing we are thinking of is how cheap can you get them, because we have a budget. The company is kind of different in that we have ranges and it is fairly fair, so that people get hired in at fairly equivalent price range. There is a gradient there, but nothing tremendous. HR keeps pretty honest. First thing I look for when I interview a student; I ask them how much they are looking for. They usually say one of two things. Either they say, I don't know or two, they will ask for an outlandish amount, outlandishly high. Usually not anywhere near what I am thinking about. Once in a while you get somebody who is smart and going after something, but not often. They have got these ideas and they are going down their little path, and now they are ready to go out; and they kind of get a little scared, not sure what they are worth. They are not as sure of themselves out there. So, I do a lot of interviewing. That is probably one of the biggest headaches they have got is, what am I worth.

One of the things I have noticed, they seem to follow a pattern where they are going from job to job, trying out part time employment. And they arrive at what I call a realization that it is now time to get a fulltime job. I can't play anymore, I need the benefits and so forth, the security that go with a fulltime job. Have you noticed that?

Yeah and I have noticed another thing too. When you are just getting them out of college. One of the first things they will tell you, they will ask you where you are going, where am I going to be working. And if it is close to where they are at or where they were thinking, oh, that is where I was planning to move. I need to move. They are getting their wings, and they want to move, and they need that money. I have got a lot of young ones. I hire a lot of them right of college; I hire them out of UMBC, College Park.

Is that where you get a lot of your computer science majors?

I am not using computer science majors; well I am, but I'm getting those from subs. Mostly what I'm using on this program are network type people, information sciences type people.

So, that is not necessarily the strong degree anymore, computer sciences.

It's strong, but the program I am on we are more or less worried about handling the state's networking problems. There is some software that comes out, data base and stuff like that, but it is not, if I were to go just one hall over, yeah, I'd be really worried about getting software people, so, Falls Church uses a lot of software people.

But, my perception is that when they come out of college, they are pretty hot commodities. Companies are bidding for them, and they pretty go from college right into industry. Is that your experience?

Well the computer sciences? Yes, if they can be bought fairly cheap. What you will find is for the first, I am going to guess, maybe the first four or five years, the people who are actually doing the coding not the analysis, the coding part it are usually the people straight out of school. There, they are learning the fundamentals of structure, and documentation, the proper ways of coding. Things like that. Then you kind of, there is kind of a split. You've got the super ones, they really excel. They turn into the analysts, now they are really software analysts. They are out designing, doing the overall architecture and they are going up in a tech track. Then there are others who branch off into management. And then you've got the frustrated programmers that branch off into

QA or test. The same with engineers, the same kind of pattern. So, you've got a branch that is going off into management, a branch that is going off into higher technical type stuff, and a branch that is going off into support, usually they help manage the support functions. When I interviewed Participant, her background is in English, she had an English background, very similar to my daughter. Very good and a very good writer, and very well structured. I used that a lot. But, you know I said where do you want to go when you leave here. All along, so that I am ready to place that person when it is over. The message I kept getting from Participant was, I don't want to be a writer. I like writing, but I don't want to be a writer. I don't want to be a tech writer. I want to get involved in technical stuff. But, I don't know what I want to do because I don't know anything. That is another that is common when you talk to the kids coming out of school. I shouldn't call them kids, but they are basically: "I can't do anything". Well now, here is a kid that has gone through four years of college that has hit a lot of different things, had to be disciplined enough to get through it, and now they don't think they know anything. And, that is something you have to overcome. But I told my daughter. I am going through this with my 25 years old, she is a teacher. She doesn't want to teach anymore. Now, she wants to go out and do something different. Her first statement is well, I don't know anything. This girl is on a scholarship, she is very bright, she can do anything. It is getting over that mental block. What I tell them when I am interviewing them, is hey look there is always, take computer science; well, I don't like computer science. But you are good at it. You get in, and there is always something that you can gravitate to. Maybe it is in the computer science field, but it is not really computer science. You don't have to code, there are other things. You may find niche you like. If you are good at something, take advantage of that for a while and find something you like. Parents can't tell their kids what to do. Whatever you advise, they are going to do the opposite. So, I stay away from it. None of my kids are engineers like me. None of my kids have been in the military. None of my kids have the desire to do that. Even though they are very good at math and stuff like that.

What I am getting from what you have said, it may not matter particularly what the kid majors in college, but the fact that they have transited the experience, they learn to do the things you have

to do to survive in college. To organize tasks, the scheduling of different things at the same time.

To handle stress, organize to get from a to b, understanding. I think it all helps. We don't expect them to come out and be "Gee Whiziers". At this company, we look at the grade point average, we look at the experiences more than anything. What have you done while at school? Have you done nothing but school work? That's not as good as somebody who not only did the school work, but also worked at a Mom and Pop place down here on the griddle. That means that they have not taken responsibility for their education, but they are earning their keep and by the way keeping a good grade point average. Not just concentrating on just one thing. I have got a lady back there right now, she is, when I interviewed her, she is right out of college, I interviewed her and I said what did you do, what kind of a background. Well, I am interested in management, she is an information type, networking kind. But, I am interested in management, I ran a pizza place, I was the manager. And, she said I took care of that; that is not networking, but I am proud of what I did. And I said, you should be, and you know she did not have a strong background in networking, she didn't go on that career path. She doesn't command the top dollar salary. She definitely, in my eyes, is something I might look at. Because here is somebody that I was looking for doing helpdesk, helping out with the helpdesk, who might end up being the manager of that helpdesk, or help organize that stuff. So, that is why I was looking at her. And we ended up hiring her. Now, the manager that ended up hiring her, see, I am the resource manager. So, you've got the right person, I am the one who goes out and hires them. I like the manager, the gaining manager, to give me a yeah I agree and I want to hire them and I want her on my team. Well he was a little reluctant to hire her, because she didn't have the background. But, I think she is working quite well. I talked him into it, because I thought she had potential, she seemed to be very articulate and a team type person. So, we hired her.

You use a term I also use: networking, but, your networking is the technical act of making technical networks work. But when I am talking of networking then I am thinking of where do you go for help. Where you develop a network of people, technical people you can talk to. Do you see that kind of thing?

Yeah, well it is funny. This organization is beginning to gel. You have to set up those sorts of thing, a mentor. I always tell my people you can't be one deep, that is for two reasons. One, I can't afford to go off to never land and I have to replace you, and everything drops on the floor. The second is it gives upward mobility to other people. They learn what you are doing and they can go off and do it later. So, we do do that. And the other role I have got is deputy program manager, so I do worry about that. Is it an active network? Maybe it has to be. It is just natural for me. I take a lot of concern over people. One of the things I tell my managers is you are not doing it, your people are doing it. You can't take credit for their work. You can shine with them, but don't shine as a result of them, but you shine with them. As long as you understand who is doing the work, you get along fine. That has always paid off. I have always watched to make sure that I develop their career paths. Once in a while you find one you can't handle, but not many.

When people do things like mentoring, working as role models for other folks, providing their knowledge through networks. What kind of rewards are there for them in the company, for doing that?

Well, the reward for me if I were not to do that, the program would flounder. If it flounders, I not only share in their glory, I share in their defeat. And that is kind of what happened with the program I just took over. There were a lot of disjoint people who weren't a team. If you ask anybody about me, probably my strength is getting people to work together as a team. I'm a firm believer that if I take one and one, and I get them to work as a team, I've got three, not two. It works every time, it has never let me down. So, the reward for putting the time to make sure I am not only watching them from a technical stand point, but also from a career stand point, the reward is I get the job done, they are happy and I can easily place them when it is over with. So, that is my reward. If I am too one sided, I may get the job done technically. It may not be as cost effective as possible. I may be stuck with 30 or 40 people I can't place or that are disgruntled and cause the next place they go to be just as bad off. I try not to do that. So, I keep an open door policy. Most of the people who have worked for me want to come back and work for me. They work very hard. I don't know if P told you, in Iceland we worked minimum 50 hour work weeks. My average work week was 57 hours for 20 months.

She was one when I first got her had a software mentality. They don't like to come in early, they don't like to get up early, and they like to go home early. When it was over, she was coming in just as early as everybody else, loved her work, having fun, and still getting the job done. So, that is the challenge, getting them to do that.

What about the people themselves, the ones who actually do the mentoring, provide the network information, the information to the network. Are there any rewards they can sense?

Well, you are talking about the one who is taking the mentoring?

The person who is providing it.

Oh, like the lower level manager? They have got the same problem I've got. They need to understand that. They need those people to perform too.

Is that pretty understood throughout the company?

The company has some very very good management classes that you can take. I was one of the first graduating people from frontline leadership to two years. That is to help. The basic theme behind frontline leadership; I went through tons of management courses when I was in. One of the first things, you know, it is an honor to be nominated for this thing. But, I thought to myself, there is nothing they can teach me, I have been in the field and there is nothing they can teach me. But, I did learn something there. It just reinforced some of the things I had learned over time and reinforced some of the things I had always used. One of the basic things I learned was the worth of people. You cannot look at a person as a tool. You have to look at that person as a whole entity. That person, he or she has got a personal side, he or she has something going on in the background that may influence the work or not. You have to worry about their career path. If you take all of that into consideration and you don't lean one or the other too hard, you get a whole. And that whole is worth a lot more than a half. So, that is my philosophy. As a matter of fact, I was writing a book on this. When I came here, that was one of the agreements was that I would be able to get to write the book and they would not say something was wrong and they encouraged it. I have never had time to finish it. I started about two chapters and stopped. I got involved with a novel.

Your daughter expressed that same frustration. In fact she expressed the concern that working for the company had stifled that creativity. How does that look from your point of view. Not as a father, but as a manager?

I look at her and I don't look at her when she is working in this environment as a Father, although I know her background. She is a charger. She doesn't like to stop.

She told me she was bored, because she has that job so well organized.

Yeah, she is organized and that job is the job that nobody wanted. The joke was that nobody could take it for more than a year.

She says she is the work order person.

The only problem with that is she has worked herself into a position where they can't afford to let her go. And, she learns very quickly. She has learned a lot about contracts and she does a lot of the work for them. I try not to influence it at all. I get a little perturbed at her when she starts complaining. I tell her, you never have the perfect job. You have to look to make your opportunities. One of the things I tell her, I tell all of the people under me is that you have to set your goals. And, if I want to do that I have to number one prepare myself to do that, and then let my manager know that I want to do that. So, when the opportunity comes up, I can do that. And then I have to make sure that I am not in a position where I can't be replaced. She hasn't done that. She hasn't trained anybody to do that, she hasn't got anybody interested in doing that.

The things you are talking about is what I call the culture of the corporation, it is a part of the learning that a person has to go through. Even you and I have to go through that, although we have references from previous work experiences. For a person like Participant or your daughter, learning the corporate culture is a different thing.

Well, you know, you call it the corporate culture. But I think you will find it in any job you move into. It is not so much the corporate culture, its. Here I am, I no longer set the rules, I have to follow the rules. Nature says, that, hey I am an; especially for an American; I am independent, I can do my own thing. It is kind of an alien thing for me, even in school they were kind of controlling their own destiny. They were taking the courses they wanted to. Now it is a different situation, now they are being controlled by the desires of the person they are working for. I once had problems dealing with it. Then I went in the military, and they set me straight.

I think there are written and unwritten rules in a corporation. What is your take on how that is set up?

Yeah. When I first came here, to this building, or the next one over. There were 78 people, now there is five, six, seven hundred. It was one of the big programs. Ron Ross was an ops director, became eventually the division director. Things were more, what is the right term? I am not complaining, I loved it. I thought it was a great culture to be in. It was a real team atmosphere, it was a people oriented atmosphere. When I came on and had to work a problem, people were volunteering to come help me, now they shy away. I don't want to work problems. I have it grow and go through a lot of phases. I have seen it try to come back. I think it has done some smart things that I haven't seen anywhere else. I think they are trying. For instance performance appraisals, they are. They have separated it from the raise cycle. It is not part of determining your raise. It is like in the military. Performance appraisals are inflated. There is a lot of favoritism. Managers, even though they try to be impartial. I am not a big one on performance appraisal. I think if a manager is going to know if somebody should be promoted whether it is written on paper or not. He does not need it written on paper. Quite often people are going between organizations, managers don't need to look at their performance appraisals. They just realize they are not always written properly. We don't have enough time. I think they are counterproductive. Right now I have got, we are doing it right now. I have a whole bunch of new people who are very nervous: what do I put in this, what do I do, what happens if I put this in wrong? Well, you can tell them until you are blue in the face, but they look at that as a report card; you don't need a report card. What you need is something to help you improve. What, this is probably heresy, to me. I don't care. I'll tell you the way it is, if I were running the show, instead of concentrating on performance appraisals, I think I would do like the military used to do, some kind of profile, OJT plan for improvement. Whether they follow it or not. A set of: here is where I want to go eventually, here's what I want to do, and to review that once a year. Are we going the right way. That is much more valuable than a performance appraisal. But, today military and background, it is much too hard to do.

Do you find that the mid and upper levels of management is dominated by people with military backgrounds. Like Milt is a West Pointer.

Milt was a Ranger wasn't he?

Yes, he did all the right things in the military. Is that a dominant part of the culture?

You know I never thought of that, but Dan Hemmil my old boss, he was a retired Lt Col. I'm military. It may be unique to this particular division, because all the government work comes here. Naturally, that is where they would congregate. Ron Ross didn't have military background.

The customer would identify more with people with that type of background.

I think. But the more I think about, we have management trainees. I haven't had a haircut; it is driving me crazy. I haven't had time. That is the problem. I think the military people, the officer corps the senior enlisted corps, tend to gravitate to management jobs. I guess that would be a major factor. It is funny. I have gone up in responsibility. I have been a program manager, a deputy program manager several times, but I have never been promoted. I don't know. I have met bad apples. I have met officer who never left the military, think they are still in there. I am a mustang, I have been on both sides of the street. I've had guys, those bars weighed fifty pounds. When I was in the military, I would have people coming out of the academies, scared of their own shadows. Other people thought they were god's answer for everything. I've met all kinds. I think there is a lot of military. I guess the economy can use a lot of military people.

Along with that, that introduces one kind of a bias, a military background bias. Good or bad, it does not really matter. There are other kinds of biases too: glass ceiling, technical bias. For instance, I asked Participant if she thought there was a glass ceiling, engineers versus non engineers.

Glass ceiling, I am not used to that term.

Gender bias: the women run into a natural barrier they cannot get above.

I've never seen that. If it really happens, I've heard women don't make it as much as men. Maybe I'm weird, but I never consider a person's sex as anything. It doesn't enter into the equation, I look at what they are. I guess maybe there are bad managers. I don't see that. As a matter of fact, when I retired, I made the statement, I was going to have nothing but women working for me. In my experiences, they always were the aggressors, they always got the job done. You never had to watch them not. I've seen the wrong side of that too. I like a mix. I've seen just like men, some women can manage, some women can do technical stuff, some can't, some never will. Same with men, some can manage,

some can't, some never will. But, I guess I don't see that, I think the company is very fair. At least in this organization and all the ones I have been it has not been that way. I have had deputies that were women, I have been replaced by a woman, I have worked for a woman. It doesn't really matter to me, so long as I am doing my thing.

I wasn't concerned about you in particular, but about the company in general.

I am just looking at myself, and where I have been with the company. I am thinking of it as an employee, not as a manager. What else can I tell you about it?

That pretty well covers it. Can you think of anything else I ought to know.

I could write a book. I could tell you about corporate.

That reminds me. The take over attempt. Did that have any impact for you or the folks who work for you?

Well, yes. What I did, I briefed the program manager; that is what I am here for. Ben has never done anything this size before, this many people. What I try to do is help Ben, that is why I am here as his deputy. To help Ben understand it is not just the technical aspect. You have to worry about the full picture, to help him manage. I do most of the managing at the administrative level and taking care of people. At the first inkling I had of that, my daughter called. Have you heard about it. Somebody told her, she got on the internet. I went on the internet and I saw the first inkling. I immediately stood up and walked into Ben's office and I said, you better get smart about this real quick. You better find out all there is to know about this, and every time something comes up, you had better know about it. Because you are going to be inundated with questions and if you don't have the answers or some way of pointing them at the right answers, you are going to have people really upset. They are going to feel really insecure. If my management doesn't even know what's going on. So, even if you don't, you better make something up. And it worked. I called a real quick emergency meeting and I told them what was going on. I have an open door policy. For a week I had one or two an hour coming in and asking me questions. Did you see this, did you see that? What do you think? Karen owes me a six pack of beer. Karen was sure they were going to be taken over. The company is too strong for that and not that dumb. This company has much more potential than \$108 per share. It was ridiculous. I have been with the company eleven years and I've seen the stock grow. We have had the three for one split and the two for

one split. We just had that two for one split, I think its is worth a lot more. It went up yesterday and it is going up today. You also have to keep track of that stuff. I'll tell you another thing I did. Mike is really god technical person worked out of UMBC, went to the college and got employed there. He is looking to go up. He is one of the best they have. I know that because one of my best friends is the assistant dean of the engineering department. But he admitted it is a job. There is no way to come up. So, what I did for Mike, every; I do it for all of them, because I leave it out. I get a digest every month of every place the company shows up in the news. There is highlighting in this book: what we have won, what we lost, the whole bit. I let them read it, I let them all read it, because it shows where we are going, the potential. They really like that. Corporate does it just to keep the management up. Where are we? Did I go off on a tangent?

You did a great job of covering the topic. Thank you for giving so much of your time today.

## **APPENDIX B**

### **OPEN CODING**

The corporate culture data of Participants 1 and 2 were coded together to provide a starting point for the Corporate Culture Model in order to provide a strong first level of the model and because there was no college-to-work interview with Participant 1. The coding results of Participants 3, 4, and 5 were added to the model in turn, resulting in a rich model of the corporate culture that exists in the Systems Engineering Division.

The College-to-work Transition Process Model development began with Participant 2's data, the first participant new hire interviewed. When Participant 3's coded data was examined, the focus of model development shifted its emphasis toward the examination of the specific impact of temporary employment agency activities on the transition process. This came about because of the coincidence of both participants 2 and 3 having come to the company by way of temporary agency assignments with the company. This made the coded data of Participant 4 of particular value as a check on conclusions being derived from the examination of the data gleaned from the interviews with participants 2 and 3.

The coding sample in this appendix supported case study 3.

#### Ethnograph Coding

(Participant 4)

(Case Study 3)

(Part 1)

+ December 29, 1997 CORPORATE CULTURE	1
ASSESSMENT INTERVIEW Participant -	2
P4	3
RES: What is it like to work here?	5
P4: I was thinking about this before	7
#-ATYPICAL	
you came - I'm not like your typical	8 -#

college student coming into the work	9
%-ENTRY	
place. I think I am still	10 -# -%
adjusting to the institution of the	11
!-POLITICS	
corporation, the politics; I don't	12 -!
know, it is hard to explain. I feel	13
#-REBELLING	
like I am still in a transition. I am	14 -# -%
not used to it; I feel like I am	15
rebelling all the time, against the	16
way they approach certain things.	17 -#
RES: When you say politics, what kind	19
of things do you think about?	20
!-RECOGNITIN	
P4: How they recognize the employees,	22 -!
#-OUTSIDER	
people who if they don't like you, you	23 -#
are out; it has to be really pretty	24 -#
#-UNDRHNDED	
bad, but. There is a lot of	25 -#
underhanded little sneaky things going	26
\$-POWERLESS	
on that just drive me bonkers. But	27-#-\$
there is nothing you can do, nothing,	28
!-POLITICS	
because that is just politics. There	29 -!
is nothing, no place to go, nothing.	30 -\$

RES: So, is that what you are  
rebelling against? 32  
33

!-NOTREBELLING

P4: I am not rebelling, I just find 35 -!

!-FRUSTRATED

myself frustrated by the process of 36 -!  
just how I was told when I first came 37

!-ENGLMAJOR

here. I have a degree in English; and 38 -!

#-USEMAJOR

of course I thought, English is very 39 -#  
hard to use in the working field, so I 40 |  
am going to start the work to get the 41 |  
experience to use this degree you 42 |

\$-ENTRY

really can't use. So, I started as an 43 -#-\$  
Admin, and administrative assistant 44 -\$

!-BORED

and after a year, I was totally bored. 45 -!

#-WILLRNR

Because I would pick up things and I 46-#  
am willing to work 12, 13, 14 hour 47 |

\$-MANAGER

days. And, I was told by my manager 48-#-\$  
at the time, that; I said I thought 49 |  
this was my foot in the door. And she 50 |  
goes, well I guess you put your foot 51 |  
in the wrong door. It is really hard, 52 -\$  
it would be hard for me to move out of 53

#-FRUSTRATNG

this slot I was in. And that to me was  
really frustrating, very frustrating. 54 -#  
55 -#

#### !-ATTITUDE

And, I still get that mentality; I 56 -!

#### #-DRESSCODE

don't know, I guess it is the way I 57 -#  
carry myself, and everything else, I 58 |  
am very easy going; I am not prim and 59 |  
proper, I guess. So, it has been kind 60 -#

#### #-CHANGE

of rough trying to - I don't 61 -#  
necessarily want to readjust myself to 62 |  
fit their standard. I hope I have 63 |  
answered your question. 64 -#

RES: That is a great answer. Speaking 66  
of the organization, how do you 67  
perceive it having evolved to where 68  
it is? 69

P4: How do I think that they got this 71  
way? 72

RES: Right. 74

#### #-BIGCOMPANY

P4: I think it happens when the 76 -#  
company becomes over so many people 77 |  
that they don't know who is in it 78 |  
anymore. 79 -#

RES: So, size, eh? 81

#### #-KNOWEMPLES

P4: I think that they, there is not  
that ability to know everybody and  
know what they are capable of, and 83 -#  
84 |  
85 -#

#### !-KSAS

know what, you know, it is all, I 86 -!  
don't know how to explain it. It is  
size. 87  
88

RES: Is it less personal? 90

#### !-PERSONAL

P4: It is not personal, people's  
desire to move up, to show  
themselves in a good light, to forget  
about everybody else that helped them 92 -!  
93  
94  
95

#### #-POLITICS

to get there; of course, that is all  
politics, but the management just  
doesn't look at their - I just don't 96 -#  
97 -#  
98

#### #-SIZE-EMPLS

know how to explain it, I think it is  
definitely size, they don't know  
their people well enough to give them  
the credit they deserve and the  
positions they deserve. A lot of 99 -#  
100 |  
101 |  
102 |  
103 -#

#### !-FRUSTRATIN #-NEGATIVE

frustration, but it is not all  
negative. 104 -!-#  
105 -#

RES: What does the organization stand 107  
for? What would be a good motto? 108

#### #-PROFIT

P4: Money, profit. Being number one 110 -#  
in what they do. It is all what they 111 |  
are supposed to be doing. 112 -#

#### #-MOTTO

RES: Are you familiar with the CEO's 114 -#  
one page memo motto, standard 115 |  
of pre-eminence? 116 |  
|

P4: I think I read it somewhere; I 118 |  
probably have a copy of it around 119 |  
here; that is what the company as a 120 |

#### \$-EMPLOYEES

whole does. But, I think that the 121 -#-\$  
parts that make it the whole are as 122 |  
important as the whole; do you know 123 |  
what I mean? 124 -\$

RES: Sure. 126

#### #-COMPARABLE

P4: And, I don't know. I guess I was 128 -#  
comparing it to people in other 129 |  
companies similar to ours, and how 130 |  
they treat their employees and it is 131 |

#### \$-STUPIDTHINGS

those stupid little things that are  
important . 132 |-\$  
133 -# |

|  
RES: Name the "little things". 135 |

|

#### #-CSUALDAYS

P4: Casual days. 137-# |

||

RES: As in there aren't any casual  
days here? 139 ||  
140 ||

||

P4: No, they took them away. 142 ||

||

RES: Was that done recently? 144 ||

||

P4: Maybe a year ago, maybe a year and  
% -OTHERCOMPANIES 146 ||

a half. The other companies are so  
far ahead of us in how they treat  
their employees and employee  
relations. 147-#-\$-%  
148 |  
149 |  
150 -%

RES: What would be a good motto for  
the company? 152  
153

#### #-GOODCOMPANY

P4: A good motto. I don't know. It  
is not a bad company; it is a good  
company. I have no idea. 155 -#  
156 |  
157 -#

RES: Who has the most power? 159

Who has the least power? How do you know?	160
	161
<b>\$-POWER</b>	
P4: Management, I guess. Management up to the VPs. Least power as in a position - janitors; non-exempt people.	163 -\$
	164
	165
	166
RES: What is it that lets you know that?	168
	169
P4: Well, I was non-exempt and I think that they are kind of overlooked.	171
	172
RES: You have been there, so you know what it feels like.	174
	175
P4: Yes, your are in admin. You are in support, basic support. The people who have the ability to give you so much more are not given the chance to show you what their ability is.	177
	178
	179
	180
	181
	182
RES: How does what you do now compare to that?	184
	185
#-work order	
P4: Half a step up. I handle work orders:	187 -#-\$
Inter-company Orders, meaning if	188

someone from our division goes to work 189 |  
for another division, they call them 190 |  
sub-contracts; it is just paperwork. 191 |  
They handle them like 192 -#

RES: How does change come about here? 194  
What kind of changes? 195

#### #-CHANGE

P4: Change? What kind of change? 197 -#  
|

RES: Say you wanted to re-organize. 199 |  
|

P4: The whispers start, that they are 201 |  
going to re-org the division. Then 202 |  
you get word, you get a memo from your 203 |  
manager telling you what the re- 204 |  
organization is. But it all happens 205 |  
upstairs. 206 |  
|

RES: Have you seen any other kinds of 208 |  
changes? 209 |  
|

P4: When the new president of our the 211 |  
division came, he re-organized; which 212 |  
I thought made sense. SED. 213 |  
|

RES: Milt is acting president 215 |  
of the SED, is he not? 216 |  
|

P4: Yes, but he has not made any 218 |

changes. It has been pretty quiet. He  
is probably looking for someone to put  
in that position. 219 |  
220 |  
221 -#

RES: You have talked about memos, what  
is the main way information passed to  
you and to others? 223  
224  
225

#### !-E-MAIL

P4: E-MAIL does not do a lot. You get 227 -!

#### #-GRNSHEET

like a green sheet, like this. Signed 228-#

#### \$-E-MAIL

by Milt. E-mail you usually get 229-#-\$  
when the system is going to be down. 230 |  
That is not true, we have our F&A 231 |  
newsletter on buzznotes, so anybody 232 |  
can go in there, it is a source of 233 |  
information new hires and new 234 |  
positions opening up. 235 -\$

#### #-FIN&ADMIN

RES: What is F&A? 237 -#

|

P4: Finance and Administration. What 239 |  
we fall under. 240 -#

#### #-UNWRTRULES

RES: What are some unwritten rules at 242 -#  
the company? 243 |

|

+ [Interruption - turns out it was the boss]	245
	246
P4: I don't know, there are some quirks that I know of that I don't follow. It makes it sound so negative. But it is not all negative. But I know there are some steps that people take to get a job done that I don't feel should be necessary, like but kissing and stuff like that. But, I don't know if there are unwritten rules. I don't know.	248   249   250   251   252   253   254   255   256   257
RES: I would think that one type of unwritten rule would be dress code for instance.	259   260   261
P4: That is written.	263
RES: That is written down?	265
P4: Oh yes, I think, I am pretty sure. There is definitely a code on how you should or shouldn't dress. Maybe it is not written down; everybody just knows how to dress.	267   268   269   270   271
RES: If that is the case, it is not actually not in your employee handbook, that is the category of	273   274   275

unwritten rule. 276 |  
|  
P4: I think it says that if you are 278 |  
not dressed properly, they will send 279 |  
you home to change. 280 |  
|  
RES: Is that right? Have you ever 282 |  
seen that happen? 283 |  
|  
P4: No, I have seen where they say 285 |  
they would do it, but nothing 286 |  
happens. 287 |  
|  
RES: How does that do to your approach 289 |  
to things, that they would make a 290 |  
statement like that, but then not 291 |  
follow up? 292 |  
|

#### !-FRUSTRATED

P4: Well it is frustrating. Because I 294 ! |  
would rather come as that person is 295 |  
dressed myself. You get a lot more 296 |  
work done when you are comfortable, so 297 |  
that is frustrating. 298 |  
|

RES: So, if it is spoken but not 300 |  
enforced, is a frustration. 301 |  
|

#### \$-SPECIALTREAT MENT

P4: It also depends on the person who 303 |-\$  
is doing it. There could be 304 ||

complications to saying something to  
that person, employee relations issues  
that happen once things are said. 305 ||  
306 ||  
307 |-\$  
|

#### \$-DISCIPLINE

RES: Do you think there are any of  
those kinds of issues here:  
harassment? 309 |-\$  
310 ||  
311 ||  
||

P4: I don't know, they keep those  
pretty quiet. They handle it 313 ||  
314 ||

#### %-MANAGEMENT

between management and the employee  
so it doesn't get out. Which I think  
is good, if there is a problem it  
should be between the employee and  
the employer. 315 ||-%  
316 |||  
317 |||  
318 |||  
319-#-\$-%

RES: What could get you rewarded  
here? 321  
322

#### #-EXTREFFORT

P4: I don't know. I try to figure that  
out. No, you really have to work above  
and beyond what you really should have  
to work. The way I got out of the  
position I was in is I took on so many  
projects that I couldn't even do it  
myself any more. Just to show them I  
could do all these things. I really 324 -#  
325 |  
326 |  
327 |  
328 |  
329 |  
330 |  
331 |

#### \$-ENGLISHDEGREE

don't know what it takes; I have this  
degree and still doing it. 332 -#\$  
333 -\$

RES: Conversely, what could get 335

#### #-PUNISH

someone punished here? 336 -#

|

P4: They will talk to you if your are  
late all the time or continually  
absent, or something. I guess that is  
about it. 338 |  
339 |  
340 |  
341 -#

#### #-FIRED

RES: Are there mistakes that would not  
forgiven? 343 -#  
344 |

|

P4: I know someone who fell asleep  
once in a meeting. He was never  
forgiven. 346 |  
347 |  
348 |

|

RES: He wasn't fired was he? 350 |

|

P4: No, but he was forced out. But it  
was a combination of things similar to  
that. People just didn't like him.  
But I don't think it was any reason.  
There were little things, and  
management was even joking about it. 352 |  
353 |  
354 |  
355 |  
356 |  
357 |

#### \$-PUNISHED

But, then they gave him a letter  
saying this is what is wrong, this is 358 |-\$  
359 ||

what you did wrong and you are being  
punished for it. And, falling asleep  
in the meeting is one of them. So,  
you have to make sure everybody likes  
you or you get in trouble.

360 ||  
361 ||  
362 |-\$  
363 |  
364 -#

RES: So, you feel that was unfair?

366

#### #-OJT

P4: Oh, definitely. He taught me so  
much while he was working here. He  
knew what he was doing, he really did.  
It was personality, he is very  
different from everybody else. And he  
is very easy going, which I agree  
with. But, he knew what he was doing.  
He was smart as a whip. And that is  
what makes me nervous about being so  
easy going. It upset me, from the  
letter on. The didn't even take the

368 -#  
369 |  
370 |  
371 |  
372 |  
373 |  
374 |  
375 -#  
376  
377  
378

#### #-PIP (Performance Improvement Plan)

steps they normally take. They have a  
Performance Improvement Plan (PIP),  
which they put in place: these are the  
things you need to work on. Then you

379-#  
380 |  
381 |  
382 |

#### \$-PUNISHED

are reevaluated. They never did that  
for him. He was punished on his  
evaluation. It wasn't fair; just  
because he was a man, that they didn't  
have to take the steps. Because a

383-#-\$  
384 |  
385 |  
386 |  
387 |

woman could say, hey you are doing 388 |  
this to me because I am a woman. So, 389 |  
they have that to bank on. I'm not 390 |  
saying I would do that. I really do 391 |  
think that is the way they think. 392 |  
What do we have to do to cover 393 |  
ourselves, in order to get [garbled] 394 |  
on this person. It is not what is 395 |  
proper and what we should do to help 396 |  
this person fit in more with our 397 |  
organization, it is what do we need to 398 |  
do to get the job done and still cover 399 |  
our butts. 400 -\$

## #-GOODJOB

RES: What does doing a good job mean 402 -#  
here? 403 |  
  
P4: To me? To me doing a good job 405 |  
means making sure you are on top of 406 |  
everything, knowing where everything 407 |  
is, what the process is, and organize 408 |  
and go the extra mile. If there is 409 |  
work to be done, stay and do it. 410 |  
  
Follow the calls, follow the E-MAIL. I 411 |  
think you know when you are doing a 412 |  
good job and when you are not; you 413 |  
know when you are slacking. You can 414 |  
sit there and say, I am just not here 415 |  
today, why am I doing this? Basically 416 |  
being organized, being prepared for 417 |

anything that can happen. 418 -#

#-IMPROVE

RES: To what extent do you feel you 420 -#  
can make a difference here? 421 |

P4: In this company? I think I gave 423 |  
up on that. I think I did. I don't 424 |  
think it is possible to make a 425 |  
difference without causing a big 426 |  
ruckus. 427 |

RES: Do you think you could be 429 |  
punished for trying to make a 430 |  
difference? 431 |

P4: I don't think they would punish 433 |  
me. There are times when I caught 434 |  
them in the act of doing something I 435 |  
did not think was right. I didn't 436 |  
question them on it, I made a comment 437 |  
and made them think. And, then the 438 |  
next day, they were, you know. I 439 |  
don't think I could make a 440 |  
difference. 441 |

RES: The they you are talking about is 443 |  
this your management? 444 |

P4: Yes, my immediate management. I 446 |  
would like to say I could make a 447 |

difference. And I am sure, sitting 448 |  
down and talking to somebody, under 449 |  
this director, this is what you need 450 |  
to move up. I know you need to take 451 |  
on extra projects; there is a 452 |  
conference going on and they need 453 |  
someone to put the books together and 454 |  
offer to help. You can offer to help 455 |  
to do anything. That is making a 456 |  
difference. But, I don't think that 457 |  
politically and structurally I can 458 |  
make a difference. But, that is OK. 459 |

|

RES: Why do you think that is? You 461 |  
sound pretty frustrated; you sound 462 |  
like you are not allowed to make a 463 |  
difference. 464 |

|

P4: Well, I think the differences I 466 |  
would make. The company has been 467 |  
around for many years, and it is 468 |  
running fine the way it is. I just 469 |

\$-FITIN

happen to be one of those liberal 470 |-\$  
people trying to fit into a 471 ||  
conservative world. It is just not 472 ||  
ever going to ever work. 473 |-\$

|

RES: Are you saying the suggestions 475 |  
you might make are too far out for 476 |  
the company? 477 |

P4: No, I just think they are set in  
479 |

\$-CASUALDAY

their ways. They believe casual day  
480-#-\$  
affects the way their company  
481 |  
performs and appears. Which I disagree  
482 |  
with. If your company is a good  
483 |  
company, they are going to be a good  
484 |  
company no matter what their employees  
485 |  
are wearing. It is all about  
486 -\$

#-PUNISHED

appearance. But I don't think I would  
487-#

\$-IMPROVE

be punished. I don't think I would  
488-#-\$  
be, anybody that makes waves is not  
489 |  
seen very well. I think I have some  
490 |  
small waves. But, I don't think it is  
491 -\$

#-FAVORITES

going to change anything. There is a  
492 -#  
lot of favoritism.  
493 -#

RES: Who do you think is favored  
495  
around here?  
496

#-FAVORITES

P4: They bring in people - friends. I  
498-#  
can't explain it. I know one person  
499 |  
got a position I should have been up  
500 |  
for. And, that person had only been  
501 |  
in the company for a year, had never  
502 |  
done contracts work at all. I have  
503 |

been working contracts for three years 504 |  
and am ready to go, willing to go, 505 |  
want to do it. And that person spent 506 |  
a year redecorating the cafeteria. It 507 |

\$-FITIN

is discouraging. I think the problem 508-#-\$  
with me is my degree; what kind of 509 |  
people I was hanging out with in 510 |  
college. I guess I thought too much, 511 |  
I read too much, and it was reading 512 |  
all this literature, I was reading all 513 |  
these great books and I was learning 514 |  
all this new stuff in all these 515 |  
different areas that; if I was a 516 |  
business student, and I was studying 517 |  
the way a corporation runs and how you 518 |  
do this and, you are in that mind 519 |  
frame and only in that mind frame. You 520 |  
might have your other general classes, 521 |  
but I never was in that mind frame, 522 |  
but I think that is my problem. I 523 |  
kind of regret it, you know. 524 |

|

RES: You regret the education you 526 |  
got? 527 |

|

P4: No, I don't, I can't critique my 529 |  
job. No, I think I regret, I don't 530 |  
know, I don't regret, that is the wrong 531 |  
word. 532 |

|

RES: English is hard to apply 534 |  
directly, it invades everything. 535 |

P4: Right there is a lot of 537 |  
possibilities for English. I don't 538 |  
think it has held me back. 539 |

RES: You think there are other courses 541 |  
that might have helped you, is that 542 |  
what you are saying? 543 |

P4: Yes, but I'm the kind of person 545 |  
that picks things up on the job and 546 |  
retains it, you know. When I came 547 |  
here I didn't even know EXCEL 548 |  
software and two weeks later I was 549 |  
teaching TEMPS how to use it. And I 550 |  
don't have a problem with learning. 551 |  
I will take all the seminars and 552 |  
classes we have to offer and I am 553 |  
looking to get my Masters and my 554 |  
Doctorate. I don't think it has held 555 |  
me back I think I had planned on this 556 |  
in my career. 557 -\$

## #-NICHE

RES: It is possible that you haven't 559 -#  
found your niche, that is what you are 560 |  
searching for, you have to find a 561 |  
place where you are comfortable. 562 |

P4: Right, at the same time I feel  
like I have all this experience in  
contracts, I want to stay here, you  
know, but I hate it. I don't hate it,  
but I have all this experience, I  
might as well use it; while I am here,  
but  
564 |  
565 |  
566 |  
567 |  
568 |  
569 |  
570 -#

#### #-CHALLENGE

RES: Contracts is something that is  
not especially interesting to you,  
is that what you are saying?  
572 -#  
573 |  
574 |  
|

P4: It is interesting to a degree. I  
guess I am looking for something a  
little more creative, so  
576 |  
577 |  
578 |  
|

RES: So, you are saying you have  
learned this element of the business  
and maybe you want to move on and  
learn another element  
580 |  
581 |  
582 |  
583 |  
|

P4: This business here? I don't  
know, I think I am thinking of moving  
out. I think it that it was  
important for me to do this to have  
been here for my future career. I  
don't know, I don't find it as  
rewarding. I am also writing a book  
with a friend and all. So, I am  
hoping that will resolve this without  
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593 |

me of this job, but 594 |  
|

RES: That is what is coming across to 596 |  
me, that you don't feel like you are 597 |  
challenged. 598 |  
|

P4: Right, I am not at all. I was when 600 |  
I first got this position. And 601 |  
then, that is because the people who 602 |  
had it before me couldn't do it. 603 |  
And, now I have got it all cleaned up 604 |  
and there aren't any problems 605 |  
anymore, and all of the challenge is 606 |  
gone. The fun is out of it. I did 607 |  
all the filing; I found all the old 608 |  
files and I mean, at least I was 609 |  
busy. Now it is just, I am so 610 |  
bitter, anyway. 611 |  
|

RES: I feel where you are. You need to 613 |  
work your way through it. But, you 614 |  
need to do it without rancor. Try to 615 |  
do it in a positive way, looking for 616 |  
the next good thing you can grab hold 617 |  
of. Do what is good for you, in other 618 |  
words; that is what you owe yourself, 619 |  
to find whatever it is that you are 620 |  
happy doing. Maybe this isn't it 621 -#

## #-COMMUTE

P4: Right, I am also commuting from 623 -#

Baltimore. 624 -#

#-ROLEMODEL

RES: Who are the heroes of the corporation? What are their values, biases, assumptions, and goals? 626 -#  
627 |  
628 |

P4: Heroes; I don't know. My heroes that I have had in the past have gone down hill since. The people I looked up to, I thought were good and I guess that would be management or similar, that I have known that have gone further in their career since I have been here. I don't know, it is hard to describe. There was one manager that I thought really went the extra mile for his people and then I see him doing all this political stuff everybody else is doing, I don't think it was genuine. It was just part of his strategy, skills, I think it was just schmoozing. 630 |  
631 |  
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633 |  
634 |  
635 |  
636 |  
637 |  
638 |  
639 |  
640 |  
641 |  
642 |  
643 |  
644 |  
645 |  
646 -#

RES: What are the values, the biases, the assumptions, the goals of the leaders? 648  
649  
650

#-TEAM

P4: I don't know. I don't know and 652 -#

that is scary. I would hope it 653 |  
would be to put together a strong 654 |  
team, that is supportive. I don't 655 |  
know if that is quite true all the 656 |  
time. I don't think, especially in my 657 |  
department we are always a team. I 658 |  
don't know. I think that is really 659 |  
important. As long as the job gets 660 |  
done, they don't care how it gets 661 |  
done. 662 -#

#-TIMECARD

RES: How will you charge the time 664 -#  
spent on this project? 665 |

P4: You know, actually, "he" came to 667 |  
the door and saw what I was doing, I 668 |  
thought about that. 669 |

RES: Was that your boss? 671 |

P4: Yes. 673 |

RES: When I asked Gus Siekierka that 675 |  
question, he told me that 676 |  
interruptions of less than one hour 677 |  
did not have to be accounted for on 678 |  
the time card. 679 |

P4: Really, well actually, I probably 681 |  
won't put it down on my time card. 682 |

Because I didn't do any work. I 683 |  
didn't even look at my fax or answer 684 |  
the phone. It would be different if I 685 |  
was sitting in here eating lunch and I 686 |  
was talking on the phone to people at 687 |  
work and; I probably won't charge it. 688 |  
Is that right? Why did you stick that 689 |  
question in? That is tricky. 690 |

RES: I was just curious what kind of 692 |  
answers I would get. One lady told me 693 |  
she put it down to lunch hour. I am 694 |  
sensitive to it because when I worked 695 |  
at General Electric, time cards were a 696 |  
sensitive issue. 697 |

P4: Oh yes, it is very important. 699 |  
That is why I thought it was a joke 700 |  
- I was being set up. 701 |

RES: That was the answer that Gus had 703 |  
for me; that it was not necessary to 704 |  
account for it. 705 |

P4: Oh, really? I am very honest with 707 |  
my time. 708 |

RES: Well, yes, you should be. Again, 710 |  
it is something where you have to live 711 |  
with yourself, if that bothers you, 712 |  
you must keep it straight. 713 |

P4: I know someone else who drives  
\$-ETHICS

here from Baltimore too. She says, I  
give the company an hour to get here, if it  
takes longer than an hour, it is on  
their time. OK, you are really being  
productive. And you are really  
getting a lot of work done sitting in  
traffic and it is frustrating because  
you count on an hour and it takes two.  
But, you can't do that, it is not  
fair.

715 |  
716 |-\$  
717 ||  
718 ||  
719 ||  
720 ||  
721 ||  
722 ||  
723 |-\$  
724 |  
725 -#

## **CODES**

(STW CASE P4)

Continuing Education (Lifelong learning; Learn the job; Informal learning (from other employees); Training; OJT - Job/task; Communication; Mentor)

Entry (First manager encouraged education; Time card; Interviews/search; Transition to first job; Lack of challenge in present job; Stuck)

Corporate Culture (Environment; Norms & Values; Standards; Frustration; Pressure to conform; Learn through insiders; No glass ceiling, Bias = technical/degree, Take over)

KSAs (Attendance, How to learn, Work ethic, Self-esteem, Work experience – high school/college; Degree important)

Working (Co-workers/teacher-trainers: Formal and informal learning; Network; Team work)

Niche (College degree - major; Co-workers)

Realization (time to get a real job; Parental suggestion)

Satisfaction (work/job; environment; enjoy challenge)

## **CATEGORIES**

ENTRY: [Codes: Network (with co-workers); Administrative assistant; Interviews replicate temp experiences; Unhappy with job environment; Entry process; Realization (time for fulltime employment, parental suggestion); Learning al she can (makes job more satisfying); Work experience (high school and college); Job search; College degree; Corporate Culture (introduction)]

INITIATION: [Codes: College degree; Administrative Assistant; Work tasks; Corporate Culture (norms and values); Initial search for a place in the company; Enlarge network; Employee orientation; Move from outsider to insider]

EXPLORATION: [Codes: Continuing education and learning (formal & informal); OJT (contracting, organized); Lifelong learning; College degree; KSAs (work habits, how to learn,

self-esteem, attendance, work ethic); Corporate Culture (what are the rules) Training; Extend network and use; Attend meetings; Learn all she can; Search for different taskings]

FUNCTIONING: [Codes: Corporate culture; Organize job (contracting); Working with technical teams (provide assistance); OJT; Learning (formal and informal); E-mail; Tools (computer, software, data bases); Self esteem]

PRODUCING: [Codes: Culture; College degree (major); Environment; Self esteem; Information Technology; Hostile take-over attempt; Working with technical teams(provide assistance); Education & training policy - OJT; Satisfaction (challenging & variety of work/tasks); Corporate norms & values; Availability of education; CEO policy relative to take-over attempt (self-serving to corporate leadership); Communication; Variety of possible tasks (search for new tasks); No glass ceiling; Other possible management biases (technical and education level); eagerness to learn and to move on; “Stuck” in contracting; More potential than contracting job requires]

## **APPENDIX C**

### **AXIAL CODING**

This appendix presents samples of the axial codes that were developed from the open coding process results presented in Appendix B.

#### SCHOOL-TO-WORK TRANSITION - (P4)

##### **ENTRY**

###### Causal Conditions:

New job assignment and tasking, Work setting and corporate culture, Co-workers attitudes and values, Realization (time for fulltime employment and parental suggestion), Dissatisfaction with previous work assignments/experiences, College degree (do more with education Mom & Dad paid for), not challenged (desire to continue to learn)

###### Context (Operating Conditions):

Corporate culture, First full time job, Potentially intensive learning environment

###### Properties:

Self esteem, Unsure about satisfaction with work place, coworkers, tasks, growth potential, number/variety of possible tasks; College degree, Desire for change in tasking, Stuck in contracting

###### Intervening Conditions:

Work place/corporate culture (perceived technical and education bias, favoritism), Search for new tasks (bored with present situation), Assigned tasks under control (not challenging), Attitudes of coworkers, Learning opportunities, Network

###### Dimensions (Phenomenon = Central Idea):

Self esteem, Learning is important (seek new tasks), Opportunity to grow, Continuous learning, Challenge (learn a lot about information technology)

###### Action/Interaction Strategies (To Address Phenomenon):

Continuing education (Formal learning: on-site training, off-site courses), OJT (Informal learning: network, knowledgeable fellow employees = identify experts), Willing to do anything – eager to learn, Attitudes of employees, Corporation seems to favor hiring avid learners

###### Consequences (Outcomes):

Finding place in corporation (interesting and challenging tasks), Satisfaction (corporation, work & tasks, fellow employees, challenge of work), Self esteem and confidence, Use college degree, Decision to seek fulltime employment with this company, Realization (time for fulltime employment)

## **AXIAL CODING**

### SCHOOL-TO-WORK TRANSITION - (P4)

#### **INITIATION**

##### Causal Conditions:

First fulltime job, Seeking fulltime employment or accepted for full time employment, Work environment, Corporate culture, Search for niche, Use college degree, Need for benefits, Job assignments and tasks that need to be mastered

##### Context (Operating Conditions):

Corporate culture (norms and values), it is a big company, No assigned mentors (new hires must seek and find own help in learning job) = establish and work professional and personal networks, Policy relative to education and training (on site, tuition reimbursement), Attitudes of coworkers, Manager methods of leading/managing and biases (sometimes appear to be arbitrary, based on personalities)

##### Properties:

Lifelong and continuing education, OJT (formal and informal learning), Corporate culture (norms and values) via informal learning, Availability of mentor/teachers for informal learning

##### Intervening Conditions:

Corporate culture (policy impact on formal and informal learning, are there rewards for technical experts or managers who offer to mentor/teach new hires and others?), Search for new challenging tasks, Educational preparation (college processes beneficial to the ability to plan and complete complicated tasks, manage time), College degree, Corporate policy (on mentors/teachers - hands-off?, on site education and training, time for formal courses on college campuses),

##### Phenomenon = Central Idea):

Work place learning (formal and informal), Emphasis appears to be on each employee/new hire finding own help with job knowledge, Formal education encouraged, but at employee request (tuition reimbursement policy - fairly easy to get assistance for "work related" college courses)

Action/Interaction Strategies (To Address Phenomenon):

New hire must establish own network and exercise it to get training and help with learning new tasks and improving own capabilities, Lifelong/continuing education commitment by individuals (appears to be a hiring criteria), Some on site courses, OJT (formal and informal learning opportunities - at request of learner with no apparent management endorsement), Tuition reimbursement

Consequences (Outcomes):

Search for new and challenging tasks, Realization (time for a fulltime job, Exploit college degree), Expand and exercise network, Lifelong and continuing education and learning (job satisfaction, continuous growth and expanding capability), Better service to corporation, How to give credit for mentoring/informal teaching?

Questions:

How does management encourage and facilitate teaching and mentoring by senior and experienced technical leaders?

What are the rewards for mentoring and teaching?

## **AXIAL CODING**

SCHOOL-TO-WORK TRANSITION - (P4)

### **EXPLORATION**

Causal Conditions:

Seeking knowledge of corporate capabilities and options, Work environment becoming more familiar, Knowledge of corporate culture increasing, Search for new tasks, Use college degree and compensate for shortcomings, Need for benefits, Job assignments and tasks that need to be mastered

Context (Operating Conditions):

Corporate culture (norms and values), it is a big company, No assigned mentors (new hires must seek own help in learning job skills and corporate culture: this leads to developing and working self developed network), Policy relative to education and training (on site, tuition reimbursement), Attitudes of coworkers

Properties:

Lifelong and continuing education, OJT (formal and informal learning), Corporate culture (norms and values), Availability of mentor/teachers

Intervening Conditions:

Corporate culture (impact on formal and informal learning, rewards for technical experts who offer to mentor/teach new hires and others?), Search for new tasks, Educational preparation (college experience helps to build ability to plan and complete complicated tasks, manage time), College degree, Corporate policy (on mentors/teachers - hands-off, tuition reimbursement for work related courses), on site education and training (formal learning), time for formal courses on college campuses, Conveniently located Human Resources services

Dimensions (Phenomenon = Central Idea):

Work place learning (formal and informal), Emphasis appears to be on each employee/new hire finding own help with job knowledge, Formal education encouraged, but at employee request (management encouragement for "work related" college courses)

Action/Interaction Strategies (To Address Phenomenon):

New hire must establish own network and exercise it to get training and technical help learning new tasks and improving skills, Lifelong/continuing education commitment by new hires (appears to be a hiring factor), Some on site courses, OJT (formal and informal learning opportunities - at request of learner with no apparent management endorsement), Overt encouragement to find courses to take

Consequences (Outcomes):

Find series of niches, Expand and exercise network: Seek needed skills, capabilities, and knowledge (mostly informal learning instigated by new hire), Lifelong and continuing education and learning (job satisfaction, continuous growth - improved capability - better serve needs of corporation), How to give credit to employees who mentor and perform informal teaching? Realize value of network (who to go to for training and help with tasks)

## **AXIAL CODING**

SCHOOL-TO-WORK TRANSITION - (P4)

### **FUNCTIONING**

#### Causal Conditions:

Learn rules and operating conditions of this work place (assist work teams with orders), First full time job (after Realization), Need to learn norms and values

#### Context (Operating Conditions):

Work place (learn what and where company capabilities are): Policies (written and unwritten), Employee attitudes, Who are the experts and role models who teach the ropes to the new hires and who to avoid, Who might assign mentors, Learn to work in teams (how do employees/new hires become functioning and contributing team members), Corporate policies toward education and training (are there rewards for mentoring and teaching)

#### Properties:

Type of business (Information Technology), High technology emphasis, Customers (Government = Department of Defense and Intelligence Community), Class of employees, Corporate policies, Management (personality and ethics), Dominated by College graduates (preferred types of degrees - not necessarily computer science), Open communication

#### Intervening Conditions:

Establish networks, Informal learning (discover reliable knowledge experts), Seek niche, Lack of rewards for mentoring and teaching, Hostile takeover attempt

#### Dimensions (Phenomenon = Central Idea):

Discovery: company business is high technology (Information Technology); Company size, employees, and managers all contribute to capability and viability of company; How is corporate technical and project knowledge transmitted to those who need it (new hires, employees on new projects); Informal learning is the default method

#### Action/Interaction Strategies (To Address Phenomenon):

Expand personal and professional network, Seek out experts in vital technologies (for personal and professional growth and capability improvement), Observe day-to-day operation, Seek education and training, CEO's e-mail addressing hostile take over action sent to all employees

Consequences (Outcomes):

Successful employees establish networks with keepers of the corporate technical and procedural knowledge data base, Employees actively seek education and training (OJT, formal and informal learning), Management biases (technical, education - degree) either not acknowledged or ignored as a factor which cannot be influenced by the individual, Learn to work with teams (how does the corporation facilitate this), As long as employees continue to learn new skills, the business will continue to grow

Questions:

Corporate policy regarding mentoring and teaching by knowledge experts and management (rewards?).

## **AXIAL CODING**

SCHOOL-TO-WORK TRANSITION - (P4)

### **PRODUCING**

#### Causal Conditions:

Set rules and operating conditions for the work place (support to work teams), New hire is fully capable of playing a role in company business, Contributing to final product delivered to customers, Need to learn norms and values

#### Context (Operating Conditions):

Work place, Policies (written and unwritten), Employee attitudes, Who are the experts and role models who teach the ropes to the new hires, Who might assign mentors, Support work teams, Corporate attitudes toward education and training (continuing need for mentors and teachers)

#### Properties:

Type of business (Information Technology), High technology emphasis, Customers (Government = Department of Defense and Intelligence Community), Class of employees, Corporate policies, Management (personality and ethics), Dominated by College graduates (preferred types of degrees - not necessarily computer science), Open communication,

#### Intervening Conditions:

Exploit and expand networks = Informal learning (access to knowledge experts), Need to add formal learning to methods utilized, Seek additional niches, Mentoring and teaching not acknowledged, Hostile takeover attempt handled by CEO

#### Dimensions (Phenomenon = Central Idea):

High technology business (IT); Capability = company size, employees, and managers; Daily access to corporate technical and project knowledge, Informal learning dominates the work place

#### Action/Interaction Strategies (To Address Phenomenon):

Use professional and personal network, Seek out experts in vital technologies (those of importance to the present or next project or for personal growth/capability

improvement), Observe and restructure day-to-day operation, Seek education and training, CEO e-mail addressing hostile take over action

**Consequences (Outcomes):**

Successful employees establish mutual exchange networks with other holders of the corporate technical knowledge base, Employees actively seek education and training (OJT, formal and informal learning, tuition reimbursement), Glass ceiling and other biases (technical, education - degree) still not acknowledged, but not ignored, a factor which cannot be influenced, Learn to work in teams (how does the corporation facilitate this?), Encourage employees continued learning of the business = continued growth

## APPENDIX D

### SELECTIVE CODING

The selective codes presented here were developed from the axial codes presented in Appendix C.

#### SCHOOL-TO-WORK TRANSITION - (P4)

**Story Line:** Participant 4 is operating in the Producing phase. She was able to quickly transit the Entry, Initiation, Exploration, and Functioning phases due to her aggressive acquisition of the job knowledge and skills required to master any given job. At the moment she is bored with her job, because it is essentially routine. Through this transition process she has taken on the Corporate culture. She is very organized, and is aptly described as a “go-getter”. She is an avid learner and works hard to learn all aspects of her job. As soon as she has the job under control, she begins to look for new challenges. Her search for new tasks in the company is stymied somewhat by her own success with her present job. She is viewed as irreplaceable and is therefore tied down to her present job. Work is satisfying for her as long as there are opportunities to learn, both formally in college courses and company offerings, and informally through contact with colleagues. Her transition strategy is to develop a personal and professional network of fellow employees who are available to answer her questions about the products the company develops and how it operates in the marketplace. She uses other resources as well, going to the internet to learn about how the corporation was addressing the hostile take over issue. She does not acknowledge the existence of the so-called glass ceiling.

**Dimensional Relationships:** Many of the phases of this process ran concurrently for her. Company policy toward education and training, could be an important aspect of the Corporate Culture, but plays a minor role because of a conflicting constraint on her attendance at college courses. Her commute to work is long enough to discourage attempting to take on after work education enterprises. Satisfaction with the company through the employment and learning opportunities it embodies plays in Participant 4's search for new tasks either here or elsewhere. Her hope is to gain an assignment nearer to her home, which would allow her to pursue educational opportunities nearer to home. The company is big enough to offer her a variety of learning opportunities and an array of new tasks to which she can aspire. But, she must first free herself from her present job.

She feels that she can aspire to any job she is qualified for – the “glass ceiling” does not represent a real barrier to her (at least, it is not one she chooses to acknowledge). She appears to be willing to actively go after new job tasks, and is frustrated by her inability to break away from her present job. Participant 4 is very aware of her position in the pecking order. The business area that the company specializes in is new to her, but she is learning the computer science and automation aspects very quickly. She appears to have a facility for learning computer applications and is learning some basic coding, which is important in the company’s product line: information technology applications and consulting. Education opportunities are especially important and the company sponsorship of college courses both on and off the company campus will play heavily in the future for her as she expands her horizons and discovers her future niches.

**Conditions:** Her transition from college to the work place is complicated by the need to assimilate the corporate culture. Participant 4’s ability and willingness to learn the skills, knowledge, and attitudes needed and to do so fairly quickly helps a great deal. In fact she can easily be characterized as an avid learner, always seeking ways to improve her usefulness to the company.

**Phenomenon:** Participant 4's open willingness to learn and to adapt, as expressed in her willingness to take on any task and learn it quickly and well, makes her a valuable commodity to the company. The company size and variety of business ventures play well with her attitude, almost guaranteeing her a number of tasks over the years that will keep the work place interesting and challenging.

**Consequences and Strategies:** Once Participant 4 has accommodated the corporate culture, she should find a number of tasks becoming available to her. Her problem may very well be to choose the one that is best for her. By taking advantage of formal and informal learning opportunities as they arise she will be in position to move into any number of new jobs as they become available. She has already demonstrated her interest in lifelong and continuing education.

**Patterns of Behavior:** With the variety of business ventures available in the company, there are numerous opportunities for Participant 4 to branch out and grow. Her obvious commitment to lifelong learning and continuing education facilitate her preparation for any number of jobs in the future. She has established a personal and professional

network that facilitates her taking advantage of on-the-job training opportunities and other forms of formal and informal learning to further her growth with the company.

**Relationship to Research Question:** Informal learning is a primary tool in the transition from outsider to insider. Both job/task knowledge and understanding of the norms and values (corporate culture) of the company/employer come mainly through informal contacts among employees. Participant 4 entered the company via the more traditional interview and hire approach to fulltime employment. This can be contrasted with the experiences of Participants 2 and 3 who came to the company via the temp-to-hire agency route.

## Vita

### EDUCATION

Doctor of Education (Ed.D.), Adult and Continuing Education/HRD, Virginia Polytechnic Institute & State University, Falls Church, VA, May, 1998

Certificate of Advanced Graduate Studies (CAGS), Adult and Continuing Education/HRD, Virginia Polytechnic Institute & State University, Blacksburg, VA, May, 1997

Master of Sciences, Systems Management, University of Southern California, Los Angeles, CA, May, 1991

Master of Sciences, Aero/Astro Engineering, Stanford University, Stanford, CA. March, 1965

Bachelor of Sciences, Military Sciences, United States Military Academy, West Point, NY, June, 1963

### PROFESSIONAL EXPERIENCES

Mr. Hamel is an educator, senior systems engineer, and retired Air Force Officer. He has 20 years of space systems program office, operations management, and headquarters experience. He designed and developed information management systems in private industry; created space flight operations plans, operations concepts, and interface control mechanisms; resolved systems operations issues and developed solutions to production management and data processing problems. In his last assignment in the Air Force, he managed a multi-million dollar production operation working three shifts, seven days a week, delivering multiple products to worldwide clientele.

Mr. Hamel worked for General Electric Corporation from 1983 to 1988 as a Senior Systems Engineer. He participated in the bid and proposal, design, and development of advanced Information Technology management systems for the Department of Defense.

In 1989, Mr. Hamel shifted his career focus to education, joining the faculty at the Defense Systems Management College. He began in the Integrated Products Department, facilitating system acquisition scenarios. He has been a professor of Acquisition Policy since 1995.

### PERSONAL DATA

Born April 23, 1939, Holland, MI