

is recognized but the fact that the worker himself is essentially a functioning unit is overlooked.

The more recent view of personnel work is strictly biological in character. The elemental unit is considered to be the worker-in-his-work.¹ This is regarded as a simple organic unity which if broken is virtually destroyed. From this standpoint placement is only one feature of the work-process and not the initial one. The conception is as extensive as the life of the individual. The worker-in-his-work characterizes the child discharging his duties and responsibilities in the family circle quite as much as it does his career through school or later in industry. What counts is the continuity of process and development as enacted by the worker himself. The work-process is viewed longitudinally rather than in cross-section and from this standpoint discontinuity in any form, as through the exigencies of our educational or industrial system, is a serious matter.

For Mental Hygiene the point of view as outlined means first and foremost an intensive study of the individual. Moreover the study should contribute to a practical purpose—the data which are sought are not to be a biography of the person's past so much as a guide to his future. This would mean in the first place noting individual differences and tendencies in mental power, in character and physical health. Secondly, proper motives should be sought and applied to help the individual to realize with conviction that his future opportunities depend upon his present efforts. Thirdly, every means must be used to have the individual's environment at every stage such as will permit and stimulate his continuous growth. When for instance we invent on his behalf a circumscribed environment such as the school, in order to accelerate one side of his development, we must assume the responsibility of seeing that our selection does not become for him a disconcerting isolation. In our Canadian rural life where the boy or girl grows up from early years in the midst of those agricultural

¹W. D. Scott, *Changes in some of our Conceptions and Practices of Personnel*, Psychological Review, March 1920.