



FUNCTIONAL ANALYSIS OF THE UTILIZATION OF  
THE PUBLIC WELFARE WORKER IN THE  
MICHIGAN DEPARTMENT OF SOCIAL SERVICES

Thesis for the Degree of M. A.

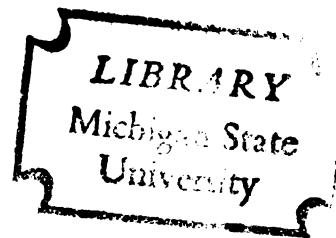
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ABSTRACT

FUNCTIONAL ANALYSIS  
OF THE UTILIZATION OF THE  
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MICHIGAN DEPARTMENT OF SOCIAL SERVICES

By  
Regina Ann King

It is apparent that the present system for service delivery within the Michigan Department of Social Services is ineffective and inefficient. Large numbers of highly paid professional persons are performing at a level far below their capacities because of system demands that are unrealistic in light of their skills.

However, although everyone within the system 'feels' this, there is no objective data available to give direction or impetus for change. Therefore, a survey form was devised for a review of all casework positions. This form used a functional delineation approach and assigns a level of difficulty to the tasks inherent in a function. Analysis of the returned forms then allowed an objective evaluation of the utilization of workers in various program areas.

The results of this study indicate that workers spend well over half of their time in financial services, a relatively low skill level function, while social services are afforded only slightly over twenty percent of their time. The ramifications of these findings on the current system are discussed, and a proposal is made for restructuring the system to allow more efficient use of staff and provide better service delivery to clients.

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Regina Ann King

A THESIS

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## INTRODUCTION

The Michigan Department of Social Services is the largest employer of social workers in the state. With over two thousand professionals having direct contact with clients, these workers have a tremendous potential for helping the disadvantaged.

While there has been much criticism, historically and at present, leveled at the welfare system, little is actually known in an objective sense about what actually is being accomplished or, indeed, about the obstacles to the full realization of the potential for social work in this system. Obviously, where we are going must be predicated upon where we are and awareness of these issues is mandatory for forward progress to occur.

In recent years several significant events and social changes have occurred that have had great impact on the Department, on its functions, and on the functions and development of its staff. Federal legislation and changes in the Social Security Act have greatly expanded existing public assistance programs and now require that additional socio-economic and environmental services be available to families and children, to adults who are in need of financial and health services, and to the medically needy.

Constitutional changes in state government have materially changed the department and its organizational needs, its organizational structure and its administrative goals to meet federal and state legal mandates. County departments of social welfare and bureaus of social aid have merged into a single State Department of Social Services.

The thrust of all the social and environmental changes occurring today operates to shift more responsibility onto the Department of Social Services to develop programs that meet changing human needs, that will be more effective in helping clients become fully productive members of the community again, able to cope with and meet their needs, and that provide the most effective delivery system for client services. An occupational structure that meets these goals and that also can provide rewarding career opportunities is essential.

Development of the "single organization" concept for program development, planning and implementation of family and childrens' services, a major program, will significantly change the organizational structure and, within the organization, the role structure in virtually all classes of positions now used. Expanding program demands require clearer definition of organizational functions to expedite and make more visible organizational objectives.

Expanding program demands coupled with increased community demands for social, economic and environmental services require more effective linkages within the Department so that its various bureaus and component

parts can deliver a coordinated system of services that makes cooperative use of common resources and recognizes, at the same time, unique responsibilities. A method of study is imperative to develop an effective and rewarding occupational structure and to meet these goals most effectively.

## OBJECTIVES

A method of job analysis and career development would permit the identification of levels of desired expertise and make more effective utilization of staff throughout the hierarchy of identified tasks. At the same time, such a system should make possible more effective and immediate rewards to all staff by making career lines more visible, by allowing career mobility both vertically and horizontally, by recognizing expertise through improved job classification and pay ranges, and by giving administrators opportunity to creatively structure services to utilize staff more effectively.

Since casework staff comprise almost half of the total employees in the department it is logical that such an analysis should begin with this group. Moreover, even cursory inspection of the functions of this group reveal that the tasks inherent in the presently defined job descriptions incorporate many activities at a low level of performance and skill requirements.

Although a bachelor's degree is required for this position, the skills and knowledge of the worker are obviously underutilized to a large extent. With the present structure and combination of tasks this educational level is necessary, since a position must be staffed for the highest level of tasks. However, actual performance has evolved into an entirely

1. The first part of the paper discusses the importance of the study of the history of the United States. It is argued that the study of history is essential for a full understanding of the present and for the development of a sense of national identity. The author points out that the study of history can help us to understand the causes of the problems we face today and to find ways to solve them. It can also help us to appreciate the achievements of our ancestors and to learn from their mistakes.

2. The second part of the paper discusses the role of the government in the development of the United States. It is argued that the government has played a crucial role in the development of the country, from the establishment of the Constitution to the creation of the federal government. The author points out that the government has been responsible for many of the great achievements of the United States, including the development of the economy, the establishment of the civil rights movement, and the creation of the space program.

3. The third part of the paper discusses the role of the individual in the development of the United States. It is argued that the individual has played a crucial role in the development of the country, from the founding fathers to the great leaders of the civil rights movement. The author points out that the individual has been responsible for many of the great achievements of the United States, including the development of the economy, the establishment of the civil rights movement, and the creation of the space program.

4. The fourth part of the paper discusses the role of the future in the development of the United States. It is argued that the future is a time of great opportunity and challenge. The author points out that the future will be shaped by the choices we make today, and that we have the power to create a better future for ourselves and for our children. It is our responsibility to make the most of the opportunities that are available to us and to work together to create a better future for all.

5. The fifth part of the paper discusses the role of the present in the development of the United States. It is argued that the present is a time of great opportunity and challenge. The author points out that the present is the only time we have to make a difference, and that we have the power to create a better present for ourselves and for our children. It is our responsibility to make the most of the opportunities that are available to us and to work together to create a better present for all.

6. The sixth part of the paper discusses the role of the past in the development of the United States. It is argued that the past is a time of great opportunity and challenge. The author points out that the past is the only time we have to learn from our mistakes and to make a difference. It is our responsibility to learn from the mistakes of our ancestors and to work together to create a better future for all.

7. The seventh part of the paper discusses the role of the future in the development of the United States. It is argued that the future is a time of great opportunity and challenge. The author points out that the future will be shaped by the choices we make today, and that we have the power to create a better future for ourselves and for our children. It is our responsibility to make the most of the opportunities that are available to us and to work together to create a better future for all.

different breakout of job expectations than what was originally conceived for this constellation of job functions. Workers have many low skill level tasks which comprise, because of time constraints, the primary emphasis of their responsibilities at present.

It is therefore imperative to find out specifically what functions are performed by workers in order to evaluate the present system and redefine role expectations and job functions in order to efficiently utilize the potential of the public welfare worker. It is hoped that this study will point up the pressing need for a reevaluation of the present system and encourage continued analysis that will lead to an efficient restructuring based upon the preliminary data analyzed here.

With these goals in mind, a survey form was developed for a total review of county staff. This form contains information on the functional analysis of various job classifications, and relates this information to the programs administered through the county departments of social service. While admittedly this form is not specific enough to allow immediate redefinition of classifications without follow up by a more detailed study, it was felt that a broad approach for this study would indicate areas most critically in need of redefinition as well as providing immediate and relevant information on the current state of service delivery in the state.

## METHOD

A survey form was developed that differentiates functional areas of the casework position. It also includes other areas of administration so that it could be used across all classes of county positions. However, for purposes of this analysis, only the casework responses will be utilized.

Figure 1, the survey form used, is presented at the end of this section on page 10. The main areas of casework responsibility are eligibility determinations, redeterminations, and the delivery of social services. These areas were broken down on the form to include the more discrete functions that make up these activities. This would allow a compilation not only of the main activities, but also indicate the type and amount of discrete functions performed. While the more discrete functional areas are not analyzed here, they were broken out on the form so that the information would be available to program managers within the department with other interests and they could utilize the data gathered for their own benefit. Other functional areas, not necessarily intrinsic to the casework position, are also included in order that a comprehensive analysis of actual performance can be measured.

All county casework personnel were sampled and asked to indicate the percent of their time over the past three months spent in each program area. They were then asked to break down the percent indicated for each program

area into the functional areas for each program. Out of a total casework staff of 1982 persons, 1841 forms were returned or 93%.

The returned forms were sorted by type of caseload - intake, adult, ADC, general assistance, child welfare, and combination workers who carry caseloads in several program areas.

The functional areas on the form were grouped to provide broader, more inclusive categories. The discrete areas, while interesting to analyze for specific purposes, offer too comprehensive an analysis to be relevant for our purposes here. These broad areas were then compiled by caseload type for comparison across program areas. It should be noted that the "other" grouping is a compilation of various items that are not especially significant to the welfare worker and are not statistically large enough to include as separate items. They were included, as mentioned previously, so that the form would be generic to all county positions. Therefore, while they are included for statistical cohesiveness, they are not included in the analysis.

The functional areas represented have also been ranked according to the complexity of the inherent discrete tasks for that function. While this ranking must of necessity be general, it does offer and can be used for a general description of skill level inherent in a particular function and can also be used for a general indicator of the level of difficulty for these functions. This ranking, in coordination with the results of the survey, will allow a description of:

1. Percentage of time spent in each functional area.
2. The level of skill required by a function.
3. A ranking of functions from low to high in complexity.
4. Present utilization of staff with respect to skill level and functional time requirements of various job classifications and program areas.
5. Projected differential utilization of staff based upon skill level and functional time requirements.

Figure 1  
 Staff Survey Form

## EDUCATIONAL LEVEL (circle)

1. Doctorate
2. MSW
3. 1 yr. toward MSW
4. MA other than MSW
5. BA or BS
6. Some college
7. H S Grad or equivalent
8. Less than H S Grad

		PROGRAM AREAS																		
		0AA	AD	AB	MA	ADC	Protective Svcs.	Child Care	Foster & Adoptive Svcs.	State Yards - MCI	Delinquent Svcs.	Non-ward Svcs.	Food Commodities	Food Stamps	General Assistance	County Hospitalization	Co. Wards & Court Neglect	Other (specify)	Nonallocable Time	Line Totals
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
1	Caseworkers - show number of cases in each program																			
2	All personnel - show % of time spent on each program																			100
	<b>FUNCTIONS</b>																			
3	general clerical																			
4	general steno																			
5	clerical supervision																			
6	ancillary services																			
7	information services																			
8	homefinder																			
9	homemaker																			
10	eligibility determinations																			
11	food program certifications																			
12	client budget services																			
13	other financial services																			
14	problem analysis & diagnosis																			
15	home studies																			
16	ward supervision																			
17	group services																			
18	employment services																			
19	family planning services																			
20	medical services																			
21	housing services																			
22	education services																			
23	other social services																			
24	in-service training																			
25	eligibility svcs. supervision																			
26	social services supervision																			
27	fiscal management																			
28	office management																			
29	building management																			
30	administrative conferences																			
31	community conferences																			
32	public relations																			
33	program analysis																			
34																				
35																				
36																				
37																				

Signature \_\_\_\_\_

Date \_\_\_\_\_

Figure 1

## ANALYSIS

The results of the survey are shown on the following table. The functional areas shown are a composite of the discrete items of the staff survey form. The functions were combined as follows:

### FUNCTIONS

General clerical  
General steno  
Clerical supervision  
Eligibility supervision  
Food program certifications  
Client budget services  
Other financial services

Employment services  
Family planning services  
Medical services  
Housing services  
Education services  
Home studies  
Ward supervision  
Group services  
Other social services

Information services

Problem analysis and diagnosis

Ancillary services  
Homemaker  
Homefinder  
Eligibility services supervision  
In-service training  
Social services supervision  
Building management  
Office management  
Program analysis  
Administrative conferences  
Community conferences  
Fiscal management  
Public relations  
Other

### GROUPED FUNCTIONS

Financial Services

Social Services

Information Services

Problem Analysis and Diagnosis

Other Functions  
(Included but not analyzed - see  
page 7)

The discrete areas have been assigned a skill level independently of the grouped areas. However, the skill level indicated for the grouped areas will reflect the highest level inherent in that block of functions. The use of the skill levels will indicate in general the utilization of social workers. Obviously, a more comprehensive analysis will be needed to redefine the functions of the social worker, and to incorporate the services of the paraprofessional. These functions must be broken down even more discretely and a skill level assigned that will encompass all of the tasks inherent in a particular function. However, the same general approach would be valid in that analysis that is being used here. It is our purpose here only to indicate the general functional areas so that a more detailed analysis can utilize the results of this study for direction and a rough indication of time and skill requirements.

It is therefore possible to make the following observations on the level of difficulty of the functional areas.

Financial services are a composite of discrete and circumscribed duties. They are clearly defined and offer little room for discretion or independent judgement. Almost everything the worker needs to know is laid out in established policy. Examples of some of the tasks in this functional area are computation of budgets, evaluation of requests for special need items, determination of eligibility for food stamps, budget reviews, and the completion of forms for various administrative purposes. These tasks require a relatively low level of functioning.

Social services are likewise a composite of services other than financial available to the client. These range from the more clearly defined and circumscribed services, such as employment and medical (basic services) to the more general and diffuse social work practices, such as child welfare services. The level of difficulty here encompasses a wide range and the specific level depends upon the specific service being provided. However, all these services require a level of skill above that required for financial services.

Problem analysis and diagnosis is listed as a separate functional area. As such, it presents a difficulty in analysis because it is also an inherent part of both financial services and social services as well as being a separate functional area. Because it was broken out separately on the form, it is not possible to state how much of this time requirement belongs to which functional area although we would assume that the greatest part should be included in social services. Even though it is analyzed separately here, the reader should keep in mind that it is not entirely separate conceptually. Its skill level would have to be evaluated in relation to the larger functional area with which it corresponds. It would, therefore, follow the skill level required for the service being offered. In other words, problem analysis and diagnosis would require a lower level of difficulty for financial services than it would for social services. As a separate functional area the skill level would depend upon the degree of difficulty of the problem analyzed.

Information services also cover a wide range of areas and the skill level would depend upon the specific service being rendered. In general, however, they would be at a lower level of difficulty than social services.

It would seem that the last two functions mentioned, that is, information services and problem analysis and diagnosis, would follow as a functional area the specific assignment of any individual worker. That is, adult eligibility workers would be expected to be knowledgeable in their specific area but would not necessarily be so, for instance, in the child welfare area. These functions, and the levels of difficulty inherent thereto would vary with the functional assignment and cannot be considered independently of the main function of the worker.

Therefore, the main or crucial areas for consideration of this analysis are the financial and social services areas. These two areas are the basis of the functional delineation of tasks upon which any reorganization must be predicated. With these elements in mind, we can proceed to the analysis of the results of the survey and the implications thereof.

Table 1  
Compilation of Staff Survey Data

	Eligi- bility Examiner N=78	Intake N=191	General Assist- ance N=132	Adult N=436	ADC N=751	Combina- tion Workers N=108	Child Welfare N=223	TOTAL* N=1919
Financial Services	79.13	68.98	68.38	66.97	55.67	43.44	11.44	55.55
Social Services	6.35	13.55	18.52	15.72	24.45	33.66	57.86	24.84
Information Services	6.77	8.48	4.22	8.44	5.29	4.13	4.29	6.13
Problem Analysis and Diagnosis	1.81	2.77	5.78	2.94	8.76	11.01	15.87	7.39
Other Functions	5.94	6.22	3.10	4.93	5.83	7.76	10.54	6.10

\*weighted average

With the exception of the eligibility examiner, the other returns analyzed are all Public Welfare Workers at the 07/09 level of civil service. The basic requirement of this position is a baccalaureate degree and all workers hired subsequent to the merger of the county and state departments in 1965 have such degrees. However, because of a "grandfather" clause in the merger agreement, approximately 25% of the present staff, who were assimilated in casework positions in 1965, do not have such degrees.

The eligibility examiner position is currently set at the 06 level. The basic requirements for this position relate directly to the previous experience of the applicant. They must have three years of experience as a clerical employee at the 03 level, two years at the 04 level, or one year at the 05 level. There is no provision for entry from outside the department into this position at the present time. The use of this position is currently restricted to intake and the adult caseloads.

Table 1, Compilation of Staff Survey Data, on the preceding page shows the mean time spent in each functional area by public welfare workers and eligibility examiners in various program areas. The means were figured separately for each program area with the mean representing that portion of time spent in a particular functional area. Comparison across program areas gives an indication of differential functional assignments.

Table 1 ranks the caseload type by decreasing order of time spent in financial services. As can be seen by analysis of the table, time spent

in social services and problem analysis and diagnosis is inversely related to the time spent in financial services. This relationship would follow intuitively since the two main functions are reciprocals of each other; that is, financial services are constrained by a system of time requirements and checks and subject to boundary conditions while social services are more discretionary and not bound by any such constraints. Therefore, if pressed by time demands, and all workers are because of large case-loads, it is the social service functions which are pared to provide time for the financial aspects. This can be demonstrated by the fact that the ADC worker theoretically is expected to spend approximately 30% of his time in financial areas and 70% in providing services. The results of this survey indicate that an almost inverse time relationship exists.

The type of caseload also brings predefined definitions regarding the type of service to be provided. Intake and Adult caseloads are geared to financial services - little or no social services are expected nor are services provided for in staffing patterns. (Note: Although financial services for the adult categories have always been provided, social services are presently being incorporated into the department's service delivery system and will be implemented shortly.) At the other end of the scale, child welfare caseloads are comprised almost entirely of service functions.

What is readily apparent in this compilation is that the welfare worker in all categories spend 55.55% of their time in financial services and only 24.84% in social services. If the child welfare workers, whose

functions are almost exclusively service oriented, are excluded, the average increases to 61.36% for financial services while the social service time decreases to 20.52%. While the exact breakdown varies with a particular program area, it is apparent the system, with the exception of the child welfare worker, is heavily geared to the provision of financial services.

## SUMMARY AND CONCLUSIONS

The financial service functions, as previously evaluated, have a relatively low level of difficulty. They deal with discrete tasks and require little judgement or discretionary ability. As such, the inherent tasks do not require a person with a high educational level to perform them satisfactorily.

Implicit in this analysis is the fact that the combination of tasks with a low level of difficulty requiring a large percentage of time coupled with the requirement of a high educational level (BA) as a prerequisite to a position results in job demands which are neither challenging nor tenable to the majority of personnel occupying these positions. The implications for staff morale and turnover because of the underutilization of ability and talents is obvious.

The financial service functions could be competently performed by less educated individuals properly trained for such positions. They may actually perform at a higher level than the social worker since the hostility of the worker to paperwork is well known.

Not only would utilization of a paraprofessional for these functions have the probable result of more efficient operation of the agency, it would result in lower operational costs since the paraprofessional is paid less and would be able to carry a larger 'eligibility only' caseload.

The need for more effective utilization of staff is clearly evident in the data. The resulting efficiency and cost savings are also paramount; however, one of the prime considerations would be the fact that with the financial service aspect removed, the social worker would then be free to provide the services which are the main responsibilities of this position. Obviously services are severely suffering under the present structure. Unfortunately, it is the client who must bear the consequences of this type of system - it is they who are not getting the supportive help needed to meet their problems.

Social work supportive help is crucially needed in many other areas of public responsibility also. However, it is obvious from the results of the survey that the public welfare workers charged with this responsibility are too busy doing "paper work" to provide the services in the areas for which they hold the main responsibility. Since in most cases no other help is available to the welfare client population, the effects of this neglect are far reaching, albeit impossible to measure.

The present system of allocation of staff and the functional assignments will not provide the time needed for these services. There are simply too many impingements on service time to expect that realistically the quality and quantity of services will improve through either administrative emphasis or worker determination. What is needed is a restructuring of the complete delivery system for financial and social services so that adequate staff time is allocated to each. This will only be possible by functional delineation that provides for separation of the financial

and service aspects of the system. Without separation, it is doubtful that adequate social services will be forthcoming in view of the rapidly increasing caseloads and the partial staffing patterns necessary because of budget constraints. Because of these trends, the ultimate end of the present system can realistically be viewed as resulting in social workers performing as glorified account clerks. It is not unrealistic to expect that because of the time constraints obvious even now that soon there will not be any time for services at all.

It is therefore imperative that a new system be developed that incorporates a method utilizing a functional delineation of tasks. By so restructuring, improved delivery of all services will result.

## RECOMMENDATIONS

The basic functions of the county department encompass three divisions; intake, ongoing eligibility services, and social services. Presently, an intake worker handles the initial contact with the potential client. The case is then assigned to another worker who makes the final determination of eligibility and continues with the case if the individual or family is found eligible. The ongoing worker handles all of the financial transactions as well as providing social services. Because of large caseloads, it is this combination of duties which results in the neglect of the social service responsibilities in favor of the more circumscribed and time bound financial service requirements.

Therefore, effective reorganization of county staff must include the functional separation of intake and ongoing workloads as well as the separation of financial and social services within these two divisions.

The division of intake and ongoing workloads would necessitate a self-contained intake unit where eligibility determinations are completed, and approved cases only are routed to the ongoing workload for continuing services.

Intake services should be redeveloped along "total functioning" concepts wherein all determinations of eligibility for all financial assistance, medical assistance, and children's services will be concluded within the intake process. Certain social services to families, adults, and children

that are identified as needed immediately will be either provided within the intake structure or be provided by referral from intake to the appropriate division or other community agency responsible for and capable of providing such service. This will introduce the concept of team functioning in intake and require the differential use of social workers, basic service workers, eligibility workers, and social work aides.

Use of the eligibility workers and other subprofessional positions have proven effective where currently used, and their further use is justified by reduced cost of handling volume work with fewer total staff. Evidence from demonstration projects, such as New Careers, has proven that the combined use of simplified eligibility systems using eligibility workers and professional social workers working with qualified case aides in community settings has increased problem resolution with clients, moved clients toward self-realization and support much quicker, and improved client/agency/community relations without increasing unit cost to the department.

Total functioning intake development is also needed in order to process the plethora of transactions that occur in this process since about 70% of all transactions occur here. More efficiency could be achieved through more effective use of professional staff and the use of subprofessionals trained to handle detail work and at the same time provide an increased level of service to the client.

Separation of financial and social services in the ongoing workload would involve the extensive use of eligibility workers whose functions would include all redeterminations of eligibility, all budget changes, and other financial services. This worker would also handle all technical problems dealing with financial eligibility. Inclusion of a social services aide to assist the eligibility worker would further delineate functions and speed up delivery.

Basic Service Workers in this scheme would handle cases requiring minimum or little casework involvement. They would deal with immediate problems related to the client's current situation and provide services and related duties to fulfill the basic service objectives of the department.

Social workers would handle cases with difficult problems of adjustment or complex interactions that require extensive casework knowledge and skill in order to change the behavior and/or attitudes of the client or family.

Implicit in this scheme is the fact that a client and family would have two workers; the eligibility worker who handles the redeterminations, budget changes, etc., as explained above, and either a basic services worker or a social worker depending upon the needs of the client and the complexity of the case.

Cases would be assigned to either type of worker by the administrative supervisor based on the information gained in the intake process. Once

assigned to a worker, provisions could be made for the interunit transfer of cases from a basic service worker to a social worker, or the reverse, when additional study indicates need for a different type of service.

This scheme would go a long way towards optimally utilizing staff by providing better and more efficient services. At the same time it would decrease total operating costs since the eligibility worker does not, and the basic service worker may not, need a bachelor's degree to carry out their assigned functions. Only the social worker would be required to have a bachelor's and preferably a MSW degree. Therefore, the results would be improved financial services to clients at lower unit cost, and improved opportunity for social work staff to deliver effective services that increase service goal achievement.

#### ADDENDUM

Subsequent to the preliminary report on the findings outlined in this study, the separation of financial and social services was approved by the Director. A task force was assigned in August of 1970 to work out the administrative implementation of separation.

The implementation procedures have been completed, which included workshops and training sessions for county personnel. July 1, 1971 is the implementation date for statewide separation of financial eligibility functions from the social service aspects of the program.

## APPENDICES

## APPENDIX A

## APPENDIX A

The data presented in the main study is a compilation of returns of casework staff from all of Michigan. These returns were also compiled by size of county. The counties were divided into four groups; small, medium, large, and Wayne County. Counties were assigned to these categories based upon the size of their staff which bears a direct relationship to the size of their caseloads. See page 27 for the breakdown.

The functional areas on the staff survey form were compiled by combining several of the more discrete functions on the form. The combined functions are presented on page 28.

The results of this compilation are presented on the following pages. This data is presented for the reader's information in case more detailed information would be of use to him.

SMALL COUNTIES

Alcona	Gogebic	Mecosta
Alger	Gratiot	Menominee
Allegan	Grand Traverse	Midland
Alpena	Hillsdale	Missaukee
Antrim	Houghton	Montcalm
Arenac	Huron	Montmorency
Baraga	Ionia	Newaygo
Barry	Iosco	Oceana
Benzie	Iron	Ogemaw
Branch	Isabella	Ontonagon
Cass	Kalkaska	Osceola
Charlevoix	Keweenaw	Oscoda
Cheboygan	Lake	Otsego
Chippewa	Lapeer	Ottawa
Clare	Leelanau	Presque Isle
Clinton	Lenawee	Roscommon
Crawford	Livingston	St. Joseph
Delta	Luce	Sanilac
Dickinson	MacKinac	Schoolcraft
Eaton	Manistee	Shiawassee
Emmet	Marquette	Tuscola
Gladwin	Mason	Van Buren
		Wexford

MEDIUM COUNTIES

Bay	Jackson
Monroe	St. Clair
Washtenaw	

LARGE COUNTIES

Berrien	Calhoun
Genesee	Ingham
Kalamazoo	Kent
Macomb	Muskegon
Oakland	Saginaw

WAYNE COUNTY

FUNCTIONS

General Clerical  
General Steno  
Clerical Supervision

Ancillary Services

Information Services

Homemaker

Eligibility Determinations  
Food Program Certifications  
Client Budget Services  
Other Financial Services

Homefinder

Employment Services  
Family Planning Services  
Medical Services  
Housing Services  
Education Services

Eligibility Services Supervision

In-Service Training

Home Studies  
Ward Supervision

Social Services Supervision

Group Services  
Other Social Services

Problem Analysis and Diagnosis

Building Management

Office Management

Program Analysis

Administrative Conferences

Community Conferences

Fiscal Management

Public Relations

Four Spaces for Fill-in

GROUPED FUNCTIONS

Clerical

Ancillary Services

Information Services

Homemaker

Financial Services

Homefinder

Basic Services

Eligibility Services Supervision

In-Service Training

Child Welfare Services

Social Services Supervision

Other Social Services

Problem Analysis and Diagnosis

Building Management

Office Management

Program Analysis

Administrative Conferences

Community Conferences

Fiscal Management

Public Relations

Other

ELIGIBILITY EXAMINERS Table 2

29

FUNCTION	SMALL		MEDIUM		LARGE		WAYNE		TOTAL	
	MEAN	N=	MEAN	N=	MEAN	N=	MEAN	N=	MEAN	N=
CLERICAL	1.81	3	0.00	0	4.96	9	1.00	1	3.54	13
ANCILLARY SERVICES	0.00	0	0.00	0	0.87	5	0.00	0	0.53	5
INFORMATION SERVICES	7.00	13	5.20	3	7.09	26	4.40	3	6.77	45
HOME MAKER	0.00	0	0.00	0	1.06	2	0.00	0	0.64	2
FINANCIAL SERVICES	71.24	21	79.80	5	76.66	44	79.60	5	75.59	75
HOMEFINDER		0		0		0		0		0
BASIC SERVICES	7.10	12	0.40	1	3.38	19	2.80	1	4.15	33
ELIGIBILITY SERVICES SUPERVISION		0		0		0		0		0
IN-SERVICE TRAINING	1.62	5	14.00	2	0.98	11	0.00	0	1.92	18
CHILD WELFARE SERVICES	0.62	2	0.00	0	0.51	4	0.00	0	0.47	6
SOCIAL SERVICES SUPERVISION		0		0		0		0		0
DIHER SOCIAL SERVICES	0.33	2	0.40	1	2.06	7	5.80	3	1.73	13
PROBLEM ANALYSIS AND DIAGNOSIS	1.67	4	0.00	0	1.89	8	3.40	2	1.81	14
BUILDING MANAGEMENT		0		0		0		0		0
OFFICE MANAGEMENT		0		0		0		0		0
PROGRAM ANALYSIS	0.33	2	0.00	0	0.17	2	0.00	0	0.19	4
ADMINISTRATIVE CONFERENCES	0.48	4	0.00	0	0.21	2	0.00	0	0.26	6
COMMUNITY CONFERENCES	0.38	2	0.00	0	0.00	0	2.40	2	0.26	4
FISCAL MANAGEMENT		0		0		0		0		0
PUBLIC RELATIONS	0.71	2	0.00	0	0.00	0	0.60	1	0.23	3
OTHER	7.48		0.20	1	0.11	1	0.00	0		8

INTAKE Table 3

30

FUNCTION	SMALL		MEDIUM		LARGE		WAYNE		TOTAL	
	N =	NO	N =	NO	N =	NO	N =	NO	N =	NO
CLERICAL	1.77	2	2.09	2	1.22	12	5.29	21	2.80	37
ANCILLARY SERVICES	0.08	1	0.00	0	0.33	5	0.00	0	0.16	6
INFORMATION SERVICES	8.42	21	5.09	8	7.66	67	10.07	41	8.48	137
HOMEMAKER	0.00	0	0.00	0	0.01	1	0.00	0	0.01	1
FINANCIAL SERVICES	69.27	25	71.91	11	71.27	85	57.65	58	66.18	179
HOMEFINDER	0.00	0	1.55	2	0.26	2	0.84	2	0.50	6
BASIC SERVICES	7.38	19	5.91	6	7.74	53	9.03	30	8.05	108
ELIGIBILITY SERVICES SUPERVISION	0.00	0	0.00	0	0.02	1	0.00	0	0.01	1
IN-SERVICE TRAINING	0.54	5	2.00	3	0.44	13	2.32	16	1.21	37
CHILD WELFARE SERVICES	1.42	2	0.00	0	1.09	10	0.78	3	0.96	15
SOCIAL SERVICES SUPERVISION		0		0		0		0		0
OTHER SOCIAL SERVICES	2.19	11	5.55	4	3.31	41	6.82	41	4.54	97
PROBLEM ANALYSIS AND DIAGNOSIS	2.92	10	3.18	2	3.36	31	1.90	9	2.77	52
BUILDING MANAGEMENT		0		0		0		0		0
OFFICE MANAGEMENT		0		0		0		0		0
PROGRAM ANALYSIS	0.00	0	0.00	0	0.06	2	0.00	0	0.03	2
ADMINISTRATIVE CONFERENCES	0.46	3	1.91	2	0.57	14	1.01	9	0.79	28
COMMUNITY CONFERENCES	0.08	1	0.00	0	0.03	2	0.03	1	0.04	4
FISCAL MANAGEMENT	0.00	0	0.00	0	0.01	1	0.00	0	0.01	1
PUBLIC RELATIONS	0.69	5	0.00	0	0.45	6	2.04	22	1.03	33
OTHER	5.12	3	0.82	5	2.05	12	2.16	4	2.3	29

FUNCTION	SMALL		MEDIUM		LARGE		HAYNE		TOTAL	
	N=	0	N=	0	N=	23	N=	109	N=	132
	MEAN	NO	MEAN	NO	MEAN	NO	MEAN	NO	MEAN	NO
CLERICAL	0.00	0	0.00	0	10.48	12	21.91	81	19.92	93
ANCILLARY SERVICES	0.00	0	0.00	0	0.35	3	0.53	8	0.50	11
INFORMATION SERVICES	0.00	0	0.00	0	2.90	9	4.49	71	4.22	80
HOUSEMAKER	0.00	0	0.00	0	0.00	0	0.79	7	0.65	7
FINANCIAL SERVICES	0.00	0	0.00	0	60.96	23	45.83	105	48.46	128
HOUSEFINDER	0.00	0	0.00	0	0.00	0	0.27	9	0.22	9
BASIC SERVICES	0.00	0	0.00	0	12.00	21	9.41	69	9.86	90
ELIGIBILITY SERVICES SUPERVISION	0.00	0	0.00	0	0.22	1	0.02	2	0.05	3
IN-SERVICE TRAINING	0.00	0	0.00	0	3.83	7	0.37	7	0.97	14
CHILD WELFARE SERVICES	0.00	0	0.00	0	3.26	5	6.01	30	5.53	35
SOCIAL SERVICES SUPERVISION	0.00	0	0.00	0	0.22	1	0.00	0	0.04	1
OTHER SOCIAL SERVICES	0.00	0	0.00	0	1.13	8	3.55	56	3.13	64
PROBLEM ANALYSIS AND DIAGNOSIS	0.00	0	0.00	0	3.57	10	6.25	69	5.78	79
BUILDING MANAGEMENT	0.00	0	0.00	0	0.17	1	0.00	0	0.03	1
OFFICE MANAGEMENT	0.00	0	0.00	0	0.00	0	0.04	2	0.03	2
PROGRAM ANALYSIS	0.00	0	0.00	0	0.09	1	0.12	7	0.11	8
ADMINISTRATIVE CONFERENCES	0.00	0	0.00	0	0.13	2	0.17	6	0.16	8
COMMUNITY CONFERENCES	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
FISCAL MANAGEMENT	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
PUBLIC RELATIONS	0.00	0	0.00	0	0.00	0	0.31	8	0.26	8
OTHER	0.00	0	0.00	0	0.87	5	0.18	7	0	12

ADULT Table 5

32

FUNCTION	SMALL N = 106		MEDIUM N = 28		LARGE N = 87		WAYNE N = 215		TOTAL N = 436	
	MEAN	NO	MEAN	NO	MEAN	NO	MEAN	NO	MEAN	NO
CLERICAL	0.36	6	1.25	4	0.87	12	1.52	33	1.09	55
ANCILLARY SERVICES	0.32	5	2.04	4	0.10	1	0.04	3	0.25	13
INFORMATION SERVICES	6.42	72	7.25	16	8.72	62	9.48	175	8.44	325
HOMEMAKER	0.04	1	3.18	2	0.24	1	0.43	4	0.47	8
FINANCIAL SERVICES	72.75	106	60.71	27	62.68	87	64.46	212	65.88	432
HOMEFINDER	0.85	15	0.75	3	0.48	5	0.18	4	0.44	27
BASIC SERVICES	9.23	72	12.57	14	10.29	62	6.54	89	8.33	237
ELIGIBILITY SERVICES SUPERVISION	0.00	0	0.00	0	0.01	1	0.00	0	0.00	1
IN-SERVICE TRAINING	0.46	11	0.11	1	0.86	14	0.70	31	0.64	57
CHILD WELFARE SERVICES	0.08	4	0.57	3	0.48	6	0.42	5	0.36	18
SOCIAL SERVICES SUPERVISION	0.00	0	0.00	0	0.15	2	0.00	0	0.03	2
OTHER SOCIAL SERVICES	4.13	50	10.21	12	5.46	45	10.71	164	8.03	271
PROBLEM ANALYSIS AND DIAGNOSIS	2.52	33	0.11	2	4.86	42	2.75	46	2.94	123
BUILDING MANAGEMENT	0.00	0	0.18	1	0.00	0	0.00	0	0.01	1
OFFICE MANAGEMENT	0.00	0	0.00	0	0.34	1	0.00	0	0.07	1
PROGRAM ANALYSIS	0.07	2	0.00	0	0.26	6	0.02	2	0.08	10
ADMINISTRATIVE CONFERENCES	1.09	31	0.04	1	1.32	21	0.87	38	0.96	91
COMMUNITY CONFERENCES	0.22	7	0.54	4	0.06	5	0.34	25	0.27	41
FISCAL MANAGEMENT	0	0	0	0	0	0	0	0	0	0
PUBLIC RELATIONS	0.31	12	0.61	3	0.83	18	1.39	64	0.96	97
OTHER	0.06	1	0.04	1	2.13	11	0.14	7		35

ADULT Table 5

32

FUNCTION	SMALL N=106		MEDIUM N=28		LARGE N=87		WAYNE N=215		TOTAL N=435	
	MEAN	NO	MEAN	NO	MEAN	NO	MEAN	NO	MEAN	NO
CLERICAL	0.36	6	1.25	4	0.87	12	1.52	33	1.09	55
ANCILLARY SERVICES	0.32	5	2.04	4	0.10	1	0.04	3	0.25	13
INFORMATION SERVICES	6.42	72	7.25	16	8.72	62	9.48	175	8.44	325
HOMEMAKER	0.04	1	3.18	2	0.24	1	0.43	4	0.47	8
FINANCIAL SERVICES	72.75	106	60.71	27	62.68	87	64.46	212	65.88	432
HOMEFINDER	0.85	15	0.75	3	0.48	5	0.18	4	0.44	27
BASIC SERVICES	9.23	72	12.57	14	10.29	62	6.54	89	8.33	237
ELIGIBILITY SERVICES SUPERVISION	0.00	0	0.00	0	0.01	1	0.00	0	0.00	1
IN-SERVICE TRAINING	0.46	11	0.11	1	0.86	14	0.70	31	0.64	57
CHILD WELFARE SERVICES	0.08	4	0.57	3	0.48	6	0.42	5	0.36	18
SOCIAL SERVICES SUPERVISION	0.00	0	0.00	0	0.15	2	0.00	0	0.03	2
OTHER SOCIAL SERVICES	4.13	50	10.21	12	5.46	45	10.71	164	8.03	271
PROBLEM ANALYSIS AND DIAGNOSIS	2.52	33	0.11	2	4.86	42	2.75	46	2.94	123
BUILDING MANAGEMENT	0.00	0	0.18	1	0.00	0	0.00	0	0.01	1
OFFICE MANAGEMENT	0.00	0	0.00	0	0.34	1	0.00	0	0.07	1
PROGRAM ANALYSIS	0.07	2	0.00	0	0.26	6	0.02	2	0.08	10
ADMINISTRATIVE CONFERENCES	1.09	31	0.04	1	1.32	21	0.87	38	0.96	91
COMMUNITY CONFERENCES	0.22	7	0.54	4	0.06	5	0.34	25	0.27	41
FISCAL MANAGEMENT	0	0	0	0	0	0	0	0	0	0
PUBLIC RELATIONS	0.31	12	0.61	3	0.83	18	1.39	64	0.96	97
OTHER	0.98	1	0.04	1	2.13	11	0.14	7		35

FUNCTION	SMALL N = 106		MEDIUM N = 28		LARGE N = 87		WAYNE N = 215		TOTAL N = 436	
	MEAN	NO	MEAN	NO	MEAN	NO	MEAN	NO	MEAN	NO
CLERICAL	0.36	6	1.25	4	0.87	12	1.52	33	1.09	55
ANCILLARY SERVICES	0.32	5	2.04	4	0.10	1	0.04	3	0.25	13
INFORMATION SERVICES	6.42	72	7.25	16	8.72	62	9.48	175	8.44	325
HOMEMAKER	0.04	1	3.18	2	0.24	1	0.43	4	0.47	8
FINANCIAL SERVICES	72.75	106	60.71	27	62.68	87	64.46	212	65.88	432
HOMEFINDER	0.85	15	0.75	3	0.48	5	0.18	4	0.44	27
BASIC SERVICES	9.23	72	12.57	14	10.29	62	6.54	89	8.33	237
ELIGIBILITY SERVICES SUPERVISION	0.00	0	0.00	0	0.01	1	0.00	0	0.00	1
IN-SERVICE TRAINING	0.46	11	0.11	1	0.86	14	0.70	31	0.64	57
CHILD WELFARE SERVICES	0.08	4	0.57	3	0.48	6	0.42	5	0.36	18
SOCIAL SERVICES SUPERVISION	0.00	0	0.00	0	0.15	2	0.00	0	0.03	2
OTHER SOCIAL SERVICES	4.13	50	10.21	12	5.46	45	10.71	164	8.03	271
PROBLEM ANALYSIS AND DIAGNOSIS	2.52	33	0.11	2	4.86	42	2.75	46	2.94	123
BUILDING MANAGEMENT	0.00	0	0.18	1	0.00	0	0.00	0	0.01	1
OFFICE MANAGEMENT	0.00	0	0.00	0	0.34	1	0.00	0	0.07	1
PROGRAM ANALYSIS	0.07	2	0.00	0	0.26	6	0.02	2	0.08	10
ADMINISTRATIVE CONFERENCES	1.09	31	0.04	1	1.32	21	0.87	38	0.96	91
COMMUNITY CONFERENCES	0.22	7	0.54	4	0.06	5	0.34	25	0.27	41
FISCAL MANAGEMENT	0	0	0	0	0	0	0	0	0	0
PUBLIC RELATIONS	0.31	12	0.61	3	0.83	18	1.39	64	0.96	97
OTHER	0.98	1	0.04	1	2.13	11	0.14	7		35

FUNCTION	SMALL N = 103		MEDIUM N = 54		LARGE N = 251		HAYNE N = 343		TOTAL N = 751	
	MEAN	ND	MEAN	ND	MEAN	ND	MEAN	ND	MEAN	ND
CLERICAL	1.45	14	5.44	15	4.93	63	14.11	216	8.68	308
ANCILLARY SERVICES	0.18	7	0.19	1	0.33	13	0.83	39	0.53	60
INFORMATION SERVICES	2.58	52	3.69	28	4.82	165	6.69	259	5.29	504
HOMEMAKER	0.09	3	0.61	6	0.14	13	0.74	46	0.44	68
FINANCIAL SERVICES	46.05	103	55.78	54	47.20	249	45.75	356	46.99	742
HOMEFINDER	0.04	3	0.37	7	0.20	14	0.18	27	0.18	51
BASIC SERVICES	14.04	99	13.24	52	14.86	233	8.12	274	11.55	658
ELIGIBILITY SERVICES SUPERVISION	0.02	1	0.09	2	0.01	1	0.40	8	0.20	12
IN-SERVICE TRAINING	1.77	35	0.28	7	1.71	90	0.43	19	1.03	151
CHILD WELFARE SERVICES	10.44	61	3.56	18	7.18	134	6.88	156	7.23	369
SOCIAL SERVICES SUPERVISION	0.00	0	0.00	0	0.02	2	0.34	8	0.16	10
OTHER SOCIAL SERVICES	6.50	79	7.33	40	5.80	181	5.06	209	5.67	509
PROBLEM ANALYSIS AND DIAGNOSTICS	13.85	90	6.89	38	9.96	223	6.65	251	8.76	602
BUILDING MANAGEMENT	0.00	0	0.00	0	0.00	1	0.00	0	0.00	1
OFFICE MANAGEMENT	0.00	0	0.00	0	0.04	2	0.01	2	0.01	4
PROGRAM ANALYSIS	0.06	3	0.04	2	0.29	38	0.06	8	0.14	51
ADMINISTRATIVE CONFERENCES	0.74	28	0.59	11	0.34	31	0.84	69	0.64	139
COMMUNITY CONFERENCES	0.17	10	0.19	4	0.36	45	0.09	14	0.20	73
FISCAL MANAGEMENT	0.17	2	0.00	0	0.25	7	0.15	5	0.18	14
PUBLIC RELATIONS	0.58	25	0.20	4	0.54	50	0.37	42	0.44	121
OTHER	1.23		1.50	6	1.13	44	2.24	34		106

## COMBINATION WORKERS

Table 7

34

FUNCTION	SMALL		MEDIUM		LARGE		WAYNE		TOTAL	
	N=	MEAN	N=	MEAN	N=	MEAN	N=	MEAN	N=	MEAN
	108	ND	0	ND	0	ND	0	ND	108	ND
CLERICAL	9	1.52	0	0.00	0	0.00	0	0.00	9	1.52
ANCILLARY SERVICES	6	0.14	0	0.00	0	0.00	0	0.00	6	0.14
INFORMATION SERVICES	71	4.13	0	0.00	0	0.00	0	0.00	71	4.13
HOMEMAKER	5	0.16	0	0.00	0	0.00	0	0.00	5	0.16
FINANCIAL SERVICES	107	41.92	0	0.00	0	0.00	0	0.00	107	41.92
HUNEFINDER	14	0.67	0	0.00	0	0.00	0	0.00	14	0.67
BASIC SERVICES	96	11.86	0	0.00	0	0.00	0	0.00	96	11.86
ELIGIBILITY SERVICES SUPERVISION	6	0.25	0	0.00	0	0.00	0	0.00	6	0.25
IN-SERVICE TRAINING	26	1.01	0	0.00	0	0.00	0	0.00	26	1.01
CHILD WELFARE SERVICES	67	14.75	0	0.00	0	0.00	0	0.00	67	14.75
SOCIAL SERVICES SUPERVISION	3	0.15	0	0.00	0	0.00	0	0.00	3	0.15
OTHER SOCIAL SERVICES	79	7.05	0	0.00	0	0.00	0	0.00	79	7.05
PROBLEM ANALYSIS AND DIAGNOSIS	78	11.01	0	0.00	0	0.00	0	0.00	78	11.01
BUILDING MANAGEMENT	0	0	0	0	0	0	0	0	0	0
OFFICE MANAGEMENT	1	0.01	0	0.00	0	0.00	0	0.00	1	0.01
PROGRAM ANALYSIS	3	0.04	0	0.00	0	0.00	0	0.00	3	0.04
ADMINISTRATIVE CONFERENCES	35	1.43	0	0.00	0	0.00	0	0.00	35	1.43
COMMUNITY CONFERENCES	15	0.28	0	0.00	0	0.00	0	0.00	15	0.28
FISCAL MANAGEMENT	4	0.37	0	0.00	0	0.00	0	0.00	4	0.37
PUBLIC RELATIONS	25	0.65	0	0.00	0	0.00	0	0.00	25	0.65
OTHER	36	2.79	0	0.00	0	0.00	0	0.00	36	2.79

## CHILD WELFARE Table 8

35

FUNCTION	SMALL		MEDIUM		LARGE		WAYNE		TOTAL	
	MEAN	NO	MEAN	NO	MEAN	NO	MEAN	NO	MEAN	NO
CLERICAL	1.51	5	3.00	8	5.07	35	6.20	27	4.46	75
ANCILLARY SERVICES	0.12	1	0.39	1	0.42	5	0.12	2	0.29	9
INFORMATION SERVICES	4.95	26	5.13	16	3.76	57	4.49	26	4.29	125
HOMEMAKER	0.29	2	0.13	2	0.09	1	0.49	1	0.22	6
FINANCIAL SERVICES	5.85	24	14.91	17	6.62	44	5.06	23	6.98	108
HOMEFINDER	0.41	7	2.96	7	1.55	20	3.00	12	1.82	46
BASIC SERVICES	6.66	28	9.00	15	4.30	53	8.61	27	6.20	123
ELIGIBILITY SERVICES SUPERVISION	0.12	1	0.09	1	0.14	1	0.12	2	0.13	5
IN-SERVICE TRAINING	1.49	15	0.70	7	0.85	24	0.57	6	0.89	52
CHILD WELFARE SERVICES	51.80	38	32.83	19	42.94	98	40.31	41	42.92	196
SOCIAL SERVICES SUPERVISION	0.00	0	1.61	3	1.09	7	1.78	3	1.10	13
OTHER SOCIAL SERVICES	5.90	24	14.17	16	9.74	74	6.45	28	8.74	142
PROBLEM ANALYSIS AND DIAGNOSIS	15.46	30	10.22	14	15.73	79	19.04	33	15.87	156
BUILDING MANAGEMENT	0.00	0	0.00	0	0.03	1	0.06	1	0.03	2
OFFICE MANAGEMENT	0.00	0	0.00	0	0.05	1	0.06	1	0.04	2
PROGRAM ANALYSIS	0.12	2	0.00	0	0.20	6	0.02	1	0.13	9
ADMINISTRATIVE CONFERENCES	0.63	10	1.26	7	1.50	26	0.88	8	1.17	51
COMMUNITY CONFERENCES	0.73	9	1.91	7	0.97	29	0.37	6	0.89	51
FISCAL MANAGEMENT	0.00	0	0.00	0	0.08	3	0.16	2	0.08	5
PUBLIC RELATIONS	0.95	11	0.96	5	0.78	26	0.20	3	0.70	45
OTHER	2.76	1	1.04	3	3.94	27	2.08	7	0	46

CASE SUPERVISORS Table 9

36

FUNCTION	SMALL		MEDIUM		LARGE		WAYNE		TOTAL	
	MEAN	NO	MEAN	NO	MEAN	NO	MEAN	NO	MEAN	NO
CLERICAL	0.48	9	0.69	6	1.65	14	2.37	42	1.62	71
INCILLARY SERVICES	0.09	4	0.19	2	0.15	4	0.08	4	.11	14
INFORMATION SERVICES	3.00	34	3.50	20	4.02	44	3.54	81	3.47	179
HOME MAKER	0.06	2	0.03	1	0.24	3	0.04	4	.10	10
FINANCIAL SERVICES	7.84	37	10.25	17	4.55	40	5.62	57	6.24	151
HOMEFINDER	0.20	6	0.38	3	0.00	0	0.04	3	.09	12
BASIC SERVICES	2.54	26	3.06	15	1.78	23	2.32	34	1.54	98
ELIGIBILITY SERVICES SUPERVISION	26.99	61	28.06	26	37.67	76	30.30	106	31.37	269
IN-SERVICE TRAINING	2.60	38	3.84	17	5.75	47	4.24	63	4.32	165
CHILD WELFARE SERVICES	0.45	5	2.19	2	0.66	4	1.07	7	.94	18
SOCIAL SERVICES SUPERVISION	31.51	64	24.31	26	26.42	70	36.13	122	31.43	282
OTHER SOCIAL SERVICES	1.54	29	1.72	15	1.46	18	1.82	43	1.65	105
PROBLEM ANALYSIS AND DIAGNOSIS	5.93	33	5.69	12	4.46	32	5.51	58	5.33	135
BUILDING MANAGEMENT	0.04	2	0	0	0.01	1	0.00	0	.01	3
OFFICE MANAGEMENT	0.35	8	0.22	1	0.24	5	0.30	11	.31	25
PROGRAM ANALYSIS	1.71	25	1.22	8	1.09	20	0.42	17	.94	70
ADMINISTRATIVE CONFERENCES	8.81	59	8.41	26	5.65	71	3.69	86	7.57	244
COMMUNITY CONFERENCES	1.19	26	1.88	17	0.88	23	0.37	22	.82	88
FISCAL MANAGEMENT	0.39	5	0.22	2	0.40	4	0.02	3	.22	14
PUBLIC RELATIONS	1.91	38	1.56	16	1.24	27	1.58	55	1.58	136
OTHER	1.48	13	1.50	6	1.30	12	0.29	10		41

FUNCTION	SMALL		MEDIUM		LARGE		WAYNE		TOTAL	
	N=	ND	N=	ND	N=	ND	N=	ND	N=	ND
CLERICAL	0.00	0	0.00	0	1.43	5	2.74	24	2.27	29
ANCILLARY SERVICES	0.00	0	0.00	0	0.04	1	0.12	2	0.09	3
INFORMATION SERVICES	0.00	0	0.00	0	1.57	10	3.14	24	2.58	34
HOME MAKER	0.00	0	0.00	0	0.00	0	0.36	3	0.23	3
FINANCIAL SERVICES	0.00	0	0.00	0	6.39	8	2.86	13	4.13	21
HOME FINDER	0.00	0	0.00	0	0.00	0	0.10	1	0.06	1
BASIC SERVICES	0.00	0	0.00	0	3.39	6	2.18	11	2.62	17
ELIGIBILITY SERVICES SUPERVISION	0.00	0	0.00	0	21.96	21	14.64	27	17.27	48
IN-SERVICE TRAINING	0.00	0	0.00	0	5.79	15	3.88	20	4.56	35
CHILD WELFARE SERVICES	0.00	0	0.00	0	0.29	1	0.00	0	0.10	1
SOCIAL SERVICES SUPERVISION	0.00	0	0.00	0	27.79	23	31.58	39	30.22	62
OTHER SOCIAL SERVICES	0.00	0	0.00	0	1.36	3	3.86	14	2.96	17
PROBLEM ANALYSIS AND DIAGNOSIS	0.00	0	0.00	0	4.75	10	5.94	21	5.51	31
BUILDING MANAGEMENT	0.00	0	0.00	0	0.04	1	0.50	3	0.33	4
OFFICE MANAGEMENT	0.00	0	0.00	0	0.11	1	1.64	11	1.09	12
PROGRAM ANALYSIS	0.00	0	0.00	0	3.68	9	3.10	14	3.31	23
ADMINISTRATIVE CONFERENCES	0.00	0	0.00	0	11.64	25	9.50	39	10.27	64
COMMUNITY CONFERENCES	0.00	0	0.00	0	2.32	19	3.98	22	3.38	41
FISCAL MANAGEMENT	0.00	0	0.00	0	0.36	1	0.72	7	0.59	8
PUBLIC RELATIONS	0.00	0	0.00	0	2.39	14	3.98	29	3.41	43
OTHER	0.00	0	0.00	0	5.00	14	4.94	5	5	19

BUREAU HEADS Table 11

38

FUNCTION	SMALL		MEDIUM		LARGE		WAYNE		TOTAL	
	N=	NO	N=	NO	N=	NO	N=	NO	N=	NO
CLERICAL	0	0	0	0	0	0	0	0	0	0
ANCILLARY SERVICES	0	0	0	0	0	0	0	0	0	0
INFORMATION SERVICES	0.00	0	0.00	0	0.00	0	2.22	4	2.22	4
MEMORANDUM MAKER	0	0	0	0	0	0	0	0	0	0
FINANCIAL SERVICES	0	0	0	0	0	0	0	0	0	0
HOMEFINDER	0	0	0	0	0	0	0	0	0	0
BASIC SERVICES	0	0	0	0	0	0	0	0	0	0
ELIGIBILITY SERVICES SUPERVISION	0.00	0	0.00	0	0.00	0	2.89	4	2.89	4
IN-SERVICE TRAINING	0.00	0	0.00	0	0.00	0	1.11	2	1.11	2
CHILD WELFARE SERVICES	0	0	0	0	0	0	0	0	0	0
SOCIAL SERVICES SUPERVISION	0.00	0	0.00	0	0.00	0	14.44	5	14.44	5
OTHER SOCIAL SERVICES	0	0	0	0	0	0	0	0	0	0
PROBLEM ANALYSIS AND DIAGNOSIS	0.00	0	0.00	0	0.00	0	7.78	3	7.78	3
BUILDING MANAGEMENT	0.00	0	0.00	0	0.00	0	1.67	2	1.67	2
OFFICE MANAGEMENT	0.00	0	0.00	0	0.00	0	5.56	3	5.56	3
PROGRAM ANALYSIS	0.00	0	0.00	0	0.00	0	13.33	8	13.33	8
ADMINISTRATIVE CONFERENCES	0.00	0	0.00	0	0.00	0	21.11	8	21.11	8
COMMUNITY CONFERENCES	0.00	0	0.00	0	0.00	0	3.89	5	3.89	5
FISCAL MANAGEMENT	0.00	0	0.00	0	0.00	0	1.11	2	1.11	2
PUBLIC RELATIONS	0.00	0	0.00	0	0.00	0	5.56	6	5.56	6
OTHER	0.00	0	0.00	0	0.00	0	19.22	4	19.22	4

FUNCTION	SMALL		MEDIUM		LARGE		WAYNE		TOTAL	
	MEAN	NO	MEAN	NO	MEAN	NO	MEAN	NO	MEAN	NO
CLERICAL	0	0	0	0	0	0	0	0	0	0
ANCILLARY SERVICES	0	0	0	0	0	0	0	0	0	0
INFORMATION SERVICES	0.00	0	0.00	0	0.00	0	2.22	4	2.22	4
HOME MAKER	0	0	0	0	0	0	0	0	0	0
FINANCIAL SERVICES	0	0	0	0	0	0	0	0	0	0
HOME FINDER	0	0	0	0	0	0	0	0	0	0
ASIS SERVICES	0	0	0	0	0	0	0	0	0	0
ELIGIBILITY SERVICES SUPERVISION	0.00	0	0.00	0	0.00	0	2.89	4	2.89	4
N-SERVICE TRAINING	0.00	0	0.00	0	0.00	0	1.11	2	1.11	2
CHILD WELFARE SERVICES	0	0	0	0	0	0	0	0	0	0
SOCIAL SERVICES SUPERVISION	0.00	0	0.00	0	0.00	0	14.44	5	14.44	5
OTHER SOCIAL SERVICES	0	0	0	0	0	0	0	0	0	0
PROBLEM ANALYSIS AND DIAGNOSIS	0.00	0	0.00	0	0.00	0	7.78	3	7.78	3
BUILDING MANAGEMENT	0.00	0	0.00	0	0.00	0	1.67	2	1.67	2
OFFICE MANAGEMENT	0.00	0	0.00	0	0.00	0	5.56	3	5.56	3
PROGRAM ANALYSIS	0.00	0	0.00	0	0.00	0	13.33	8	13.33	8
ADMINISTRATIVE CONFERENCES	0.00	0	0.00	0	0.00	0	21.11	8	21.11	8
COMMUNITY CONFERENCES	0.00	0	0.00	0	0.00	0	3.89	5	3.89	5
FISCAL MANAGEMENT	0.00	0	0.00	0	0.00	0	1.11	2	1.11	2
PUBLIC RELATIONS	0.00	0	0.00	0	0.00	0	5.56	6	5.56	6
OTHER	0.00	0	0.00	0	0.00	0	19.22	4		4

BUREAU HEADS Table 11

38

FUNCTION	SMALL		MEDIUM		LARGE		WAYNE		TOTAL	
	N=	NO	N=	NO	N=	NO	N=	NO	N=	NO
CLERICAL	0	0	0	0	0	0	0	0	0	0
ANCILLARY SERVICES	0	0	0	0	0	0	0	0	0	0
INFORMATION SERVICES	0.00	0	0.00	0	0.00	0	2.22	4	2.22	4
HOUSEMAKER	0	0	0	0	0	0	0	0	0	0
FINANCIAL SERVICES	0	0	0	0	0	0	0	0	0	0
HOMEFINDER	0	0	0	0	0	0	0	0	0	0
BASIC SERVICES	0	0	0	0	0	0	0	0	0	0
ELIGIBILITY SERVICES SUPERVISION	0.00	0	0.00	0	0.00	0	2.89	4	2.89	4
ON-SERVICE TRAINING	0.00	0	0.00	0	0.00	0	1.11	2	1.11	2
CHILD WELFARE SERVICES	0	0	0	0	0	0	0	0	0	0
SOCIAL SERVICES SUPERVISION	0.00	0	0.00	0	0.00	0	14.44	5	14.44	5
OTHER SOCIAL SERVICES	0	0	0	0	0	0	0	0	0	0
PROBLEM ANALYSIS AND DIAGNOSIS	0.00	0	0.00	0	0.00	0	7.78	3	7.78	3
BUILDING MANAGEMENT	0.00	0	0.00	0	0.00	0	1.67	2	1.67	2
OFFICE MANAGEMENT	0.00	0	0.00	0	0.00	0	5.56	3	5.56	3
PROGRAM ANALYSIS	0.00	0	0.00	0	0.00	0	13.33	8	13.33	8
ADMINISTRATIVE CONFERENCES	0.00	0	0.00	0	0.00	0	21.11	8	21.11	8
COMMUNITY CONFERENCES	0.00	0	0.00	0	0.00	0	3.89	5	3.89	5
FISCAL MANAGEMENT	0.00	0	0.00	0	0.00	0	1.11	2	1.11	2
PUBLIC RELATIONS	0.00	0	0.00	0	0.00	0	5.56	6	5.56	6
OTHER	0.00	0	0.00	0	0.00	0	19.22	4		4

## DIRECTORS

Table 12

FUNCTION	SMALL N=60			MEDIUM N=3			LARGE N=9			WAYNE N=0			TOTAL N=72		
	MEAN	NO		MEAN	NO		MEAN	NO		MEAN	NO		MEAN	NO	
CLERICAL	2.28	30		0			0.44	1		1.92	31				
ANCILLARY SERVICES	0.33	6		0				0		.28	6				
INFORMATION SERVICES	4.20	33		0			2.22	3		3.78	36				
HOMEMAKER	0.10	2		0			0.22	1		.11	3				
FINANCIAL SERVICES	7.45	32		2.33	1		1.67	2		6.51	35				
HOMEFINDER	0.15	5		0			0.22	1		.15	6				
BASIC SERVICES	2.90	29		2.00	1		5.56	4		3.20	34				
ELIGIBILITY SERVICES SUPERVISION	8.55	38		9.33	2		3.78	5		7.94	45				
IN-SERVICE TRAINING	3.03	32		8.33	2		0.56	1		2.98	35				
CHILD WELFARE SERVICES	1.22	6		0			0.22	1		1.04	7				
SOCIAL SERVICES SUPERVISION	9.13	39		0.67	1		4.67	7		8.22	47				
OTHER SOCIAL SERVICES	1.57	28		0			0.78	2		1.41	30				
PROBLEM ANALYSIS AND DIAGNOSIS	4.50	30		3.67	2		3.33	3		4.32	35				
BUILDING MANAGEMENT	1.30	26		1.67	2		1.67	6		1.36	34				
OFFICE MANAGEMENT	5.20	49		0.67	1		3.67	6		4.82	56				
PROGRAM ANALYSIS	5.67	44		8.67	3		10.11	8		6.35	55				
ADMINISTRATIVE CONFERENCES	19.02	53		27.33	3		19.33	9		19.41	70				
COMMUNITY CONFERENCES	5.55	50		12.33	3		9.11	9		6.28	62				
FISCAL MANAGEMENT	6.05	51		10.00	3		11.11	8		6.85	62				
PUBLIC RELATIONS	9.05	57		11.33	3		13.78	9		9.74	69				
OTHER	2.55	19		1.33	1		6.11	2		2.94	22				

## APPENDIX B

## APPENDIX B

The educational level of all professional county staff was compiled separately for an overview of the distribution and use of education as it related to the functions being performed.

Again this information is presented for the information of the reader.

Table 13

## EDUCATION BY JOB CLASS AND LEVEL

## SMALL COUNTIES

Job Class	Job Level	Total	Non-BA	BA	MA	MSW	Ph.D
Directors	PWA 11	32	16	16			
	PWA 12	31	19	8	1		
	PWA 13	4	3	1			
	TOTAL:	67	38	25	1		
Case Supervisors	PWA 10	70	6	59	4		1
	WSWA 11	2				2	
	TOTAL:	72	6	59	4	2	1
Child Welfare	PWW 07/09	40	5	35			
Combination	PWW 07/09	110	37	72	1		
Adult	EE 06	10	8	2			
	PWW 07/09	114	59	52	2		1
	TOTAL:	124	67	54	2		1
Intake	EE 06	11	10	1			
	PWW 07/09	27	12	15			
	TOTAL:	38	22	16			
ADC	PWW 07/09	106	35	69	2		
Homefinders	PWW 09	6	3	3			

Table 14

## EDUCATION BY JOB CLASS AND LEVEL

## MEDIUM COUNTIES

Job Class	Job Level	Total	Non-BA	BA	MA	MSW	Ph.D
Directors	PWA 13	2		2			
	PWA 14	<u>2</u>	<u>1</u>	<u>1</u>			
	TOTAL:	5	1	3			
Deputy Directors	PWA 13	2		1	1		
Supervisors of Social Services	WSWA 12	1				1	
	WSWA 13	<u>1</u>				<u>1</u>	
	TOTAL:	2				2	
Unit Supervisors	PWA 11	1		1			
	WSWA 11	<u>2</u>				<u>2</u>	
	TOTAL:	3		1		2	
Case Supervisors	PWA 10	22	5	17			
	WSW 09	1				1	
	WSW 10	1				1	
	PWA 11	<u>1</u>				<u>1</u>	
	TOTAL:	25	5	17		3	
Intake	EE 06	4	3	1			
	PWW 07/09	<u>11</u>	<u>6</u>	<u>4</u>	<u>1</u>		
	TOTAL:	15	9	5	1		
Adult	EE 06	1	1				
	PWW 07/09	<u>29</u>	<u>14</u>	<u>13</u>	<u>2</u>		
	TOTAL:	30	15	13	2		
ADC	PWW 07/09	58	11	46	1		
	WSW 09	<u>1</u>				<u>1</u>	
	TOTAL:	59	11	46	1	1	
Child Welfare	WSW 08	1				1	
	WSW 09	1				1	
	WSW 10	4				4	
	PWW 07/09	<u>22</u>	<u>1</u>	<u>21</u>			
	TOTAL:	28	1	21		6	

Table 15

## EDUCATION BY JOB CLASS AND LEVEL

## LARGE COUNTIES

Job Class	Job Level	Total	Non-BA	BA	MA	MSW	Ph.D
Directors	PWA 14	1		1			
	PWA 15	2	1			1	
	PWA 16	4		2	1	1	
	PWA 17	2	$\frac{1}{2}$	$\frac{1}{4}$	$\frac{1}{1}$	$\frac{1}{2}$	
	TOTAL:	10	$\frac{1}{2}$	$\frac{1}{4}$	$\frac{1}{1}$	$\frac{1}{2}$	
Deputy Directors	PWA 13	2	1	1			
	PWA 14	4	1	1		2	
	PWA 15	1		$\frac{1}{3}$			
	TOTAL:	7	$\frac{1}{2}$	$\frac{1}{3}$		$\frac{1}{2}$	
Supervisors of Social Services	WSWA 12	2				2	
	WSWA 13	4				4	
	TOTAL:	6				6	
Bureau Heads Including Program Supervisors	WSW 09	1				1	
	(WIN) PWA 10	5		5			
	PWA 11	3	2	1			
	WSWS 11	1				1	
	WSWA 12	1				1	
	TOTAL:	11	$\frac{1}{2}$	$\frac{1}{6}$		$\frac{1}{3}$	
Unit Supervisors	PWA 10	15	2	12	1		
	WSW 10	1				1	
	PWA 11	10	6	4			
	WSWS 11	6				6	
	PWA 12	1				1	
	WSWA 12	1				1	
	TOTAL:	34	8	16	1	9	
Case Supervisors	PWA 10	86	13	71	2		
	WSW 10	3				3	
	WSWS 11	8				8	
	TOTAL:	97	13	71	2	11	
General Assistance	PWW 07/09	24	5	19			
Intake	PWW 07/09	98	26	59	3		
Adult	PWW 07/09	92	37	53	2		
	PWW 07/09	61					

Table 15 con't

## EDUCATION BY JOB CLASS AND LEVEL

LARGE COUNTIES  
(continued)

Job Class	Job Level	Total	Non-BA	BA	MA	MSW	Ph.D
Child Welfare	PWW 07/09	108	6	101		1	
	MSW 10	5				5	
	TOTAL:	<u>113</u>	<u>6</u>	<u>101</u>		<u>6</u>	
Homefinders	PWW 09	2	2				
Eligibility Examiners	EE 06	47	46	1			

Table 16

## EDUCATION BY JOB CLASS AND LEVEL

## WAYNE COUNTY

Job Class	Job Level	Total	Non-BA	BA	MA	MSW	Ph.D
Directors	PWA 19	1		1			
Deputy Directors	PWA 17	1				1	
	PWA 18	$\frac{1}{2}$			$\frac{1}{1}$	$\frac{1}{1}$	
	TOTAL:	$\frac{2}{2}$					
Bureau Heads	WSWA 12	1				1	
	PWA 13	1		1			
	WSWA 13	1				1	
	MSA 13	1	1				
	WSWA 14	3				3	
	PWA 14	$\frac{3}{3}$		$\frac{3}{4}$		$\frac{5}{5}$	
	TOTAL:	$\frac{10}{10}$	$\frac{1}{1}$	$\frac{4}{4}$			
Unit Supervisors	PWW 09	1 (forms)	1				
	PWA 10	13	5	8			
	PWA 11	9	1	8			
	PWA 12	7	6	1			
	PWA 13	1	1				
	Data Supv 13	1	1				
	WSWA 11	2				2	
	WSWA 12	16				16	
	WSWA 13	$\frac{1}{1}$				$\frac{1}{1}$	
	TOTAL:	$\frac{51}{51}$	$\frac{15}{15}$	$\frac{17}{17}$		$\frac{19}{19}$	
Case Supervisors	PWA 10	145	23	111	9	1	1
	WSWS 11	18				17	1
	TOTAL:	$\frac{163}{163}$	$\frac{23}{23}$	$\frac{111}{111}$	$\frac{9}{9}$	$\frac{18}{18}$	$\frac{2}{2}$
District Supervisors	WSWA 13	1				1	
DSB	MSWC 12	1				1	
Fiscal	Acct Exec 11	1	1				
Miscellaneous Including Training Consultants, Court Services Supervisors, Etc.	PWA 10	2		1			LL.B.
	PWA 11	2	1	1			
	PWA 12	1			1		
	WSWA 11	2				2	
	WSWA 12	2				2	

Table 16 con't.  
EDUCATION BY JOB CLASS AND LEVEL

WAYNE COUNTY  
(continued)

Job Class	Job Level	Total	Non-BA	BA	MA	MSW	Ph.D
Intake	PWW 07/09	74	16	57	1		
General Assistance	PWW 07/09	127	14	108	5		
Adult	PWW 07/09	219	55	152	11		LL.B.
Child Welfare	PWW 07/09	58	3	51	4		
	SWT 08	1				1	
	WSW 09	1				1	
	WSW 10	9				9	
	TOTAL:	69	3	51	4	11	
ADC	PWW 07/09	371	41	321	9		
	WSW 10	3				3	
	TOTAL:	374	41	321	9	3	
WIN	PWA 11	1					
	PWW 07/09	6	4	2			
	TOTAL:	7	4	2			
<u>Special Service Bureau:</u>							
Investigations -	PWA 11	1	1				
	PWW 09	7	3	4			
Collections -	PWW 09	8	4	3			LL.B.
	TOTAL:	16	8	7			1
Miscellaneous Including Burial, Court Service	PWW 07/09	7	3	4			
	WEC 09	1			1		
	TOTAL:	8	3	4	1		
Sick or Maternity Separation	PWW 07/09	10	4	6			
Eligibility Examiner	EE 06	6	6				

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