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This study was conducted to reveal the determinants effection selection of employment by second year maduating social work students at Fichigan State University. It was hypothesized that there is a hierarchy of doter inents influencing job selection for the beginning social words r: and that this hierarchy differs on the basis of certain variables characterizing the candidate, such as sex and perital status. Five determinants were selected based on a review of the literature. Eta obtai el from a forcel choice questionnaire confirmed the first hypothesis, with the following hieroroby being established for the five determinants tested: (1) type of a ency; (2) extra-aloney variables; (3) opnortunity for professional advancement; (4) configurate conditions; and (5)economic factors. The second hypothesis was rejected, since introducin; controls for sex and marital status produced no significant variation in the hierorchical arrangement of these determinants.



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A STUTY OF OUTSTRINANDS INFLUENDIGF JOB SELECTION ANONE FRADUATING PROPESSIONAL SCIENE NO REAS

by

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A RESEARCH PROJECT

Substituted in partial fulfillment of the requirements for the degree of

MASIER OF SOCIAL WORK

Michigan State University School of Social work East Lansing, Lichigan

1967

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Although many studies have been conducted and many theories advanced regarding the broad area of occupational choice, little is known about the process which brings people and jobs together.¹ The need to determine what job seekers are looking for within their chosen occupation is great. This need is reflected in both the employers' request for an answer, and in the employers' diversified efforts at employee recruitment.² As a partial answer to this need, the following study concerns itself with gaining some insight into the determinants which bring second year graduate social work students toward a union with their first professional position.

Students who are about to complete their training for the profession of social work have firmly made their occupational choice. Dr. Eli Ginzberg, who has spent considerable time and professional effort toward the development of "a General Theory of Occupational Choice", emphasizes the irreversibility of this process. Dr. Ginzberg presents the following basic postulates:

"First, occupational choice is a process which takes place over a minimum of six or seven years. . . Second, since each decision during adolescence is related to ones experience up to that point, and in turn has an influence on the future, the process of decision-making is basically <u>irreversible</u>. Finally, since occupational choice involves the balancing of a series of subjective elements with the opportunities and limitations of reality, the crystallization of occupational choice inevitably has the quality of compromise." (Italics added)³

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In accordance with Dr. Ginzberg's process of decisionmaking, second year graduate social work students have made an "irreversible occupational choice." What they have not made, however, is the selection of a specific job within the profession of Social Work.

A graduate social work student who is about to finish his studies and select a specific job has a number of positions from which to choose. Each available position varies somewhat with regard to such things as salary, fringe benefits, working conditions, geographic location, opportunity for professional advancement and type of client to be helped. These varying factors have traditionally been advanced as determinants of a specific job selection. The individual must evaluate these varying determinants and in light of his own personal and professional desires select a job based on those determinants most important to him. This study was conducted to determine the relative significance of these determinants and their variance with regard to certain variables such as sex and marital status.

Review of the Literature

A review of the literature reveals that there are several important determinants involved in job selection. The Department Task Force on Social Work Education and Manpower in the U. S. Department of Health, Education and Welfare lists the following factors as important in relation to both recruitment and retention: "... social work

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salary scales and levels . .; the public image of the social worker and the respect accorded him; opportunities for career advancement; and the need for personal and professional satisfactions from this career choice."4

Salaries in social work have long been a subject of critical comment and contradiction. A survey in 1956 of California county welfare workers revealed that the most frequently cited reason (45%) for leaving the profession was low salaries.⁵ Another study of resignees of social work agencies, made in 1000 by the U.S. Department of Health, Education and Welfare, indicates that increased salary alone was reported as the key determinant that would have prevented resignation.⁶ Conversely, in a 1956 poll of delegates attending the National Conference of Social Workers, only 23% indicated that salary was a major determinant in their choice of a career.⁷

This typifies the contradiction that exists among traditional factors credited as determinants of specific job selection. Further review of the literature revealed that no one particular determinant is singularly responsible for social workers' occupational preference.⁸ The available literature gives us, at best, only approximations. Almost anything one might say, based on these studies, can be and is violated in specific instances.

Justification and Limitation of the Study.

When attempting to uncover determinants which social

- 3 -

workers in general apply as criteria of specific job selection we find contradiction and inconsistency. Ferhaps these determinants as criteria change with relation to where the social worker happens to be along the continuum of his career. That is, a social worker just about to embark on his professional career will have a different heirarchy of determinants as criteria of his job selection than will a professional social worker who has been in the field for five years. In accordance with this concept we expect to find an interaction of determinants which will be arranged in a heirarchial order for our study group - second year graduate social work students at Eichigan State University.

Our results will not give further information regarding why social workers choose their profession, nor will our heirarchial structure of determinants be applicable to social workers other than those just about to embark upon their professional career. We will, however, uncover a heirarchy of determinants which the beginning professional social worker applies as a determinant of his job selection. This prediction could then be used to develop recruitment programs for agencies within the profession.

Our hypothesis for study focus, therefore, states that there is a heirarchy of determinants influencing job selection for the beginning professional social worker; and this heirarchy reflects certain variables characterizing the candidates, such as sex and marital status.

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Definition of Terms

Heirarchy of Determinants: That from a list of five Determinants presented (Economic, extraagency, employment conditions, opportunity for professional advancement, type of agency) one will be selected by the group as the most important job selection criteria, another as 2nd important, etc. That is, they will fall on a continuum ranging from most important to least important.

Job Belection: This refers to the choice of a specific employment position within the profession of social work.

Study Group

The study group consists of all full time, second year graduate social work students at Michigan State University enrolled in the Spring term of 1967. This includes 46 full time students in the following breakdown: 16 married men; 10 married women; 5 single men; 15 single women.

Data Collection

Our data collection method was a forced choice questionnaire. On the basis of our review of the literature, we began by positioning the following five determinants as job selection criteria: economic factors; extra-agency variables; employment conditions; opportunity for professional identification and advancement; and type of agency. Under each of these determinants, we selected three specific subfactors (outline next page) from which we derived our forced choice questions:

15 single women.

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Data Collection continued

- 1. Economic factors
 - A. Salary
 - B. Fringe benefits
 - C. Job Security
- 11. Extra-Agency Variables
 - A. Jeographic Location & Cost of living
 - B. Family ties.
 - C. Community Facilities.
- 111. Employment Conditions
 - A. Friendly & cooperative staff.
 - B. Caseload size and working hours.
 - c. Office space and equipment.
- 1V. Opportunity for Professional Advancement
 - A. Opportunity to obtain ACS#
 - B. Adequate supervision
 - C. Opportunity to supervise students or case aides.
- V. Type of Agency
 - A. work focus (i.e. in office or in the field)
 - B. Clientele
 - C. work method (casework, group work, c.o.)

In order to rank the subfactors in their order of importance, the members of our research team selected, under each determinant, subfactors which were most important to him. Under each determinant, the subfactor which received •

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the largest number of votes in a poll of the research team was given the number one position, the second largest number of votes was given the number two position, and the last was given third postion. The subfactors in the cutline above are ranked in their order as selected by the research team.

Jiven a heirarchy of subfactors under each determinant, we then developed our forced choice questionnaire pitting subfactor No. 1 in the first determinant against subfactor No. 1 in the second determinant, etc. We continued this process until each subfactor No. 1 was pitted against every other subfactor No. 1 and each subfactor No. 2 was pitted against every other subfactor No. 2 and each third subfactor against every other third subfactor (see questionnaire in Appendix).

Marital status and sex were noted on the questionnaire in order to pinpoint respondent's characteristics with respect to their heirarchial selection. Information on prior commitment, type of agency committed to, and whether the student planned to fulfill the commitment was also requested in an effort to determine the validity of commitment as a recruitment procedure.

Data Analysis

On the basis of the choices made by the study group on the questionnaire, the number of times each subfactor was selected was totaled and under each determinant the total for all three subfactors constituted a student's

- 7 -

score for that particular determinant. This same procedure was followed for the remaining four determinants and each student's score was then posted on a table (dee Facle A in appendix). This procedure gave us a complete breakdown of each student's responses.

Table 1 shows the totaled responses to each determinant of the entire study group as indicated in table ... The eni spare significance test showed that the categorical responses were not randomly distributed, but were arounged in a hierarchy in accordance with our definition. As shown in table 1, the "type of agency" determinant was ranked significantly higher than the other determinants. "Sconolic factors" were the least important determinant based on the total number of responses as given in table A. Thus these two determinants formed the opposite poles of our continuum. The other three categories fall inbetween with "extraagency variables" ranking second in importance. "upportunity for professional advancement" and "employment conditions" were close in number of responses and indicated no significant difference in their position in the hierarchy. Table 1 shows the determinants in their hierarchical arrangement.

- 3 -

Determinants	Number of 1	lesponses [*] rercent
Type of Agency	370	20.9
Lxtra-Agency Variables	355	24.3
Opportunity for Frofessional Advancement	266	19.3
amployment Conditions	261	19.0
Economic Factors	145	10.5
Totals	1377	100.0

Table 1. Distribution of Responses of Total Study Group

Table 2 introduces a control for sex. The data indicate that there is no significant difference between male and female respondents in the hierarchical arrangement of the five categories of deter inants for job selection. There is virtually no difference in the number of positive responses for the three categories of employment conditions, opportunity for professional advancement, and type of agency. However, as was expected, the males scored "economic factors" somewhat higher than did the females. The female memoers of the study group selected "extra-agency variables" more frequently than did the males, as expected. Frequent selections of the subfactor "family ties" under the category of "extra-agency variables" by the females account in large part for this difference.

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eterminants	lesponses by Jor"	
	males Sumber of Percent	Fonales Number of Fercent
Type of Agency	27.6	26.2
Extra-agency Variables	22.4	26.0
Opportunity for Frofess- ional Advancement	19.1	19.5
-moloyment Conditions	18.4	19.4
Sconomic Factors	12.5	8.9
Totals	100.0	100.0

Table 2. Distribution of Rank One on Selection Determinants by Bex

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A control for marital status is introduced in table 3. The data reveal that there is no significant change in the hierarchy or determinants for job selection between married and single students. Only a slight variation is noted in the category of "period factors", where the married respondents scored somewhat higher than the single respondents, as expected. However, while may be partially due to the fact that 625 of the married students are male, while 75% of the single students are female. .

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eterninants	deamonros by corital status"			
	Larried	Single Fercent Wisher of Percent		
Type of Agency	26.5	27.14		
Extra-agency Variables	21,.8	23.8		
Opportunity for Frofess- ional Advancement	18 .9	19.7		
Aployment Conditions	13.6	19.4		
Sconomic Factors	11.2	9.7		
Totals	100.0	100.0		

Table 3. Distribution of Mark Cne on Selection Determinants by Marical Status.

Discussion of Results

The initial part of the hypothesis, that there is a hierarchy of determinants influencing job selection for the beginging professional social worker, was verified by the data of this study. Analysis of the responses of the total study group reveals that the five categories of job selection determinents are not distributed randomly, but rather fall into a hierarchical arrangement, as hypothesized. The hierarchical arrangement found places "type of agency" first; "extra-agency variables," second; "opportunity for professional advancement" third; "employment conditions" fourth; and "economic factors" fifth.

The second part of the hypothesis, that this dievarchical arrangement will reflect the sox and marital status of

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the scale of the synothesis, that this hierarch-

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the respondents, was disproven by the data. No significant difference was found in the hierarchy established by the total study group when introducing controls for sex and marital status. Only slight variations in the number of positive responses given each of the five categories was noted. The females scored extra-agency variables somewhat higher than did the males, while the males gave economic factors a higher score than did the females, as expected. It was expected that the single students would rank extraagency variables higher than the married students, but the data reveal a slightly higher score for this category from the married students. As expected, economic factors scored somewhat higher with the married respondents than with the single respondents.

Of interest is the unexpected fact that economic factors received the lowest rank of the five determinants tested. Frevicus studies reveal that salary was often the most frequently mentioned reason for worker migration.⁹ One possible explanation for the low score received by economic factors in this study is that there is a minimum salary level presented by social work agencies and expected by graduating students. It is recognized that if salaries are raised, this category will become more and more important in job selection. At present, salary standardization within the profession prohibits this from being a major determinant. However, it may be a very potent variable influencing occupational choice in the first place. An additional

received the lowest rank of the five determinants tested. Previous studies reveal that salary was often the most frequently mantioned reason for worker migration.⁹ One possthe explanation for the low score received by aconomic factors in this study is that there is a minimum salary irvel presented by social work egencies and expected by greated by social work egencies and expected by relation, this category will become more and more important in family related by resent, salary standardization within the wroless, it respects this from being a major determinant, contact, it cay be a very potent variable influencinant, contact in the first place. An additional

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unexpected result of the study was the high scores and the top ranking given to the "type of agency" category. This finding suggests that a social work student's prior selection of a particular type of agency may be basically irreversible, as is his occupational choice, as stated in the theory of all dinzberg.¹⁰

The data revealed that fifteen students (33%) were committed to work in specific social work agencies. The variety of agencies to which the respondents reported committments prohibited any analysis of the responses with regard to the type of agency issuing the stipends. However, the fact that only two of the committed students plan to pay back the agency issuing the stipend indicates that stipends with work committments are an effective recruiting tool for social work agencies.

Suggestions for Further Research

The scope of this study is limited by the study group composed of the second year graduate students at one school of social work. A similar, more extensive study sampling students from all or a sample of graduate schools of social work in the United States would produce broader implications for methods of recruitment and would not be limited to a specific geographical area.

The fact that "economic factors" were ranked last among the five determinants tested, while ranking high in other research regarding social worker mobility, suggests a

- 13 -

Suggestions for Further Research

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""e feat ant "economic factors" were ranked last among the "lot ever instite tested, while ranking high in other measured searching activit worker mobility, suggests a comparison study between graduating social work students and social workers with specified amounts of work experience within the profession. A concurrent study could be made of samples from both groups or a follow-up study with the present sample could be attemped.

Summary

It was hypothesized that there is a hierarchy of determinants influencing job selection for the beginning professional social worker; and that this hierarchy differs on the basis of certain variables characterizing the candidate, such as sex and marital status. The study group consisted of 46 full time, second year graduate social work students at Lichigan State University enrolled in the Spring term of 1967. The first hypothesis was shown to be correct, with the following hierarchy being extablished for the five determinants tested: (1) type of agency; (2) extra-agency variables; (3) opportunity for professional advancement; (4) employment conditions; and (5) economic factors. The second hypothesis was rejected, since introducing controls for sex and marital status produced no significant variation in the hierarchical arrangement of these determinants.

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APPENDIX

I Table A

II Questionnaire

		ч			3	ABL	ΕA			for		
		Committed						Extra Agency Va riabl es		t d	•	
	р	it						a B B	Emp loy ment Conditions	Opp ort unity Adv an cement		
	Comnit ted	m		ъ			Economic Factors	A6 le	io	em rr	сц I	
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	ţmı		5	L.	Ð	B	t n	ĩ, ĩ,	r g		e u e	
Students	lo	Not	Sinj l e	Ma rrie d	rial e	fema 1 e	Economí Factors	l XI E	E C	Ido	Type o Agency	
	_	<u> </u>	01	_			2	7	<u> </u>		7	-
1 2 3	X X			x x	x x			- 9-		9		
3	x			X	X		-2-	5	-4	11	8	
-4	X X			x	x		222003	8	8	3	9	
4 5 6 7		х	х			х	2	7	7	?	7	
6		х	х			x x	6	6	<u>4</u> -	6	8	_
	Х		Х			х	3	6	8	4	9	-
8	x x		х			х	6	6 8	7	3	6	
9	Х		x x			X X	5	Ŕ		$\frac{1}{2}$	9	
<u>+</u> U	x	X	<u>x</u>	~~~~~	~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~	X	$\frac{1}{6}$	6 8		- 9	6	
8 9 10 11 12	<u>x</u>			x x	x		9	<u> </u>		8		
13	~	x		X	x x x x		2		-14-	6	8	
13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29		x		x	x		5		3	ξ	9	_
15		X X		X X	Х		5	3	1	8	1	
16		x x		x	x x		1	6	6	10	7	
17		X		х	X		0	<u> </u>	5		10	
10	x	х		X X	X X		<u></u>	8	6	<u> </u>	8	
20	x			 X	x					<u>_</u>	$\frac{11}{12}$	-
21		X	x	~		х	<u> </u>		<u> </u>		12	
22		x	X			X		10		8		
23	х			х	Х		7	6	6	0	11	
24		х		х		X X	2	11	10	6	1	
25		x x x		X		<u> </u>	-2	8-10	3	$\frac{10}{9}$		
20		$\frac{x}{x}$		x x		X	<u>2</u>	5	5	7	11	-
28	x	<u>N</u>	x	<u> </u>	Y	x	2		<u></u>			
29	<u> </u>	X	- <u>x</u>		X X				5	<u>\$</u>	<u> </u>	-
<u>30</u> 31		Х	Х		X		2	6	11	5	6	-
31	х		Х		Х		2	6			9	-
32		<u>x</u>		_ <u>x</u>		<u>X</u>	2	9	6	7	6	
33		x		<u>x</u>		<u> </u>	6	9	<u> 4 </u>	<u> 4 </u>	6	
34		x		x		X	2		9 8	<u></u>	9	
35		X		X X		X X X X X X X	4	9		6		
<u>36</u> 37		x x	x			- <u>~</u> x	4	~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~				
38		$\frac{x}{x}$	x			- <u>^</u>		<u> </u>	<u> </u>		10	
<u>38</u> 39		x	X			x	$\frac{1}{3}$	10	3	8	8	
<u>40</u>		X	x			x	3		3	6	10	
41		x	x			x	3	4	6	9	8	
42	x			X	х		8	10	2	2	8	
43		X		x		Х	1	11	8	3	7	
44		X	х			х	2	10	7	3	8	
45		Х	х			х	1	10	2	7	10	
46	~~~~~~	X	х		x		2	7	<u>3</u>	8	10	
Totals	15	31	20	26	21	25	145	335	261	266	370	

المطبق والمصحب سويدا الاحراف الرابان المراج ومداري والمحاد والمصافية والمحاد والموروا الالاحاد الرابس بالمحب المراجع المستحمة والمواجع المراجع المح د. د د میشوند از داران ۱۹۹۹ های اورو وولو مواقع است. در بیده میزانی اورو وولو ایرو دولو دارو دارو دارو و دارو دار and the second -----يراي ينه بالرابية تستنقب والمسهومية الراب الريسي منه به تشار د. منهور المحمد الم محمد الم المحمد الم المحمد الم المتأر مدير المحار مترمي ويتصفحه المحاري المحافظة معمد • • • • • and the second sec المتنفيات الماستان ورسويه ولات الموطعة فالمتحاطة للالتيك والمحمل الورزين المراجا ••••• an ang a samana arawa - - -. . . ار در از بهر در ادمده بهم بهمیونو و از ادارو هم مهر اما هاه دیو يهويونوهم ممتعيان بماد موترض هاديا مانار الأراب ····· والمات مام معهلا المتعمد الالمم مام والموجد المتوالم معالمها مراد المامان الإراران -----ى. بور دىندۇمىيەمەمەمەمەمەمەمەمەمەمىيە يۈرە مەھەرۋە چەردۇمەمەمەمەمەمەمەمەمەمەمەم . بور تارىخىمە - معاد معاد معهو ومنه معاد ما با المراجع المراجع المعاد المراجع المراجع المعاد المراجع المراجع الم والمحمد ومدوم مستوريته فأنهد ورورا والارتبار المراجع الرورا والار السابة المحمد فالمالية المالية التركي والمركز . . . الاستعمامي المانا والالانان المحمد مراجعه والاراد المحمد مراجعه والاراد المراجع المتحد الدروان الارامين مدينة التصفية الالتداري والمتحاد والمتعاد والمعاد والمعاد والمعادين فالسيانيان للسبابية المائمة متعالية الرابان والمحادينيون الوارانيين الارارار الارتبا and a second **...** - ----يد ليدر د تصب مهاده المالية بمرجعا an an An ann an Anna . روزوین اور هود اماروزی و میشوند می دادور و در منطقه المتركبة والمرجح المراد ار. مالی اینان از مورد و داخله داده دارد این بیش معمولی دروارد د موردی میکنشد محمد مدارد و در معمود د and a second first second s server and the server ومحاوية محاملات والاستشارية والمستعام والمروان والمعامل والمتعم وأروانيس والمعطور والمعام والمتعا والمتعاري the second s الموجود والموجود والمستحمون الالتان والتراري والتراري والمتحد المادين والمناف ومنافع ومنافع والمنافع والمراجع التروف a second a s and a server of the second المراجب والمراجب والمستقبل والمراجب والمعتقب والمتعالين والمنتجب والمنتقا والمتعاد والمتعاف والمتعاف فكالمتحاد الم e a serie de la companya de la compa . باین شهر از این از میشوند بیرونی کرد این در در میشود استهای با ایک مشهر در این می در در این در وابد داختر میداند

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QUESTIONNAIRE

I.	Do you plan to	receive an M.S.W.	Degree in June?	YES N	0
	II. M	IALE	FEMALE		
	III.N	ARRIED	SINGLE		
IV.	have received for purposes	tted? (For purpose I money and/or mater of obtaining an M.S th of time or pay t	ials from a spec .W. and for whic	ific social w h you must wo	ork agency rk for a
۷.	If you are con	mitted, what type o	f agency are you	committed to	:
	2. 3. F	Child Welfare Adult and/or Child amily Service Corrections Public Assistance Other (specify)		ing	
VI.	•	mmitted, do you pla		-	ck?
	Work_		Pay back		
VII	. Please read t to the variat	the following choices the which would be me	s and under each ost important to	pairing plac you in selec	e an "X" next ting a job.
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QUESTIONNAIRE Page 2

- 10. _____ Salary. _____ Adequate supervision and training.
- 11. _____ Fringe benefits _____ Family ties.
- 12. ____ Fringe benefits. ____ Caseload size and working hours.
- 13. _____ Fringe benefits. _____ Opportunity to obtain A.C.S.W.
- 14. _____ Fringe benefits. _____ Clientele (child or adult).
- 15. _____ Family ties. _____ Caseload size and working hours.
- 16. _____ Family ties. _____ Opportunity to obtain A.C.S.W.
- 17. ____ Family ties. ____ Clientele (child or adult).
- 18. _____ Caseload size and working hours. _____ Opportunity to obtain A.C.S.W.
- 19. _____ Caseload size and working hours. _____ Clientele (child or adult).
- 20. ____ Clientele (child or adult). ____ Opportunity to obtain A.C.S.W.
- 21. ____ Job security. _____ Community facilities (i.e. recreational, cultural and educational facilities).
- 22. _____ Job security. _____ Office space and equipment.
- 23. _____ Job security. _____ Opportunity to supervise students or caseaids.
- 24. _____ Job security. _____ Work method (casework, group work, C.O.).
- 25. ____ Community facilities (i.e. recreational, cultural and educational facilities). Office space and equipment.

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QUESTIONNAIRE Page 3

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