

FIGURE 3. The Multiple Supervisor Form.

The teen-adult form involves two age-graded interaction systems of work roles. In addition to a supervisor, there is a set of two or more adult work roles present of lower status than the supervisor, and two or more enrollee work roles. Adults interact more frequently with other adults in the work group, and enrollees interact more frequently with other enrollees. Usually the adult work group was present before NYC enrollees were placed in it, and thus a relatively stable adult interaction pattern already exists. The enrollee pattern gradually stabilizes over a period of time. Thus the two groups work side by side, performing the same tasks, or contributing to the same goal, but with identifiably separate informal interaction systems. While tension may exist between the two groups, this form also has certain advantages. Because of the previously existing adult interaction system, it has a stability and structure which teen groups frequently lack. The presence of adult workers also provides models for work behavior. Since at least in some cases the adults are performing activities similar to the enrollees, they may instruct (not supervise) the enrollees. The enrollee also has the sense of doing an adult job, rather than performing something defined as a special youth role. We would speculate that problems and tensions arise only when youth enter the work group in such large numbers as to threaten the previously existing adult system.

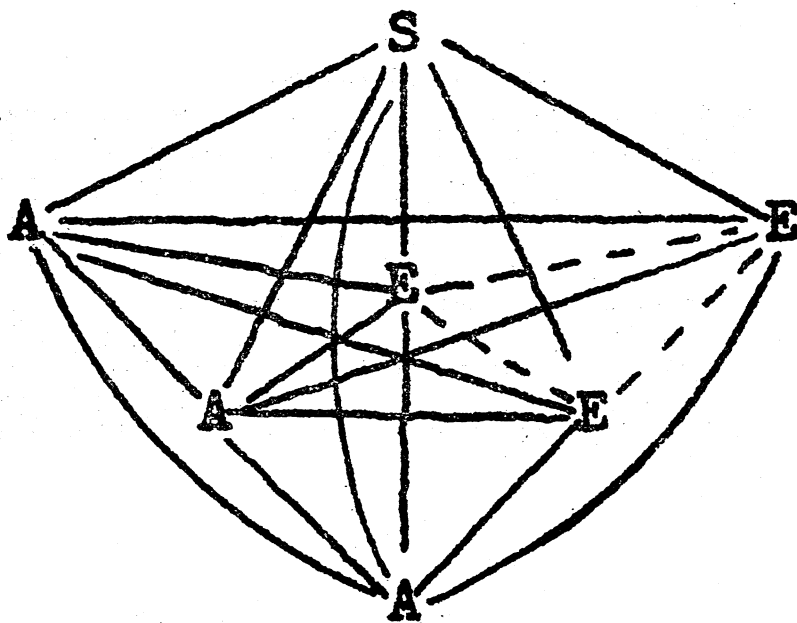


FIGURE 4. The Teen-Adult Form.

The adult form involves an adult supervisory role, and one or more non-supervisory adult work roles. It is essentially an adult work group in which one (no more than two) enrollee is placed. Thus no teen interaction patterns emerge within the work group. The group is dominated by adult interaction. The enrollee's supervisor is also the supervisor of other adults. The enrollee may perform a role essentially special, or else one similar to that of one of the non-supervisory adults. In either case, because of the division of labor that exists within the group, the enrollee work role necessarily becomes carefully structured. The pressure to conform to adult work norms is also greater. While adult work groups may be somewhat rigid in their response to a new enrollee, such groups probably also provide the enrollee with the greatest opportunity to learn adult