

them, and if there was anything wrong with him, he would stop me and he would discuss it and clear it up" (Crepeau 1759).

401. Field representatives discussed with each other the prevalence in their office of such practices as faking sources or other shortcuts (Hille 4517-18; Silar 3924; Buckley 1255, 1257; Monson 3254-55, 3260, 3287). Field representatives in their conversations also expressed the view that the job was virtually impossible (Wines 390; Dodson 3069-70, 3067-68). The existence of such conversations demonstrates a state of mind in branch offices likely to lead to infraction of Company policy such as the falsification of sources.<sup>161</sup>

402. Generally, field representatives did not fake sources in those instances where unfavorable or protective/decline information was developed (e.g., Monson 3302; Moxham 3515; Pollard 316, 356, 361; Feriante 4448-49 cf. Wallace 3014; Hille 4534-35).

403. Field representatives were subjected to conflicting pressures; namely, to produce a certain number of reports in a normal workweek and meet Time Service requirements and, at the same time, to produce protective/declinable information by careful interviewing and by asking a full range of questions (see Findings 315, 344, 354-55, 372-74; see also Findings 370, 371). [145]

404. Many field representatives were able to complete the caseload assigned within a normal workweek in accordance with Company procedures and to earn a full or partial bonus; certain of them put in some overtime in earning the bonus (e.g., Baranek 9703, 9698-99; Bender 7687-88, 7683-84; Getz 12348-49, 12397; Harroun 9512, 9506-07; Hilderbrand 12011-12; L. Jones 10454-55; C. Matthews 12788, 12795, 12803; Rawls 11065-66; Saltzgaber 11972-74, 11983-84).

405. A substantial number of field representatives, however, were unable to complete the work in either the normal workday or workweek in accordance with Company procedures. They compensated for such inability by contacting unqualified sources, faking sources, misstating time coverage, hurrying through interviews failing to ask a full range of questions, using the telephone in a manner not in accord with Company procedures, or working excessive overtime (Findings 377-94, 400).

406. Respondent instructed its field representatives:

#### Honesty—Fairness

Our business has been built upon integrity and character; nothing in it is mc

<sup>161</sup> Another field representative felt he could falsify sources when he saw reports prepared by others with vague listings such as "resident" and an address (Pollard 358).

