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COMMUNITY RESEARCH PROJECT

Sterling Osmun
Sally Grahlfs



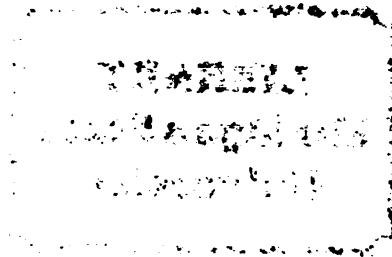
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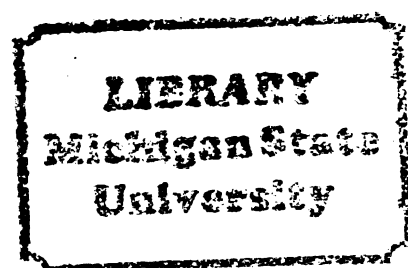
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COMMUNITY RESEARCH PROJECT

Starling Comm
Sally Grubbs



Dr. Andrew
Research 105
Spring Term 1966



AN IN-DEPTH QUALITATIVE STUDY
OF CURRENT LOCAL SERVICE PLANNING

A group of members of the research team, including a Ph.D. student, were to determine how they would plan and implement a local community social service. When "Interview Services" of the local service, a questionnaire utilizing open-ended questions was mailed to a group of both groups selected via simple random sampling.

Returns were small, especially from the members of the research team, and identified service of statistical tools. No generalization could therefore be extracted from the data.

In conclusion of the research plan, it is noted that future studies could be done of the utilization of data in a situation that might be in utilization of the non-structured questionnaire. The latter is a more exploratory studies appears to be that of the non-structured personal interviews.

Sterling Cason
July 28, 1978

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Knowledge about community populations and the structure of those populations has become of crucial importance to the social worker of today in the operation of any given social agency. Along with this has come the observation that a high proportion of agency board memberships come from the business sector of a community.¹ The power and quality of leadership brought to the organization by this group also brings with it a determining influence in agency policy and goals. Furthermore, the ways in which any proposed social service program within the community are perceived by this group will decidedly affect their implementation.

On the other hand, professional social workers, (be they administrators, case work supervisors, or caseworkers), by virtue of their expertise and because of their direct daily contact with clientele from all class positions within the community, frequently perceive a service need sooner and value its implementation more keenly than apparently do board members. The result of this supposed information-lag has produced a variety of social work administrative principles, which in sumination direct the professional social worker to be sensitive to the need to "educate" board members. Hence it is felt that well trained boards will demonstrate a greater consensus with respect to social work goals of an agency.

While contemplating the validity of this basic axiom, one is immediately led to another feasible and probable explanation. Rather than a lack of information on the part of board members, could it more likely be a difference in the way each group approaches the decision making

¹Wilensky, Harold L., and Lebeaux, Charles K. Industrial Society and Social Welfare, New York: Russell Sage Foundation, 1957, pp. 262-272.

process, does his role allegiance to his professional group, and thereby orders his role priorities accordingly?

The major concern of our study is to determine the ways in which board members approach social service planning decisions. It was felt that rather than interstitial gaps creating a cleavage between the social work staff and the board members, such a cleavage could be more realistically explained in sociological concepts such as "primary role allegiances".

Cartwright and Zander state that similar behavior, attitudes and opinions occur among the members of any enduring group.² What may be the causes for these similarities? At least three explanations seem plausible. (a) Membership in a group determines for an individual many of the things he will see, think about, learn and do. The nature of the stimuli in the environment of a person is in large part affected by his group membership. A member of a labor union, for example, has different facts and interpretations placed before him than does the person who belongs to the Chamber of Commerce. Because of the relatively restricted range of events provided for the members, they come to know, perceive, and do things in a somewhat similar fashion. (b) An individual may act like others in the group because he wants to be sure that he is correct in his understanding of events around him; when he is uncertain about such matters, he accepts the opinions of persons whom he likes or respects. (c) A person may behave in a manner similar to the rest of his group because others push him to act or think as they do, on the grounds that there are advantages for the group from uniformity in behavior.

²Cartwright, D. and Zander, A. Group Dynamics: Research and Theory, New York: Harper and Row, 1960, p. 137.

Wilensky and Lebeaux make the point that there is a recently occurring trend to utilize welfare activity (such as membership on social service boards) as training (ground) for future executives.³ Ross adds substance to this in her findings that "philanthropy, and particularly the organization of financial campaigns, is a substantial activity of successful businessmen".⁴ She also finds such activity is not a matter of unleashed obligation or spirit of community responsibility. It is instead a matter of: (1) facilitating business careers, and (2) maintaining good corporation public relations.

Furthermore, according to Wilensky and Lebeaux, there is reason to believe that among businessmen there are "philanthropic careers" as well as business careers, and "for each rung on the business ladder there is a rung on the philanthropic ladder and a man has to show his mettle on the latter to qualify for advancement on the former".

Thus the primary role allegiance is very clearly allocated to membership in an organization, such as the Chamber of Commerce, in which a young executive professionally shares common aspirations, and from which he expects his role behavior to be approved or disapproved. With such an influencing power behind him, a young executive is more apt to be very concerned about the types of decisions he makes in his secondary role performances, that is, as a member on a social service agency board, especially when he expects his actions to be perceived by business elites. Thus, as a board member in the social service agency, his decisions should reflect the kinds of decisions which the business elites themselves would be expected to make.

³Wilensky, Harold and Lebeaux, Charles H. Industrial Society and Social Welfare, New York: Russell Sage Foundation, 1955, pp. 21-2.

⁴Ross, Allen D. "Organized Philanthropy in an Urban Community," Canadian Journal of Economics and Political Science, Vol. 18, Nov. 1952, pp. 474-486.

Social workers, on the other hand, by virtue of their formal training, N.A.S.W. membership, and because their occupational preferences exist within the social service agency, they would appear to demonstrate a high degree of in-group solidarity. As noted earlier, they appear to take the position of perceiving a social service need sooner than board members do and because of these in-group characteristics among themselves often produce a staff coalition directed toward a high degree of mutuality in social service decisions.

Therefore, our exploratory study was guided by the following

hypotheses:

1. That in decision-making situations which attempt to arrive at social service goals, the young executive group will be observed to take their cues from the older executive group as to approximate the position of the latter group.
2. That the professional social work staff, governed by their professional expertise, will tend toward a group consensus in social service decisions and goals.

THE CHAIRS

To a large degree, in order to employ the characteristics of groups affecting social service policy, we decided to utilize examples from the local chapter of the National Association of Social Workers and the local Chapter of Commerce.

It was felt that the social worker group was homogeneous in all respects except that of the functional position within their respective agencies. They would therefore be divided into two categories between administrative and front-line positions. Supervisors of caseworkers were considered to hold an administrative position in respect to administrative or front-line functions, but for our purposes we felt them to be somewhat distinctive in terms of functional orientation. Since the total population of the professional social workers was known to be small in the Flint community, a complete alphabetical list was obtained.

As previously noted, most social service agencies have tended to become free-lance business. Therefore it was decided that the most probable cluster of agencies would be, for our purposes, would be the Flint Chapter of Commerce. As Hunter points out in his study of community power structure:⁵

"The persons interviewed in the list of 401 persons approved their selection of organizations as being representative of the community of Flint. The list included the following (in order of importance): the Chapter of Commerce, Community Chest, Rot at Club, Y.M.C.A., Community Council, United Church's Association, and the Association."

⁵Hunter, Floyd. Social Organization: A Study in, "Community Power Structure and Social Change," New York: Charles-Collins, 1961, pp. 305-410.

When calling on the Flint Chapter of the Chamber of Commerce to obtain permission for this study, the Chamber Director verbally agreed that a list of his 1400 members in the Flint area would be made available of local social service agencies.

It was decided that the total number of persons involved in these groups outweighed the time and money allocated for the project. Because the Chamber of Commerce members totaled 1400 which was felt to be too large for complete coverage, we arbitrarily decided to utilize only 350 of them, or one-fourth of the population. A random sample of this size was obtained by shuffling the total list and then picking every fourth one to be used in this study. Since it was assumed that the Chamber of Commerce members were a fairly homogeneous group with respect to their social class positions and their relevant occupational orientations, it seemed unnecessary to be concerned about differences in sample characteristics if a given portion of our sample failed to return the questionnaire.

In addition, this study utilized two samples. One comprised the total membership of a local professional social workers organization, namely the Flint Chapter of the National Association of Social Workers. The second sample was randomly selected from the Flint Chamber of Commerce membership. For practical reasons a mail questionnaire was decided upon.

INSTRUMENTS USED

Initially there appeared to be three demands upon the instrument that would seem reasonable. First, our tool utilized to appraise respondents' activity in the decision making process would require an opportunity for the respondents to react to the tool in as realistic a manner as possible. Secondly, it would have to contain a practical proposal for a social service which could be constructed, within itself, a need value to the community. And third, such a hypothetical social service must be one of which the community had not become generally co-witive. This latter point would permit some degree of control over information which respondents could feed into their decision making process. Finally, it occurred to the researchers that the total decision process for the respondents should be complete enough so that it would proceed at least up to the point of implementation. In short, the entire decision making process must produce as complete a plan as possible for social service proposal.

In attempting to arrive at such a social service we were able to identify, through a preliminary survey of community social service administrators, that the home care service was needed in the community. Importantly, this service had not become available, nor had there been much cross-community information disseminated regarding such a community need.

Our next step was to build this model service into a tool. It was decided that for our purposes the oral questionnaire would suffice. It could be designed with open-end questions, directed to the already specified coverage needed for the decision making process, and thereby would

permit the respondents to respond as freely as they desired.

To assure that each respondent had the minimal information necessary to understand the concept of home care service, a short case illustration was included as a cover page to the questionnaire.

In order to obtain as much respondent motivation as possible a further cover page was used to explain why the respondent's assistance was encouraged. We included in this page the information that this study's results would be made accessible to the respondent and in the questionnaire a place was provided for the respondent to request this accessibility if desired.

Why you should complete this survey

In many communities the size of Flint throughout the United States, health services are in the process of being planned and organized. The size and extent of such programs will obviously vary from one community to another. Because these programs are social in nature and type of services offered, groups such as the Flint Chapter of Consumers will have few occasions to collectively organize such a program for their community.

This survey is an attempt to offer you the opportunity to participate with many of your fellow citizens in expressing your individual ideas about what health services should be offered. Your ideas will be compared with those of professional social workers within your community. It is felt that both you and the surveyed social workers can offer very valuable contributions should such programs be proposed in the future.

Please fill out the order for appropriate places in this survey if you desire access to the results of this survey.

It is sincerely hoped that you will find it personally challenging to answer the questions in this survey. Your ideas and opinions do make a difference when decisions regarding services to people in your community are being pondered.

Sincerely,

Mr. Sterling Cousin
Mrs. Jolly Grubbs

Community Research Project
School of Social Work
Michigan State University

1. Age _____
2. Education: _____ H.S. _____ College _____ Other _____
(Please Specify)
3. Sex: _____ Male _____ Female
4. Present Employer: _____
or if self-employed, please indicate type of business: _____
(i.e. Industrial, Insurance, Food Retail, etc.)
5. Present Position: _____ Executive _____ Sales _____ Other _____
(Please Specify)
6. How long have you been a member of the Chapter of Commerce? _____
7. On the average how many Chapter of Commerce meetings do you attend annually? _____

What is homemaker service?

Because few people really understand just what homemaker service is all about, the following illustration is offered:

Mrs. Barnes, the mother of six children from 3 to 11 years of age, was hospitalized briefly with what was at first thought to be a minor ailment, but was later diagnosed as cancer. The children seemed to sense the serious situation and reacted by quarreling among themselves and displaying other symptoms of tension. Although Mr. Barnes, who was employed, was described as an affectionate father, he took his wife's illness very hard and was short-tempered and impatient with the children. A visiting nurse saw Mrs. Barnes regularly, and the homemaker service job, in addition to caring for the children and the household, was to make Mrs. Barnes as comfortable as her condition would permit.

Because the homemaker was aware of the problems the children faced, she made plans for keeping the older ones away from home after school as much as possible. Arrangements were made with a nearby "Y" for the older boys to learn to swim and to box, and these activities served as emotional outlets. The homemaker took the 3-year-old and the 5-year-old to the play group every day. Her presence lessened the children's fears to some extent, and they were better able to face the possibility of their mother's rehospitalization.

Knowing that the family and the homemaker service must anticipate Mrs. Barnes' death, the service arranged to keep the same homemaker with the children so that they could secure as much comfort as possible from the presence of a familiar mother figure during their mother's illness and the unhappy period ahead. The family's social worker saw Mr. Barnes frequently to give him needed strength and support and to help him with some of his problems.

- Q1. In your opinion, what do you consider to be the most important traits in an individual who is capable of being a prospective researcher? _____

- Q2. In listing your previous concerns about prospective researchers, which specific trait would you consider to be the most important? _____

Explain why you chose that trait as most important? _____

- Q3. In what ways do you feel that nurses' attitudes have changed, if _____

- Q4. In what ways do you feel have changed as differing from medical nurses? _____

45. What if funds for the service were limited? Would you prefer giving help to family, rather than to siblings, extended relatives? _____

46. In your opinion, should prospective teachers have any formal training? _____

YES _____

NO _____

47. In answering the above question (46) please give your reasons for your answer.

48. If your answer to (46) above was YES, please answer the following:

What community organizations, do you feel, should be responsible for the training of teachers? _____

How should the money for such training be obtained? _____

Q7. (continued)

What subject content in the training of prospective teachers should be emphasized? _____

Q8. Do you feel that the training of teachers and supervision of their subsequent home placements should be administered by the same community organization?

YES _____

NO _____

Q10. In answering the above question (Q8) what are the reasons for your answer? _____

Q11. If your answer to question (Q8) was NO, please answer the following:

What community organizations do you feel should be responsible for the supervision of teachers in home placements? _____

How should the program be financially supported? _____

- Q12. What do you see as some of the things that must be carefully supervised when a foster child is placed in the home of a family needing services?

- Q13. Do you desire access to the results of this survey?

YES _____

NO _____

- Q14. Briefly describe the types of families that you feel would benefit the greatest from a foster care program? _____

- Q15. Please list your responses to the above question (Q14) in order, beginning with those you feel should be given the greatest priority through to those requiring the least priority:

41. Are there other people in the family that you feel should be included when making the decision to offer home care services to the?

YES _____

NO _____

If YES, please explain: _____

FINDINGS:

A Sample Problem

Of the 330 questionnaires sent to Chamber of Commerce members only eleven were returned. This, therefore, resulted in a very meager and unsuccessful sample. The social worker groups did considerably better in their returns. From a total of 65 questionnaires sent, twenty were returned, or a gratifying 32.5 per cent return.

Such meager returns suggest several factors which might account for the problem. The survey was a mailed questionnaire with open-ended questions. It therefore required considerable time and effort on the part of the respondent in order to complete it. Motivation for such a venture is extremely difficult to obtain even under the best of conditions, and even then the respondent is apt to become discouraged with the demands placed upon him and therefore fail to respond to certain items, or become vague and inconsistent with his answers. In respect to these difficulties, a review of the literature suggests that a better approach is that of open-ended questions put to the respondent in a personal interview.⁶ Although still highly demanding, the interview situation permits less resistance on the part of the respondent, and also permits the interviewer an opportunity to clarify the meaning of the questions. Thereby, more precise and complete responses are obtained.⁷

⁶Marie Jahoda, Morton Leutsch, and Stuart Cook. Research Methods in Social Relations, Part Two: Selected Techniques, New York: Brunner Press, 1951, p. 175.

⁷Young, Pauline V. Scientific Social Surveys and Research, 3rd ed.; Englewood Cliffs, N.J.: Prentice-Hall, Inc., 1956, p. 191.

Characteristics of the Surveyed Group

The sample data taken collectively (Tables 1 and 2) suggest that N.A.S.W. respondents have an average of three years more education than Chamber of Commerce people in this study. They also have held membership in their professional organization for approximately one year more for each individual, and attended 3.3 more meetings annually than the Chamber of Commerce respondents. The average social worker in this study is about five years younger than the average Chamber of Commerce member. However, because of the lesser returns in this survey, it would be highly inadvisable to generalize from this data.

TABLE 1

PERSONAL CHARACTERISTICS OF CHAMBER OF COMMERCE MEMBERS

Items	Frequency (n=11)	Percentage
<u>Age</u>		
31-40 years	5	45.5
41-50 years	1	9.0
51-60 years	5	45.5
<u>Sex</u>		
Male	11	100.
<u>Education in years</u>		
12	2	18.2
14	2	18.2
16	7	63.6
<u>Years of Membership</u>		
0-3	5	45.50
4-7	1	9.09
8-11	4	36.40
12	1	9.09
<u>Attendance per Year</u>		
0-3	10	90.95
4-7	0	
8-11	1	9.05
<u>Occupational Area</u>		
Business	7	63.6
Industrial	4	36.4

TABLE 2
PERSONAL CHARACTERISTICS OF N.A.S.W. MEMBERS

Item	Frequency (n=20)	Percentage
<u>Age</u>		
21-30 years	5	25.0
31-40 years	6	30.0
41-50 years	5	25.0
51-60 years	4	20.0
<u>Sex</u>		
Males	11	55.0
Females	9	44.0
<u>Education</u>		
12 years	20	100.
<u>Years of Membership</u>		
0-3	6	30.0
4-7	6	30.0
8-11	5	25.0
12-15	3	15.0
<u>Attendance per Year</u>		
0-3	6	30.0
4-7	9	45.0
8-11	5	25.0
12	0	
<u>Major Area of Job Responsibility</u>		
Administrative	3	15.0
Supervision	7	35.0
Casework	10	50.0

Results of the Survey

Due to the sampling problem of mail return, all statistical tests were considered inapplicable or dissatisfactory. However, the data was tabulated, and an over-all glance at these suggests a definite consensus among all groups in response to most items. Each table should be interpreted on the basis of the number of responses given to each item. Because of the small sample, no attempt is made to extract percentages.

For example, questions Q1 and Q2 (Table 3) were designed to elicit the respondents' concerns about the persons who might be selected for the role of counselor. The respondent was asked to name the traits he then felt most important for a counselor, and then was asked to rank his responses (Q2) according to the degree of importance. In order then to organize the data, it was necessary to condense the responses into the following four theoretical clusters:

1. Humanistic: These were defined as those traits which suggest a love of mankind, a desire to serve ones fellowman, and in general, all altruistic traits.
2. Humanistic: We define this cluster as those traits which concern themselves with the education of mental toughness, such as honesty, cleanliness, etc.
3. Instrumental: This cluster formalizes a constellation of traits concerning ones ability to be practical, utilize common sense, or benefit from life experience.
4. Existential: Here we place traits that are suggestive of ones ability to mind for himself, utilize fortitude, and persevere to reach one's life purpose.

Table 3 attempts to summarize the results and compare performance among the three groups; Cluster of Counselors (CafC I), administrative and supervisory social workers (SW I), and caseworkers (SW II).

Table 3 readily demonstrates that the most predominate trait cluster is Humanistic, suggesting that all groups preferred helper-clients who would have an abundance of appreciation for people and wished to be of service to them. The next predominate cluster is Instrumental. The majority of social workers in the study saw this as equally important, or paralleling the humanistic cluster. Social workers are professionally trained to embrace both of these trait clusters as part of their professional-selves, and therefore these results tend to suggest some ethnocentric objects in their selection.

TABLE 3
DESIRED TRAITS OF HOMEOWNER APPLICANTS

Sample Group	Humanistic		Neuralistic		Pragmatic		Existential	
	Q1 Gen.	Q2 Pri.	Q1 Gen.	Q2 Pri.	Q1 Gen.	Q2 Pri.	Q1 Gen.	Q2 Pri.
Chamber of Commerce I	9	7	4	2	6	1	3	1
Social Work I	9	5	0	0	9	5	0	0
Social Work II	6	4	0	0	7	4	2	1
Totals	24	16	4	2	22	10	5	2

General Priority

Questions Q1, Q2, and Q3 were asked at differentiating role playing characteristics of the homeowner from housekeepers, practical nurses, and interested relatives. The data strongly suggests that the three groups felt that home owners were more likely to be: (1) more interested in family care and personalities on the whole than would housekeepers and practical nurses, (2) more objective than interested relatives. A small number of respondents in each group maintained a preference for interested relatives if they were available and (in a few instances) if they were qualified. These responses suggest an inclination to fear hasty or indiscreet use of homeowners to the disadvantage of the value of self-helping efforts through "kinship-group" participation.

On the question of the need to train homeowners through formal classroom techniques, Q4 and Q5, the three groups strongly supported the issue, feeling that this would give the homeowners a better understanding of their service-duties and also train them in understanding people. Here, the three groups appear to reflect their own educational achievements, which are better than a high school education for all respondents.

In formulating a training program for houseworkers, Q's parts I, II, and III were concerned respectively with: (1) What type of agency should be responsible for the training? (2) From what source should the financing come? (3) What should the content of the training be? Again the three groups were in complete consensus, feeling that the responsible training agency and the financing source should be private non-sectarian or local government. The training content responses indicated that all three groups agreed that Social Psychology (knowledge of personal and interpersonal) was most important. The Chamber of Commerce respondents felt that the householder must have a better understanding of "tenderlovin'-care" for the family being serviced, while social workers felt that economics and home management were of most importance. This data suggests that any training program for houseworkers which teaches subjects relative to the understanding of personal and interpersonal activities, the value of a good "hid-side manner", practical knowledge of economics and home management would meet the approval of both Chamber of Commerce and social work people.

Questions Q7, Q10, and Q11 (parts I and II) were designed to determine what the respondents felt about a centralized program as compared with a decentralized program. They were asked to determine this in terms of the training and supervision functions in the householder program. The majority of all groups felt that training and supervision should be centralized under the auspices of one agency. Such a program, it was felt, results in better feedback of information throughout all stages of the program, provides for better program co-ordination, and offers better supervisory follow-up of the householder's activities. There were a small number who disagreed with such a program structure. They wished a

prior to implementation of local supervisory services. These data suggest that the program was well administered at appropriate local government level without much loss of coherence.

Question Q12 (Table 4) attempted to pinpoint the three groups' feelings about content in supervision. There was a definite concurrence among all three supervisory agency's need to match the homeowner and the needs family before placement, although specific attributes of the matching process were not named. Secondly, it was felt that the supervisor should be alert to the emotional feelings of the needs family and be able to assist the homeowner in working with those feelings of the family. Finally, no specific details were given regarding just what feelings of the family might be deemed as important.

TABLE 4

CONTENT OF SUPERVISION FOR HOMEOWNERS

Sample Group	Close Contact With Supervisor	Emotional Feelings of Family	Homeowners Routine	Matching Process
CoSC I	1	4	3	4
SM I	3	2	0	8
SM II	0	4	2	9
Total	4	10	5	21

The results of this suggest that all groups felt it important to pre-study and evaluate families and then match the homeowner accordingly. In conjunction with this, the feelings of the people being serviced were seen as playing a vital role in the helping role.

The types of families to be serviced were categorized in response to Q14 and Q15 (Table 5). The responses were condensed into four major clusters.

1. Chronic Medical: In and out of the hospital and home due to a chronic medical problem by either parent.
2. Broken Families: As the result of divorce, separation, abandonment, desertion, or death.
3. Community Dependent: Those who are frequently dependent upon government resources, or are socially ostracized from their relatives and without friends who could be of economic or social influence to them.
4. Emotional Crisis: Families in which essential functioning has become impaired due to an external cause, and as a result are vulnerable to more dire social consequences such as total breakdown of the family structure.

Here again, the consensus among all groups was high. Predominately the Chronic Medical and Community Dependent categories were chosen. The other categories were selected with a wider variance among all groups.

TABLE 5

TYPES OF FAMILIES TO BE SERVICED

Sample Group	Chronic Medical		Broken Families		Community Dependent		Emotional Crisis	
	Q14	Q15	Q14	Q15	Q14	Q15	Q14	Q15
	Gen.	Fri.	Gen.	Fri.	Gen.	Fri.	Gen.	Fri.
CoFO I	7	2	6	1	7	2	4	3
SW I	6	2	4	2	5	3	5	1
SW II	8	2	5	1	7	5	10	1
Total	21	6	17	4	19	10	21	5

Regarding other aspects of the needy families which the respondents felt would be important in making the decision to offer longer-term services to them (Q16), All groups had a predominant concern that the responsible agency make an appropriate determination of the family's need for the service. Next in line was a general concern that the family voluntarily accept the service, and lastly, the social caseworkers were equally concerned that the "workability" of the family be evaluated. These results are found in Table 6.

TABLE 6

CHIMP ADOPTED AS SUBSTRATE
IN RED-CHIMENTS

Sample Type	Voluntary Accept. C/F Ratio	Inappropriate Food Determination	Workability C/F Ratio
CHC I	3	0	0
CHC II	4	2	1
CHC III	3	7	3
Total	10	22	4

Conclusions and Discussion

The purpose of this study was to try to observe and determine the ways in which lay members approach social service planning decisions and compare these findings with those of professional social workers, when both groups are independently engaged in the same decision making processes. We were not successful in fulfilling this purpose. Although the sample returns were extremely small, it was interesting to note the high degree of consensus these groups shared on all issues. However, because of the lack of returns from the Chamber of Commerce respondent group, it was felt that those who did respond were therefore a biased sample, inclined to rally to all similar social service issues in the same manner.

Motivated respondent participation is a difficult aspect to control, as previously mentioned in this study, when using a non-structured questionnaire. The better approach appears to be that of utilization of the non-structured personal interview when making exploratory studies such as this one. Moreover, the problem of coding responses, once obtained in this way, also is a difficult and fatiguing responsibility. In this study the problem was no less difficult. But once all possible responses were extracted from the data and listed, they could be condensed into general clusters more easily. Often, general categorical titles, such as those used for Q1 and Q2 of this study, become more abstract and seemingly too far removed from the data to have practical sense. Unless concise operational definitions such as those used herein (Humanistic, Moralistic, Pragmatic, etc.) can be found, the problem realistically becomes more difficult. In this area we were fortunate. We believe that our cluster titles clearly reflect the data obtained.

Implications

Should this study have succeeded in obtaining the necessary returns for purposes of reliability and statistical tools applied, the value of the study might be more realistically discussed. We had hoped to "slice the cake and obtain a better understanding of the ingredients". Most studies in this area of social work research are satisfied with what might be termed as "atomistic ventures", in which surveys are directed to only a small number of interested agencies and their interested board members. Here we tried to cut across the community social service lines at three appropriate levels of organization (boardships, administration, and front-line positions) without directing these efforts to single agencies, and thereby we attempted to control the degree of biasness that can result in the agency sample approach.

We continue to hold that this study approach is most valid when attempting to determine community response to community needs and social service objectives. The same may also be said when attempting to determine the degree of consensus on program-policy issues.

This study further contends that almost every conceivable social service innovation, when some measure of community need for that service can be initially ascertained, may become the model for a study of this type. In this study, the Homewood program was utilized as the service model.

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