

*The Electronic Supervisor: New  
Technology, New Tensions*

September 1987

NTIS order #PB88-156351



**Recommended Citation:**

U.S. Congress, Office of Technology Assessment, *The Electronic Supervisor: New Technology, New Tensions*, OTA-CIT-333 (Washington, DC: U.S. Government Printing Office, September 1987).

Library of Congress Catalog Card Number 87-619855

For sale by the Superintendent of Documents  
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## Foreword

*The Electronic Supervisor: New Technology, New Tensions*, deals with the use of computer-based technologies to measure how fast or how accurately employees work. New computer-based office systems are giving employers new ways to supervise job performance and control employees' use of telephones, but such systems are also controversial because they generate such detailed information about the employees they monitor. This assessment explores a broad range of questions related to the use of new technology in the workplace and its effects on privacy, civil liberties, and quality of working life.

This study was requested by the House Committee on Government Operations and the Subcommittee on Civil and Constitutional Rights of the House Committee on the Judiciary. A second report resulting from the same request, *Defending Secrets, Sharing Data: New Locks and Keys for Electronic Information*, will discuss how important developments in computer security are converging with technologies and policies for communications security. It also explores the past and future role of government policies in the evolution of information security technology—particularly cryptography—for safeguarding communication in government and the private sector.

OTA wishes to thank the many people and organizations that contributed to this assessment through advisory panels, interviews, reviews, and other means of sharing their information and experience with us. The final responsibility for the study, however, rests with OTA,

A handwritten signature in black ink that reads "John H. Gibbons". The signature is written in a cursive style with a large, looping initial "J".

JOHN H. GIBBONS  
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NOTE: OTA appreciates and is grateful for the valuable assistance and thoughtful critiques provided by the advisory panel members. The panel does not, however, necessarily approve, disapprove, or endorse this report. OTA assumes full responsibility for the report and the accuracy of its contents.

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