

The teen form is that found conventionally in youth work experience programs. Analytically there are only two roles, the enrollee work role, performed by several enrollees, and the supervisory work role, usually performed by one adult. Teen forms are found in conservation work crews, and frequently in small towns and villages in the summer where enrollees perform clean-up, construction and repair, and park maintenance tasks. In Minnesota supervisors are frequently older adults with a low civil service classification, and paid by the hour. Infrequently do they have either training or experience working with youth. Tasks supervised are almost always unskilled manual labor such as brushing, cleaning, and digging. Typically teen forms are expedient and *ad hoc*. Furthermore they are peripheral to the permanent work subsystems of the organization of which they are a part. Consequently there is no previously existing structure which the enrollee enters. The structure is a result of the interaction which takes place when several new enrollees enter the work role under a supervisor who is also new to the task and a temporary employee. Teen forms are therefore inherently unstable since they are highly dependent on the character and skill of the supervisor, as well as on the habits and attitudes which the enrollees as a group bring with them. While on the one hand a skilled supervisor may structure the roles and role interaction so as to produce a high degree of morale and task performance, on the other hand an unskilled supervisor, or a mix of enrollees with predominantly negative orientations or socialization into deviant subcultures may effect the group in such a way that conflict, inefficient task performance and predominant disorganization result.

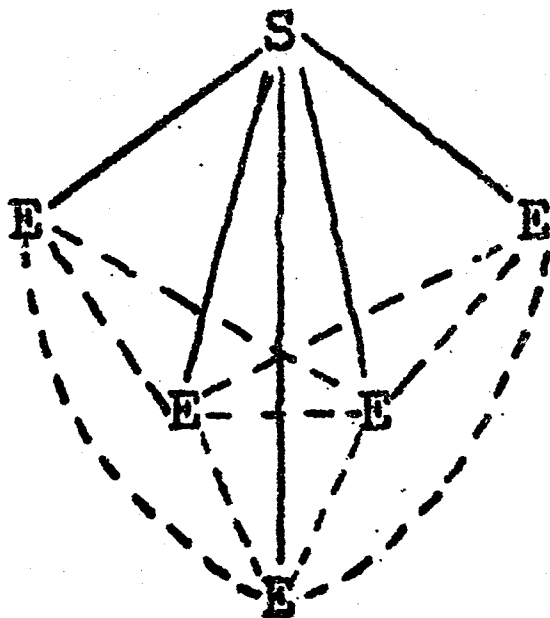


FIGURE 1. The Team Form.¹

The team form is made up of one enrollee work role and one supervisory role. It is frequently found in rural schools where a student NYC enrollee is assigned to the janitor or to the school secretary, a teacher or librarian. Neither the enrollee nor the supervisor is part of a larger work group with similar tasks, at least within the same physical location. The resulting interaction, while frequently more frequent and intimate than is larger groups, is also more highly dependent on idiosyncratic characteristics of the persons involved. Since the

¹ S=Supervisor, S=*de facto* Supervisor, A=Adult Worker, E=Enrollee.