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A Survey of non-white social service personnel in the State of Oregon

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A SURVEY OF NON-WHITE SOCIAL
SERVICE PERSONNEL
IN THE STATE OF OREGON

Group Research Practicum

by

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Submitted to
Portland State University

in partial fulfillment of
the requirements for the
degree of

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Approved:

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CHAPTER I

Introduction

Problem

The National Association of Social Workers and the Council on Social Work Education are concerned with the eradication of racism within the social work profession and the nation at large. Graduate schools throughout the country are presently attempting to come to grips with this elusive and pervasive problem. The School of Social Work at Portland State University is among these schools.

In early 1972, the Portland State University School of Social Work formalized and adopted a specific policy regarding recruitment, education, and issues concerning non-white students and communities. In doing so, this school became the first School of Social Work in the Northwest, perhaps in the nation, to have a specific, examinable policy covering its position of graduate education for non-whites. However, the genesis of this policy had extended back to 1971 when the need for a specific, consistent policy regarding non-whites and the School was being realized.

It was during the subsequent task of developing

this policy that the necessity for research in this area was keenly felt. The School of Social Work draws the majority of its students from the State of Oregon, specifically from the metropolitan area in and around Portland. The majority of its graduates choose to remain in Oregon to work.

However, it was learned that little or no systematic information was available concerning the needs and programs of the practice community for non-white social service personnel. Since the School is committed both to education and to the service of the community, it became obvious that descriptive and concrete data were necessary. This research practicum is an attempt to examine this heretofore unexplored area in the State of Oregon.

Special Problems Connected With Doing This Study

While initially attempting to examine the current and projected needs and programs of social service agencies in the area of hiring non-white personnel, it became evident that this was indeed a sensitive subject. There were varied reactions to the proposal of both a positive and negative nature.

In an attempt to decrease any feelings of indictment and threat, the researchers endeavored to make this project a joint community and School self-study.

With the assistance of two faculty members, the students had a joint meeting with four agency executives from the Portland area and the Dean of the School of Social Work. The resultant unanimous endorsement and helpful suggestions from these individuals contributed to the subsequent data collection. Additionally, an explanatory letter was sent to all agencies involved in the study. (See Appendix #1)

Instrumentation

Since no study of this type had previously been done in Oregon, the researchers decided to construct a questionnaire. It was designed to be short enough so that agencies would complete and return it, yet conclusive enough to obtain the descriptive and concrete information desired. After four revisions, the final form was completed. (See Appendix #2)

Five basic areas were covered in the questionnaire. These areas were: (1) needs and desires of the agency for non-white personnel; (2) agency programs aimed at locating such personnel; (3) what difficulties the agency had encountered in their efforts; (4) the current number of non-white social service personnel employed and in what capacity; and (5) what suggestions did the responding agency have for the School of Social Work in a facilitative or innovative role.

The first of three areas followed a similar format of "yes-no with comments". This was done to provide the researchers with a direct "yes" or "no" statement in each of the three areas. The "comment" section provided for elaboration, clarification, or description by the responding agency. This also provided the researchers the opportunity to analyse where the respondents saw the origin and nature of difficulties, for example: no openings; no qualified applicants; no control over hiring; etc.

The fourth area concerned the current number of non-white social service personnel employed and in what capacity. This portion of the questionnaire was devoted to establishing exactly which non-white groups were represented, what their educational backgrounds were, and in what kinds of jobs and at what salaries they were employed. The agency was specifically asked not to list the names of personnel but only to indicate which minority group they represented. This was done in order to preserve the anonymity of the personnel. Examples were given under each potentially confusing category. This was done to decrease any ambiguity as to what was being asked for. Since the focus was on those non-white people employed in social service positions, further examples and clarifications were provided. The agency was asked not to include any clerical,

maintenance, or culinary staff.

The fifth area concentrated on revealing future emphases for the School of Social Work as indicated by the practice community. It also provided some informational material to the agencies of the School's concern and willingness to attempt to meet the needs of the community. The format for this section was basically of a "comment" nature, in which the respondent was free to answer in any manner he felt appropriate.

Additional portions of the questionnaire provided information concerning the number of personnel employed, a brief statement of the general purposes of the agency, and the total number of personnel in each occupational category listed as having non-white personnel. These portions were to be used later in data analysis to see if any trends were indicated along these variables.

Data Analysis

Besides looking at the responses in a descriptive manner, the researchers wanted to be able to make more detailed statements about the attitudes and performance of agencies. Thus, the researchers were concerned with determining the types of agencies which were or were not making progress in their attempts to meet the needs of non-white communities.

In order to do this it was necessary to examine several variables for their possible relation to the agency responses. These were (a) agency size, (b) agency location, (c) private or governmental administration, and (d) population being served.

Agency size was divided into the three operational categories of small, medium, and large. "Small" was operationally defined as having from zero to twenty full-time social service personnel, "medium" as twenty-one to forty-eight, and "large" as forty-nine and above.

Agency location was divided into two different categories. One was "Metropolitan" versus "Non-metropolitan". "Metropolitan" was defined as being only those agencies located in Multnomah County and "non-metropolitan" being all others. The second category involving agency location was whether or not the agency was located in the Model Cities area of Portland. Its counterpart was any agency having a Portland address but not being located in the Model Cities area.

All responding agencies were further classified as to whether or not the agency was a "Non-governmental" or a "Governmental" agency. "Governmental" was distinguished from "Non-governmental" by having governmental administration set forth in the title or the

statement of the general purposes of the agency. It should be noted that it is difficult to be able to clearly distinguish between "non-governmental" and "governmental" agencies since many agencies are funded either wholly or partially through federal moneys. Consequently, "non-governmental" agencies included both private agencies and those agencies either wholly or partially dependent on federal funds.

The final dimension was whether or not the agency was specifically set up to serve primarily a non-white population. Those that were specifically set up to serve primarily a non-white population were operationally defined as those agencies stating this priority on the first page of the questionnaire. The aforementioned dimensions were then used to examine the various hypotheses discussed in the "Results" segment.

Sampling

Initially, this was to be two studies. However, since the questionnaire used for both was the same, they are combined here. Thus, there were actually two sets of samples drawn for this study. One was directed towards the Portland Metropolitan area and the other was directed towards the remainder of the state. The first sample was one in which the universe of social

service agencies in the Portland Metropolitan area were selected. These were determined by selecting all of the member agencies of the Tri-County Community Council and cross-checking these against the State of Oregon's Department of Human Resources Directory, so that no social service agency would be excluded. There were a total of 150 agencies polled in this group, of which 70 agencies responded.

The rationale for selection the universe of agencies for this group is that over forty percent of the total population of the state reside in this area. It is also the most urban center of Oregon. Additionally, over sixty percent of the state's non-white population reside in these three counties. All percentages reflected here are based on data compiled by the 1970 census.

The second sample group was drawn from the remaining 33 counties of Oregon. This was a stratified random sample. These were drawn from the social service agencies remaining in the thirteen districts listed in the Human Resources Directory. The sample was stratified to include all welfare agencies in each district and ten percent of the social service agencies in each district were randomly selected.

Some variance occurred in the rate of responding

between the two sample groups. One hundred fifty questionnaires were sent to the tri-county area agencies. The total number of agencies polled in the study was two hundred thirty-two. The group from the tri-county area responded at the rate of 37.8% (31/82). This resulted in a total response rate of 43.5% (101/232) for the entire study. Thus, the N for the study is 101.

Examination of the responding agencies in terms of size, location, and governmental versus non-governmental reveals some interesting results. When viewed in terms of agency size, the responding agencies can be broken down as follows: "small", 57.4% (n=58); "medium", 24.8% (n=25); and "large", 17.8% (n=18). The preponderance of smaller agencies may skew the findings in terms of the perceptions of larger agencies.

A more equal distribution was found along the "governmental" versus "non-governmental" dimension. The "non-governmental" agencies (54.4%) responded somewhat more frequently than the "governmental" agencies (45.6%). Consequently, the results would appear to be almost equally representative of the two types of agencies.

The "metropolitan" agencies located in Multnomah County had a slightly higher number of respondents (51.4%, n=52) than did its "non-metropolitan" counter-

part (48.6%, n=49). Consequently, the findings may reflect some biases of agencies located in a predominately urban setting.

There were some differences in responding between the two samples as a whole. However, they are not too pronounced. This may be due in part to the fact that the Portland State University School of Social Work is located in the tri-county area and hence the agencies there are more familiar with the School. Furthermore, the agency executives who gave their endorsement to the study were all from the Portland area.

The response rate for the entire study ideally could have been higher. However, the researchers are unable to determine exactly what factors were involved in failure to respond. Later examinations produced some evidence of breakdown in intra-agency communication, questionnaires that were returned and not received by the researchers, and loss of the questionnaire by the agency. There were also approximately six questionnaires that were received after data analysis had begun and will be included in a later analysis. Nonetheless, a return rate of near fifty percent should yield enough data to examine what trends are occurring.

Format of the Report

The Report will take the following form.

Chapter II will deal with the expressed needs of agencies, that is, whether they did or did not feel the need for non-white personnel. Chapter III deals with the stated needs of agencies and their active recruitment programs. Chapter IV focuses on the actual employment of minority group social service personnel. Chapter V examines the varieties of agency suggestions for the School of Social Work. These are suggestions from the practice community for the School. Chapter VI analyses the types of difficulties agencies have encountered in locating non-white social service personnel.

CHAPTER II

The Needs and Desires of Agencies for Non-White Personnel

Chapter II will deal with the 'felt needs' of agencies for non-white personnel. There have been a number of statements by the National Association of Black Social Workers, Council on Social Work Education, etc., which have stressed the need for increasing the numbers of non-white personnel working with various social service agencies. We wanted to learn whether agencies felt this same need to recruit and hire non-white personnel. To determine this, agencies were asked the following:

"Many agencies have expressed a desire to have personnel from minority groups fill social service positions. Does your agency envision a similar need for non-white personnel?"

Table 2.1 Response Distribution: "Does your agency envision a similar need for non-white personnel?"

Yes	51	(50%)
No	36	(36%)
No response	14	(14%)

N = 101

In looking at the agency distribution on table 2.1 we find that these agencies indicate only a 50-50 chance to express a 'felt-need' for non-white personnel. Of the 101 agencies, approximately 51 said 'yes', 36 indicated 'no', while 14 agencies did not respond to the question.

Agency Comments and Need for Non-White Personnel

Along with asking for a yes/no response to this question, agencies were given a space in which to make comments. By examining these comments we may get a better understanding of the responses.

Table 2.2 Agency Comments and Need for Non-White Personnel.

Comments	# of agencies making response	
(A) No Response	24	(23.7%)
(B) Staff Limitations	16	(15.9%)
(C) Non-Whites Desirable; not necessarily needed	14	(13.9%)
(D) Quality Over Race	12	(11.9%)
(E) Minimal Need for Non-Whites: Too Few in Area	11	(10.9%)
(F) High Non-White Staff at Present	9	(8.9%)
(G) Not a Social Service Agency	8	(7.9%)
(H) Non-Whites Needed; but Shortage of Qualified	7	(6.9%)

N=101

(A) No Response

Twenty-four agencies failed to comment on the question. Since 14 did not respond in the first place we are left with little information on the attitudes of a sizeable number of agencies. Considering that the questionnaire could be perceived as threatening, it may be that failure to respond indicates that the agencies do not feel a great need to hire non-white personnel.

(B) Staff Limitations

Sixteen agencies gave responses which indicated that there were internal limitations counteracting any need they might have for non-white personnel. Such comments as the following fall into this category.

"We will have to grow into this to be able to afford beyond present limits of staff."

"Staffing positions filled....no expansion anticipated."

From examination of these 16, we see that it is largely a response given by smaller agencies. There were 11 small, 4 medium and only 1 large agency that answered in this way. Considering the size of the agencies involved, this may be a realistic appraisal of their situation. In a depressed economy, jobs would

scarce. It is too bad, however, that it is the non-white applicant who seems most hurt by the current economic recession in social work.

(C) Non-Whites Desirable but Not Necessarily Needed

Question one centered on the need for non-white personnel. When 14 agencies responded that non-whites were desirable and not needed it became apparent that the seriousness of the survey had not been understood.

The word 'need' was put in this question to indicate urgency. Desirability on the other hand does not imply the same urgency, nor does it indicate when these agencies would obtain such personnel. Here are some of the comments in this category:

"Need, probably not: Desirable - Yes!"

"We feel that it is highly desirable to have some positions filled by non-whites."

(D) Quality Over Race

Twelve agencies introduced the argument that quality and not race was the determining factor in hiring personnel. Examples of this are:

"Only if they were otherwise qualified for the position. Not just because they're black or any other minority group."

"We would consider minority groups for vacancies on staff with the same regard for their qualifications for a position."

No-one would deny the desirability of qualified social workers; however, it seems highly possible that stressing quality over race may be a defense against hiring non-white personnel. The response may also mean that agencies are looking for 'super-qualified' minority candidates and in this way make it even more difficult for minorities to get positions in social welfare agencies.

(E) Few Non-Whites in the Area

Eleven agencies said that they felt minimal needs for non-whites to fill social service positions because there were too few non-whites in the area being serviced by the agency. It appears from this response that many agencies feel that minorities should only work among their people. If this is the case, isn't it another form of segregation? Should not agencies want to encourage the use of minorities in all types of agencies with all types of clientele? Here are some of their comments:

"Because of the lily white characteristics of the community, there isn't a need to recruit especially for

a minority staff member."

"Minimal need at present due to small proportion of population being non-white."

"There are no minorities in this county."

(F) High Non-White Staff Presently

Another significant category included the responses of model cities area agencies. Of the 11 model cities agencies, 9 said that at the present time their staffs are comprised almost totally of non-whites.

"Because we are a part of the Model Neighborhood Concept, we are most concerned that all minorities receive employment."

"Since our agency primarily serves minorities, the majority of our staff are minority residents."

In this situation non-whites are working with non-white clientele. Although it is desirable that non-whites work with non-whites, it is unfortunate that many agencies do not see the reverse possibility: non-whites working among whites.

(G) Not a Direct Service Agency

Eight agencies responded to the question by stating that they had no need for non-white personnel because the agency was not a direct service agency. It is un-

clear why these agencies feel that minorities are not needed to fill indirect services as well as direct services.

"We are not a social service agency, but rather we employ one half time social worker."

"This is a professional organization; we have no social service positions to be filled."

(H) Non-Whites Needed; Shortage of Qualified Non-Whites

Seven agencies responded by referring to heavy competition for the non-white professionals in the area. Although there is a shortage of professionals, more and more non-white professionals are becoming available. Also, there are many non-white paraprofessionals which agencies can hire. Thus, to some extent these comments may indicate a lack of commitment and effort on the part of agencies.

"Currently we have no social work vacancies, but over the years we have had problems in finding qualified minority group social workers. Those few who are available were in great demand and competition was great."

"We are constantly on the lookout for qualified people to enter our profession both locally and nationally. There is presently a shortage."

These explanations by agencies constitute in many ways very real problems which must be considered in attempting to recruit non-whites. There may be staff limitations and there may be a shortage of non-white professionals and clients in Oregon. Likewise quality of worker is important whether non-white or white. Although these problems may impede recruitment, they should not prevent it or be used as rationalization against it.

Some of the comments and the lack of comments seem to reflect a lack of concern for the issue. When agencies respond that non-whites are not needed, or when they feel that non-whites are not supposed to be involved in indirect services or in services where whites constitute the bulk of the clientele, they are being insensitive to the needs of the various non-white communities.

The Size of Agencies and Need for Non-White Personnel

The relationship between agency size and 'felt need' for non-white personnel indicates that larger agencies are more likely than the smaller to express such a need. Approximately 78% of the larger agencies expressed the need, while only 56% of the medium sized agencies and 45% of the smaller agencies expressed the

need for non-white personnel.

Table 2.3 Size of Agency and Need for Non-White Personnel.

	Small	Medium	Large
	#	#	#
Yes	23 (40%)	14 (56%)	14 (78%)
No	26 (45%)	9 (36%)	1 (5%)
No Response	<u>9</u> (15%)	<u>2</u> (8%)	<u>3</u> (17%)
	58	25	18

N=101

The Location of Agencies and Need for Non-White Personnel

The data indicate that those agencies located in the metropolitan area were more likely to express a need than agencies not located in metropolitan area.

Table 2.4 Location of Agencies and Need for Non-White Personnel

	Metropolitan		Non-Metropolitan	
	#		#	
Yes	35	(66%)	16	(35%)
No	12	(23%)	24	(50%)
No Response	<u>6</u>	(11%)	<u>8</u>	(17%)
	53		48	N=101

If we break down our data more by separating agencies in the Model Cities Area from the rest of the Portland Metropolitan area we see an even more pronounced relationship between location and felt need. Of the 11 agencies in the Model Cities Area, 10 or 91% expressed the need. Although the majority of the Portland Metro areas expressed a need for non-white personnel the % is lower; only 57% of the other agencies located in the Portland Area expressed a need for non-white personnel.

Table 2.5 Portland Area Agencies and Need for Non-White Personnel.

	Model Cities		Other Portland Metro Area	
	#		#	
Yes	10	(91%)	24	(57%)
No	1	(9%)	12	(29%)
No Response	<u>0</u>	(0%)	<u>6</u>	(14%)
	11		42	

N=53

Governmental and Non-Governmental Agencies and Need for Non-White Personnel

The difference between governmental and non-governmental agencies and need for non-white personnel is

reflected in Table 2.6.

Table 2.6 Non-Governmental vs. Governmental Agencies and Need for Non-White Personnel.

	Non-Governmental and Private	Governmental
	#	#
Yes	34 (63%)	18 (38%)
No	14 (26%)	25 (53%)
No Response	<u>6</u> (11%)	<u>4</u> (9%)
	54	47

N=101

The data indicate that non-governmental including private agencies are more likely to express a need for non-white than governmental agencies. Of the private and non-governmental agencies, 34 or 63% expressed a need whereas only 18 or 34% of the governmental agencies expressed a need.

Agency Purpose and Need for Non-White Personnel

Table 2.7 Agency Purpose and Need for Non-White Personnel.

	Designed for Non-White		Not Designed for Non-White	
	#		#	
Yes	12	(92%)	41	(47%)
No	1	(8%)	35	(40%)
No Response	<u>0</u>	(0%)	<u>12</u>	(13%)
	13		88	

N=101

The 'felt needs' of an agency seem to be related to the client population an agency was designed to serve. Table 2.7 shows that of the 13 agencies designed to service non-white clientele, 12 indicated a need for non-white personnel. As previously noted the 13th agency, a Model Cities agency, was already largely staffed by non-whites so that in effect all 13 agencies indicate a need for non-whites. On the other hand only 47% of agencies not specifically designed to service non-whites groups expressed need for non-whites.

Summary and Conclusions

We have noted that about 50% of our sample express a need for non-whites. Of those not expressing a need the following reasons were given: staff limitations, non-white are desirable but not necessarily needed; quality over race; the lack of non-whites in the area served by the agency; the lack of direct service personnel in the agency; the shortage of non-white professionals in Oregon.

It was concluded that some of these reasons represent legitimate obstacles whereas other reasons seem to represent an insensitivity on the part of the agencies to the needs of non-white groups. The difficulties of recruiting non-whites should not be used as an excuse for not recruiting non-whites.

Analysis was made of the differences between agencies expressing a need for non-white and those not expressing a need. It was found that agencies specifically structured to service non-whites along with the larger, non-governmental agencies in the Portland Metropolitan area were the agencies most likely to express a need for non-white personnel.

CHAPTER III

Agency Need and Non-White Recruitment

Chapter III will deal with the programs agencies have developed in their attempts to recruit non-white personnel. Analysis will follow the same format as Chapter II; the responses to the questionnaire will be analysed in terms of agency size, location and function.

Agencies were asked to respond to the following:

"Many agencies have expressed a desire to have non-white personnel from minority groups fill social service positions....Does your agency envision such a need?"...."If so, is your agency presently involved in an active program designed to locate such personnel to fill these positions?"

Table 3.1 Response Distribution: Agency Recruitment.

	#	
Yes	23	(23%)
No	48	(48%)
No Response	30	(29%)

N = 101

In general, agencies are not involved in an active program designed to locate non-white personnel. Only 23 of the 101 agencies are involved in programs, while 48 are not. In addition, 30 agencies did not respond suggesting that perhaps they do not have a program.

Agency Comments and Non-White Recruitment

Agencies were given a chance to comment on this question and table 3.2 lists the most typical comments made.

Table 3.2 Agency Comments on Non-White Recruitment Programs.

Comments	# Making Comments
(A) "No Response"	39 (39%)
(B) "No Non-White Recruitment Program Encourage Applicants."	20 (20%)
(C) "Qualified Non-Whites Recruited"	12 (12%)
(D) "Non-White Self Help Program"	10 (10%)
(E) "System Selects Personnel Not Agency"	8 (8%)
(F) "Quality Over Race"	7 (7%)
(G) "Lack of Staff Turnover"	5 (5%)

N=101

(A) No Response

Thirty-nine agencies failed to comment on the question. Since 30 did not respond in the first place, we are left with little information on the attitudes of a sizeable number of agencies. Considering that the questionnaire could be perceived as threatening, it may be that failure to respond could be interpreted as meaning that these agencies have no non-white recruitment programs.

(B) No non-white recruitment program, but encourage non-white applicants

Twenty of the agencies indicated that they have no recruitment programs, many of these added that they did keep active files from applications of non-whites.

"Not active, only building an applicant file as opportunity presents itself through contacts with other agencies."

"At present we are not active in recruitment; however we are involved in referring applicants to other agencies whenever we hear of any openings."

These 20 agencies are merely reiterating the fact that they have no recruitment programs. They are simply taking applicants through relatively normal channels suggesting that, as such lack of programs have indicated

in the past, the hiring of non-whites will be very unlikely.

(C) Qualified Non-Whites Recruited

The phrase 'qualified' is used often when referring to non-white personnel. There were 12 agencies responding in this manner.

"The state of Oregon is an equal opportunity employer, required under law to actively seek out minority employees. We are looking for those who are qualified for these positions."

"We would consider any non-white person for any opening if they meet the job qualifications."

Again the comments frequently indicate no special programs of recruitment. As noted in Chapter II, although qualified applicants would be desirable in any agency, it seems that many agencies use 'quality' as a means of ignoring the problems of recruiting non-whites.

(D) Non-White Self Help Programs

There were 11 agencies who responded that they were a non-white self help program and at the same time had a high non-white staff. Of the 11 agencies, 10 were from the Model Cities area while the other was an agency designed to service Mexican Americans.

"Out of 35 people connected to our agency, 33 of them are non-white."

"Through our Operation Mainstream Impact Programs and New Careers, clients who are interested in social service are placed in such positions."

(E) System Selects Personnel Not Agency

Eight agencies responded by stating that they have no recruitment program because civil service controls employment. Examples of this response include:

"Hiring is done from the civil service roster. I would not know that the applicant is non-white unless the applicant made issue of it."

"All of our hiring is done from a civil service eligible list of persons who have expressed a desire to work in this geographic area."

It is certainly true that civil service controls hiring practices in governmental agencies. However, agencies can work to change the exams and the interview processes which discriminate against non-whites.

(F) Quality as a Factor in Recruitment Over Race

There were 7 agencies responding by stating that quality and not race was the primary consideration in employing people. The tone of many of these responses

implies that agencies presume that the ordinary mechanism for hiring people is likely to bring non-whites as well as whites into the agency. These agencies do not appear to understand the process of institutional racism. Unless recruitment programs are put into effect it is unlikely that non-whites will be hired by agencies.

Some examples of comments in this category are:

"We are not actively seeking non-white personnel... we seek quality in positions regardless of race."

"We receive applications from all qualified applicants at all times."

(G) Lack of Staff Turnover

Five agencies indicated that because there was no staff turnover, they were not actively recruiting non-white personnel. Such comments as the following reflect this category:

"Turnover is almost nil so there is no need to be looking for another person now."

"Employees are extremely stable, very little turnover."

This type of comment may be justified. Many agencies have very stable staffs and in addition during this period of economic recession turnover is likely to be less than usual.

Agency Size and Non-White Recruitment

There are some differences in the recruitment efforts made by agencies of differing size. To some extent smaller agencies are less likely to report recruitment efforts than larger agencies.

Table 3.3 Agency Size and Non-White Recruitment

	Small	Medium	Large
	#	#	#
Yes	7 (12%)	9 (36%)	7 (39%)
No	28 (48%)	12 (48%)	8 (44%)
No Response	<u>23</u> (40%)	<u>4</u> (16%)	<u>3</u> (17%)
	58	25	18

N=101

This difference becomes more pronounced when it is realized that smaller agencies were also less likely to respond to the question. Where 88% of the smaller agencies replied 'no' or gave 'no response', 64% of the medium agencies, and 61% of the large agencies gave a 'no' response.

Location of Agency and Recruitment Efforts

There are no significant differences in the

recruitment efforts of agencies in the Portland metropolitan area and agencies in non-metropolitan Oregon. Where 13 of the 53 metropolitan agencies reported recruitment efforts, 10 of the 48 non-metropolitan area agencies reported recruitment attempts.

Table 3.4 Location of Agency and Non-White Recruitment

	Metropolitan		Non-Metropolitan	
	#		#	
Yes	13	(25%)	10	(21%)
No	27	(50%)	21	(44%)
No Response	<u>13</u>	(25%)	<u>17</u>	(35%)
	53		48	N=101

Although the number of Model Cities agencies is small, there is little difference between the recruitment efforts of agencies in the Model Cities area and those in the remainder of Portland.

Table 3.5 Model Cities Agencies and Non-White Recruitment

	Model Cities		Other Portland	
	#		#	
Yes	3	(27%)	10	(24%)
No	7	(64%)	20	(48%)
No Response	<u>1</u>	(9%)	<u>12</u>	(28%)
	11		42	N=53

To some extent the similarities between Model Cities agencies and non-Model Cities agencies is misleading. Of the 11 Model Cities agencies, 10 report that they have 'non-white self help programs'. What the data reflect is the fact that these agencies are already staffed to a large extent by non-whites and thus the recruitment efforts have already been successful.

Governmental vs. Non-Governmental Agencies and Non-White Recruitment

Again there seems to be little difference in the recruitment efforts of governmental and non-governmental agencies. Neither shows a particularly high interest in recruiting.

Table 3.6 Non-Governmental and Governmental Agencies and Non-White Recruitment.

	Non-Governmental		Governmental		
	#		#		
Yes	14	(26%)	12	(26%)	
No	26	(48%)	20	(43%)	
No Response	<u>14</u>	(26%)	<u>15</u>	(31%)	
	54		47		N=101

Agency Purpose and Non-White Recruitment

The recruitment efforts are somewhat related to the client population being serviced by the agency. Of the 13 agencies specifically designed to serve non-whites 6 are actively recruiting non-whites, whereas only 15 of those who are not designed indicate efforts in recruitment. This difference is more obvious when it is realized that agencies designed to serve non-whites already have a large number of non-whites working in them.

Table 3.7 Agency Design and Non-White Recruitment.

	Designed		Not Designed	
	#		#	
Yes	6	(46%)	15	(17%)
No	6	(46%)	44	(50%)
No Response	<u>1</u>	(8%)	<u>29</u>	(33%)
	13		88	N=101

Summary and Conclusions

We have noted that relatively few agencies have instituted programs for recruiting non-white personnel.

Of those agencies indicating that they have no recruitment programs, the following reasons were given: no programs but encourage non-white application; quali-

fied non-whites recruited; non-white self help program, with high non-white staff; system selects and not the agency; quality as a factor in selection and not race; and because the lack of staff turnover.

It has been concluded that some of the reasons represent legitimate obstacles whereas others seem to represent a lack of involvement in the area of recruitment.

Analysis was made to determine the differences between agencies who do have recruitment programs and those that do not. In general, there is a tendency for agencies in the Model Cities area or agencies designed specifically to service non-whites to have recruitment programs. In addition larger agencies are more likely than smaller agencies to have recruitment programs.

CHAPTER IV

The Employment of Minority Group Social Service Personnel

To obtain the actual frequency and present occupational status of minority group employees in social service agencies the following question was asked of agencies:

"In order to help us determine the current situation in the community please designate the number of minority personnel employed in social service positions in your agency, i.e. casework aides, caseworkers, counselors, supervisors, community organizers, group workers, child care workers, etc. Do not include clerical, maintenance, or culinary staff. Also, please do not list names but merely indicate the minority group they represent."

In addition, Agencies were asked to list the number of minority group employees on staff in terms of the minority group represented. Minority group was operationally defined as American Indian; Asian American, to include Japanese, Chinese, Hawaiian, and Filipino; Black; and Spanish-speaking, to include Chicano, Cuban, and Puerto Rican.

With each minority group worker identified, agencies were to specify the educational attainment of said worker. Educational attainment to mean, 8th grade, High School, some College, College, or Graduate Degree. The agencies were then to distinguish the position each

minority group staff member held within the agency, i.e. the job title including the salary received.

Part I of Chapter IV will describe the present hiring patterns to be found in Oregon agencies. After examining agency responses to the above question, analysis will focus on: 1) The differences between Non-Governmental and Governmental agencies, and 2) the differences among agencies located in various parts of the State. These dimensions have been selected because they appear to be exceedingly relevant in describing the hiring patterns of Oregon agencies.

Within these dimensions we will also partial out the effects of agency size and the client population the agency was intended to serve. Finally, in making the analysis we will be concerned with the actual numbers of minority personnel employed in agencies as well as with the mere existence of minority employees in agencies.

Part II will examine: 1) The occupational status of minority group employees, and 2) the educational background of such employees. Analysis will again focus on the differences between Governmental and Non-Governmental agencies and the differences in geographic location of the agencies. Size of agency will be employed when relevant and also the client population the agency

is designed to serve.

The dimensions utilized in this analysis include: Administrative positions held, Line Staff positions occupied, and Aide positions held. These dimensions are employed as they represent natural personnel divisions in most social service agencies.

Part I: Description of Hiring Patterns

A total of 392 Minority Group workers were identified as employed in Oregon social service agencies. 5,045 White Group social service workers were reported for a total employee count of 5,437. Minority Group personnel then comprise an estimated 7% of the total social service work force in Oregon social service agencies. Of this 7%, 4% or 17 persons were identified as American Indian, 26 persons or 7% as Asian American, 267 persons or 68% were listed as Black, and 77 persons or 21% as Spanish-speaking. 68 of the Spanish-speaking group were reported as Chicano.

Table 4.1 Minority Group and White Group Employment in Oregon Social Service Agencies.

Minority Group Employed	Breakdown within Minority Classification	No.	Total	% of Min.	% in ss Agen.
American Indian			17	4%	.004
Asian American			26	7%	.005
	Japanese	5			
	Chinese	5			
	Hawaiian	1			
	Filipino	2			
	Not specified	13			
Black			267	68%	.05
Spanish-speaking			77		
	Chicano	68			
	Cuban	8			
	Puerto Rican	1			
Total		392			.07
White		5045			.93
Total		5437			1.00
N=101 Agencies sampled					

A. Agencies with Minority Group Personnel on Staff:
Non-Governmental/Governmental

In order to identify those agencies, both Non-Governmental and Governmental, most likely to have minority personnel employed a general overview was first obtained. Agencies were separated into two categories:

1) Those with at least one minority group person on staff, 2) those with no minority group persons on staff.

Table 4.2 Number of Minority Group Social Service Workers by Non-Governmental and Governmental Agencies.

	Non-Governmental (54)	Governmental (47)
Have at least one minority group person on staff	25 (46%)	19 (41%)
Do not have at least one minority group person on staff	26 (48%)	25 (53%)
No response	3 (6%)	3 (7%)

n=101

There was found to be a fairly equal distribution between the two agency types. 46% of all Non-Governmental agencies had at least one Minority Group person on staff, 48% did not. 41% of all Governmental agencies had at least one minority person on staff, 53% did not.

Number of Minority Group and White Group Personnel Employed: Non-Governmental/Governmental.

The picture remains deceptive however, unless the

actual number of White Group employees is examined and contrasted with the actual number of Minority Group employees.

Table 4.3 Number of Minority Social Service Workers as Compared to White Social Service Workers.

	Non-Governmental		
	Large	Medium	Small
White Employees	306 (82%)	434 (84%)	220 (85%)
Minority Employees	87 (18%)	99 (16%)	45 (15%)
Total Employees	393	533	265

n=25

Table 4.4 Number of Minority Social Service Workers as Compared to White Social Service Workers.

	Governmental		
	Large	Medium	Small
White Employees	3,501 (97%)	364 (97%)	220 (97%)
Minority Employees	141 (3%)	13 (3%)	7 (3%)
Total Employees	3,642	377	227

n=47

It can be seen that Governmental agencies, in all categories, have a very low number of minority workers when the total number of employees is considered.

232 Minority Group workers were reported as employed in Non-Governmental social service agencies. The total social service personnel count in such agencies was 1,191, making minority group workers 19% of the total work force.

Within this 19%, one American Indian was employed or less than 1% of the minority count. 2% or 5 Asian Americans were employed, 161 or 69% of the total were Black, and 65 or 28% were Spanish-speaking.

Governmental agencies were found to employ 160 persons identified as being from Minority Groups. These agencies employ a total of 4,246 workers making minority group personnel 3% of the total work force. Of this 3%, 10% or 16 persons were American Indian; 13% or 21 persons were Asian American; 66% or 106 persons were Black; and 11% or 12 persons were Spanish-speaking.

It is evident that there is a significant difference in the actual number of Minority Group persons employed in Non-Governmental agencies as opposed to Governmental agencies. While Non-Governmental agencies employ fewer total employees than do Governmental agencies they have on staff more Minority Group workers

than do Governmental agencies. (See Tables 4.19 and 4.20 for figures.)

B. Agencies with Minority Group Personnel by Location:
Metropolitan/Non-Metropolitan.

To locate geographically those agencies identified as having minority group personnel on staff, the Metropolitan and Non-Metropolitan areas were examined.

Again proceeding from general to specific, agencies were divided into those with at least one minority group person on staff and those with no minority group persons on staff.

Table 4.5 Number of Agencies with Minority Group Personnel by Location.

	Metropolitan	Non-Metropolitan
Have at least one Minority person on staff	30 (57%)	14 (29%)
Do not have at least one Minority person on staff	20 (38%)	31 (65%)
No Response	3 (5%)	3 (6%)
Total Agencies	53	48

n=101

It is readily apparent that Metropolitan area agencies are more likely to have at least one Minority Group person on staff and Non-Metropolitan area agencies are more likely to have no Minority Group persons employed.

Number of Minority Group and White Group Personnel by Location: Metropolitan/Non-Metropolitan

By looking at the total employee count within the agencies a more complete analysis of hiring patterns may be made.

Table 4.6 Number of Minority Social Service Workers Compared with White Social Service Workers by Location.

	Metropolitan Area		
	Large	Medium	Small
White Employees	1242 (92%)	377 (79%)	209 (82%)
Minority Employees	102 (8%)	102 (21%)	46 (18%)
Total Employees	1344	481	255

n=53

Table 4.7 Number of Minority Social Service Workers Compared with White Social Service Workers by Location.

	Non-Metropolitan Area		
	Large	Medium	Small
White Employees	2565 (95%)	419 (98%)	231 (97%)
Minority Employees	126 (5%)	10 (2%)	6 (3%)
Total Employees	2691	429	237

n=48

Within the Portland Metropolitan area there was found to be a total of 250 Minority Group workers in social service agencies. The total number of social service workers was 2,080 making the Minority Group 12% of the total work force. Of this 12%, 4% or 9 persons were American Indian; 5% or 12 persons were Asian American; 87% or 218 persons were Black; and 4% or 11 persons were Spanish-speaking.

The Non-Metropolitan area reported a total of 142 Minority Group workers and a total employee count of 3,215 social service workers. The Minority Group personnel comprises 4% of the total work force. This 4% is composed of 6% American Indian or 8 persons; 10%

Asian American or 14 persons; 37% Black or 49 persons; and 47% Spanish-speaking or 66 persons.

We again see a decided difference in the actual number of minority group personnel employed, in this case by location. The Metropolitan area has fewer total employees than does the Non-Metropolitan area yet has within its agency complex a larger number of minority group employees than does the Non-Metropolitan area. Refer to Tables 4.21 and 4.22 for complete figures.

C. Agencies with Minority Group Personnel by Location:
Model Cities/Portland.

It is obvious that most minority group personnel are located within the Metropolitan area, necessitating a closer look at this area. To gain an understanding of those agencies employing Minority Group personnel, agencies were again divided as to those with at least one minority person on staff and those with no minority persons on staff.

Table 4.8 Number of Social Service Agencies with
Minority Personnel by Location

	Model Cities		Portland	
Have at least one Minority person on staff	11	(100%)	18	(43%)
Do not have at least one minority person on staff	0		21	(50%)
No Response	0		3	(7%)
Total Agencies	11		42	

n=53

All Model Cities area agencies employ Minority Group personnel. 43% of Portland agencies employ such personnel, 50% do not and 7% did not respond.

Number of Minority Group and White Group Personnel by
Agency Size and Location: Model Cities/Portland.

To garner a more specific view of Minority and White Group employment, agencies have been separated by size and the number of Minority group workers contrasted with White Group employees.

Table 4.9 Number of Minority Social Service Workers and White Social Service Workers by Area and Size of Agency.

	Model Cities Area		
	Large	Medium	Small
White Employees	0	76 (52%)	32 (46%)
Minority Employees	0	81 (48%)	39 (54%)
Total Employees	0	157	71

n=11

Table 4.10 Number of Minority Social Service Workers and White Social Service Workers by Area and Size of Agency.

	Portland		
	Large	Medium	Small
White Employees	1242 (92%)	304 (94%)	176 (96%)
Minority Employees	102 (8%)	20 (6%)	8 (4%)
Total Employees	1344	324	184

n=39

It was found previously that Medium and Small Non-Governmental agencies had a high percentage of minority group personnel. As can be seen there are no Large Model Cities area agencies. Medium and Small agencies have a very high proportion of minority staff members. Since all Model Cities area agencies were classified as Non-Governmental, we may conclude the high percentage of Minority Group staff in Non-Governmental agencies is due to the Model Cities area agencies.

Metropolitan area agencies also showed high percentages of Minority Group personnel. From tables 4.9 and 4.10 it is apparent that these percentages are also obtained from the Model Cities area.

Location of Agencies: Model Cities Area/Portland

Generally, there was found to be a total of 120 Minority Group social service workers employed within the Model Cities area. There was reported to be a total of 228 employees making the minority group 52% of the total work force. Included in the minority groups represented was one American Indian or less than 1% of the total; one Asian American, also less than 1%; 116 Blacks or 97% of the total minority group representation; and two Spanish-speaking persons or 1.5% of the total.

Within the Portland area, 131 Minority Group persons were reported as being on staff. The total staff count of all agencies was 1,721, making the minority group 7% of the total. Represented within this 7% were 8 persons identified as American Indian or 4%; 10 of Asian American descent or 13%; 104 Blacks or 79%; and 19 persons identified as Spanish-speaking or 4% of the total.

As was reported previously, there was a total of 392 Minority Group social service workers employed in Oregon agencies. 120 of these employees are from the Model Cities area or 31% from 11 agencies. See Tables 4.23 and 4.24 for complete figures.

C. Agency Purpose: Designed to Serve Minority Groups/
Not Designed to Serve Minority Groups

It has been shown that a large percentage of Minority Group workers are employed within the Model Cities area. All Model cities area agencies with the exception of one have been classified as 'Designed to Serve Minority Groups.'

It was found that agencies 'Designed to serve Minority Groups' have on staff 53% Minority Group personnel. Agencies 'Not Designed to serve Minority Groups' have on staff only 4% Minority Group personnel.

Table 4.11 Number of Minority Group and White Group Social Service Workers by Agency Purpose.

	Designed to serve Minority Groups (13)	Not Designed to serve Minority Groups (88)
White Employees	153 (47%)	4892 (96%)
Minority Employees	177 (53%)	215 (4%)
Total Employees	330	5107
n=101		

Summary

It has been found that Minority Group personnel comprise 7% of the total social service work force in Oregon agencies. Of the three most prevalent minority groups in the State, American Indians make up a miniscule .004% of the total number of social service workers. Blacks account for 5%, and Spanish-speaking personnel only 1%.

The highest percentage of Minority Group personnel was found to be in agencies 'Designed to Serve Minority Groups,' including Model Cities area agencies as 52% of their work force are Minority Group personnel.

Within the Non-Metropolitan area 142 Minority Group persons were reported employed. 58 or 41% of these

employees are employed in one agency considered to be 'Designed for Minority Groups.' 59% or 84 persons are then dispersed between 44 agencies.

We may conclude that most Minority Group social service workers are concentrated in a very few agencies termed 'Designed to Serve Minority Groups.' Where there are few agencies so specified, i.e. Governmental agencies, Non-Metropolitan area, there are few Minority Group social service workers.

Part II: Description of Job Classification and Educational Attainment.

Of the 392 Minority Group workers identified only 233 were further classified as to position held, education and salary. In two cases the reason was the large number of minority personnel employed prohibited listing each by occupation, education and salary. One agency refused to identify personnel in this manner stating, "We do not place all the unnecessary obstacles placed in the way by other agencies namely, certification, degrees, prior professional experience, etc. Civil Service tests are also an effective discriminatory tool we don't use."

A total of 233 Minority Group workers were identified as to position, education and salary. Of the 233,

30 were found to be in administration, or 13% of reported staff. 22 administrators held college degrees, 5 held advanced degrees and 3 had some high school.

152 workers were reported to be in the Line Staff category or 52% of the total. 7 of these had finished the 8th Grade, 32 had finished High School, 85 had college degrees, 9 held advance degrees, 1 qualified by experience and 18 were unspecified.

In the Aide category a total of 81 persons were classified, or 35% of the total. One aide had finished the 8th Grade, 27 had finished High School, 3 had college degrees, 41 qualified by experience, and 9 were unspecified.

Table 4.12 Number of Minority Group Workers by Job Classification.

Job Classification	Number Employed	% of those Reported	% of Total
Administration	30	13%	3%
Line Staff	152	52%	39%
Aides	81	35%	21%
Total	233	100%	
Unspecified	152		39%
Not Social Service	7		1%
Total	392		100%

Table 4.13 Number of Minority Group Workers by Educational Attainment.

Job Classification	8th Grade	High School	College	Grad. Deg.	Exp.	n/r
Administration		3	22	5		
Line Staff	7	32	85	9	1	18
Aides	1	27	3		41	9
Total	8	62	110	14	42	27
n=44						

A. Job Classification by Agency Type and Size: Non-Governmental/Governmental.

To obtain a fuller understanding of the position Minority Group social service staff occupies in the agency structure, the agencies were first classified as to size and type.

Table 4.14 Number of Minority Social Service Workers by Job Classification, Agency Type, and Size.

	Non-Governmental		
	Large	Medium	Small
Administration	2 (7%)	6 (19%)	10 (24%)
Line Staff	24 (86%)	25 (81%)	25 (61%)
Aides	2 (7%)	0 (0%)	6 (15%)
Total	28	31	41

n=25

Table 4.15 Number of Minority Social Service Workers by Job Classification and Size of Agency

	Governmental		
	Large	Medium	Small
Administration	10 (77%)	1 (10%)	1 (15%)
Line Staff	70 (48%)	4 (40%)	4 (70%)
Aides	67 (45%)	5 (50%)	1 (15%)
Total Minority Staff	147	10	6

n=19

Within Non-Governmental agencies most personnel are found to be in the Line Staff category. Medium and Small Non-Governmental agencies show a higher percentage

of personnel employed in Administration than do Large agencies. Small Non-Governmental agencies have the highest percentage employed as aides, 15% or 6 people.

As can be seen, Governmental Large and Medium agencies have minority staff mainly distributed between Line and Aides. The largest number of Administrators (10) is found in Large agencies and the highest number of aides (67) is also to be found here. The Aide category is filled primarily from two agencies. Refer to Tables 4.25 and 4.26 for educational attainment and salary.

B. Job Classification by Area: Metropolitan/Non-Metropolitan

It has been shown that Non-Governmental agencies by number have more people employed in Administration than do Governmental agencies. Line Staff shows approximately the same number employed in both Governmental and Non-Governmental agencies. However, Governmental agencies by number have considerably more persons employed in the Aide category than do Non-Governmental agencies. To see if there is a difference in positions held by location, the Metropolitan and Non-Metropolitan areas are contrasted.

Table 4.16 Number of Minority Social Service Workers
by Job Classification and Area

	Metropolitan	Non-Metropolitan
Administration	18 (11%)	8 (9%)
Line Staff	105 (64%)	31 (36%)
Aides	40 (25%)	47 (55%)
Total Minority Employees	163	86

N=41

By percentage and number Metropolitan agencies have more personnel engaged in administration and line positions than do Non-Metropolitan agencies. By number, the Aide category is equivalent in both locations; however, in Non-Metropolitan agencies it accounts for 55% of the total reported staff, while in Metropolitan agencies only 25% of reported staff. For education and salary, refer to Tables 4.27, 4.28 and 4.29.

C. Job Classification by Area: Model Cities Area/
Portland

It was previously noted that Metropolitan area agencies scored high in Minority Group personnel due to the Model Cities area agencies. It may be that Model Cities agencies also account for the higher percentages

of Administrators and Line Staff seen in the Metropolitan area.

Table 4.17 Number of Minority Social Service Workers
by Job Classification and Metropolitan area.

	Model Cities	Portland
Administration	12 (23%)	6 (5%)
Line Staff	37 (71%)	68 (61%)
Aides	3 (6%)	37 (34%)
Total Minority Employees	52	111

It is evident that the majority of Administrators, both by number and percent are to be found in Model Cities area agencies. Line Staff is equivalent in the two areas, while with the exception of 3 Aides, all others are found in Portland agencies. See Tables 4.28 and 4.29 for education and salary.

D. Job Classification by Agency Purpose: Agencies
Designed to Serve Minority Groups/Not Designed to Serve
Minority Groups

Agencies 'Designed to Serve Minority Groups' responding to Part II were essentially Model Cities Area

agencies. Three agencies did not respond for reasons already cited.

Table 4.18 Number of Minority Group Workers by Job Classification and Agency Design.

	Designed for Minority Groups	Not Designed for Minority Groups
Administration	12 (23%)	14 (6%)
Line	37 (71%)	100 (49%)
Aides	3 (6%)	84 (43%)
Total	52	198

As is expected, Line Staff in both agency types account for the largest number of persons employed. A reversal is seen in the other categories. In agencies 'Designed for Minority Groups' Administrators make up 23% of the personnel employed, Aides only 6%. In agencies 'Not Designed for Minority Groups' only 6% of personnel appear in Administration while 43% show in the Aide category.

Summary

It was found that the highest percentage of Minority personnel was employed in 'Agencies Designed

to Serve Minority Groups'. Part II has shown that this Minority personnel is employed almost totally as Administrators and Line Staff with very few Aides reported.

In agencies other than those 'Designed to Serve Minority Groups', Administration shows the lowest percent of total employees, with Line Staff positions showing the highest percent, closely followed by the Aide category.

The position occupied by personnel within the agency seems closely linked with educational attainment. Only three administrators did not have college degrees. Line Staff personnel ran the educational gamut but with the majority of workers holding college degrees. Aides were most frequently found to have completed high school. A large group of Aides qualified on the basis of experience.

Regardless of location or agency type educational attainment seems to remain an important variable in occupational position.

Table 4.19 Minority Group and White Group Employment by Governmental Agencies.

Group Employed	Number of Group Employed	% of Min. Employees	% Total
American Indian	16	10%	
Asian American	21	13%	
Black	106	66%	
Spanish-speaking	12	11%	
Total	160*	100%	3%
White	4086		97%
Total	4246		100%

n=47

*One agency listed 5 Minority Group workers but did not specify nationality. They are then included in the total (160) but not in the breakdown.

Table 4.20 Minority Group and White Group Employment by Non-Governmental Agencies

Group Employed	Number of Group Employed	% of Min. Employees	% Total
American Indian	1	1%	
Asian American	5	2%	
Black	161	69%	
Spanish-speaking	65	28%	
Total	232	100%	19.4%
White	959		81%
Total	1191		100%

n=54

Table 4.21 Minority Group and White Group Employment by Location: Metropolitan Area.

Group Employed	Number Employed	% of Minority	% of Total
American Indian	9	4%	
Asian American	12	5%	
Black	218	87%	
Spanish-speaking	11	4%	
Total	250	100%	12%
White	1830		88%
Total	2080		100%
n=53			

Table 4.22 Minority Group and White Group Employment by Location: Non-Metropolitan area.

Group Employed	Number Employed	% of Minority	% of Total
American Indian	8	6%	
Asian American	14	10%	
Black	49	37%	
Spanish-speaking	66	47%	
Total	142	100%	4%
White	3215		96%
Total	3357		100%
n=48			

Table 4.23 Minority Group and White Group Employment by Location: Model Cities.

Group Employed	Number Employed	% of Minority	% of Total
American Indian	1	.008%	
Asian American	1	.008%	
Black	116	97%	
Spanish-speaking	2	.016%	
Total	120	100%	52%
White	108		48%
Total	228		100%
n=11			

Table 4.24 Minority Group and White Group Employment by Location: Portland.

Group Employed	Number Employed	% of Minority	% of Total
American Indian	8	4%	
Asian American	10	13%	
Black	104	79%	
Spanish-speaking	9	4%	
Total	131	100%	7%
White	1721		93%
Total	1852		100%
n=42			

Table 4.25 Job Classification of Minority Group Workers
by Agency Type: Non-Governmental.

Job Title	Number in Category	Education	Salary
Administration:			
Director	2	College	8,822
Director	5	College	12,815
Admin. Assist.	2	College/Grad.	6,414
	3	College/Grad.	6,841
Supervisor	2	College	6,000
	2	College/Grad.	11,040
	2	Some H.S./H.S.	6,200
Total	18		
Line Staff:			
Social Worker	1	MSW	9,000
	4	College	8,550
	1	no response	12,000
Consultant	1	MSW	13,000
Counselor	1	Some College	4,128
	3	B.A.	9,000
Child Care Wk.	3	8th grade/H.S.	5,000
	5	H.S./Coll.	4,512
	10	H.S./Some Coll/ College	6,000
Specialist	8	College	8,526
	1	College	7,800
	1	8th Grade	5,668
Group Wk.	2	Some Coll.	4,896
Neighborhood Wk.	4	H.S.	5,723
Recreation Wk.	1	Some Coll.	no res.
Houseparents	2	8th Grade	6,000
Homemaker	20	8th Grade/H.S.	no res.
	2	8th Grade	3,368
Instructor	1	H.S.	no res.
	4	H.S./Coll.	5,000
Total	74		
Aides:			
Social Work Assist.	2	H.S.	no res.
Community Aide	1	no res.	no res.
Aide	5	H.S./Coll.	4,950
Total	8		
Other:			
Bookkeeper	2	College	6,600
Total	2		

n=25

Table 4.26 Job Classification of Minority Group Workers
by Agency Type: Governmental.

Job Title	Number in Category	Education	Salary
Administration:			
Director	1	College	12,600
	1	Ph.d	22,600
Admin. Assist.	7	H.S./Coll./ Exper	11,424
Supervisor	3	B.A./MSW	12,000
Total	12		
Line Staff:			
Counselor	1	MSW	9,500
	1	B.A.	no res.
	7	College/MSW	9,630
Social Worker	1	MSW	no res.
Caseworker	16	B.A.	8,232
	2	B.A.	8,460
Specialists	8	B.A.	8,526
	2	College	9,000
Child Care Wk.	14	H.S./Coll.	6,200
Interviewer	7	Some Coll.	6,504
Community Rep.	5	Some Coll./Exp.	8,590
Group Wk.	7	H.S./Coll.	4,896
Eligibility Wk.	6	H.S.	7,028
Total	78		
Aides:			
Aides	59	H.S./Exper.	5,030
Casework Aides	5	no res.	7,014
Assist. Counselor	1	some College	5,628
Aides	5	H.S./Exper.	3,960
New Careers	3	Unemployed	5,000
Seamstress	1	H.S.	5,872
Total	73		
Other:			
Tax Auditor	1	Some Coll/Exp.	10,000
Assist. Professor	3	MSW/Ph.d.	13,530
Police woman	1	College	10,836
Total	5		

n=19

Table 4.27 Job Classification of Minority Group Workers
by Location of Agency: Non-Metropolitan.

Job Title	Number in Category	Education	Salary (Average)
Administration:			
Director	2	College/Ph.d	17,600
Administrator	2	Grad. Degree	13,470
Admin. Assistant	2	B.A. plus Exper.	11,424
Supervisor	2	B.A. plus Exper.	11,242
Total	8		
Line Staff:			
Social Worker	1	MSW	No Response
Counselor	3	College/MSW	9,000
Caseworker	17	B.A.	8,232
Eligibility Wk.	7	Some College/ H.S.	7,028
Group Worker	1	High School	7,000
Specialist	2	College	9,000
Total	31		
Aides:			
Aides	46	8th/H.S./Exper.	5,030
Seamstress	1	High School	5,872
Total	47		

N=14

Table 4.28 Job Classification of Minority Group Workers
by Location: Portland.

Job Title	Number in Category	Education	Salary (Average)
Administration:			
Director	2	College	8,492
Admin. Assist.	1	H.S. plus exp.	9,000
Supervisor	3	College/Grad.	12,000
Total	6		
Line Staff:			
Social Worker	2	MSW/no response	9,500
Group Worker	9	Some college	4,896
Counselor	7	College/MSW	9,896
Consultant	1	MSW	13,000
Interviewer	7	Some college	6,504
Specialist	2	College	8,000
Community Reps.	5	Some Coll/Exp.	8,590
Child Care Wk.	13	8th/H.S./Coll.	5,843
Homemaker	22	8th Grade	3,368
Total	68		
Aides:			
Social Work Assist.	14	High School/Exper	7,014
Aides	21	High School/Exper	5,134
New Careers	2	Unemployed	5,000
Total	37		
Others:			
Bookkeeper	2	College	6,600
Tax Auditor	1	College/Exper.	10,000
Assist. Professor	3	MSW/Ph.d.	13,530
Total	5		

n=18

Table 4.29 Job Classification of Minority Group Workers
by Location: Model Cities.

Job Title	Number in Category	Education	Salary (Average)
Administration:			
Director	5	College	12,815
Admin. Assist.	3	College	7,341
Supervisor	4	H.S./College	7,733
Total	12		
Line Staff:			
Social Worker	3	College	7,000
Counselor	3	College	10,568
Specialist	9	College	8,526
Specialist	1	8th Grade	5,608
Child Care Wk.	10	H.S./Some Coll.	6,200
Comm. Rep.	3	College/H.S.	6,123
Instructor	5	College/H.S.	5,040
Total	37		
Aides:			
Aides	3	College/Some Coll.	6,360
n=9			

CHAPTER V

Agency Suggestions to the School of Social Work

Since the School of Social Work would like to be of assistance to agencies in helping them meet the needs of minority groups, the agencies were asked:

"How might the total school or any of its component programs facilitate your efforts? (You may want to keep in mind that the school offers undergraduate, graduate, and continuing education training. Although the school's approach is generic, it is increasingly able to train students who wish to specialize in research, community organization, supervision and administration, as well as casework and group work. By the same token, the school could possibly provide services to agencies such as serving as an information source in the recruitment of minority group personnel)."

The majority of agencies chose not to respond to this question. Indeed, of 101 agencies only 41 responded. Apparently most agencies see no role for the School of Social Work in helping them meet the needs of minorities.

Before examining the suggestions made by the 41 agencies that did respond, let us determine the difference between the kinds of agencies that did and did not respond. We will look at the following variables:

- a) Size of agency
- b) Purpose of agency
- c) Location of agency
- d) Governmental status of the agency

I. Agency Size

Table 5.1 Agency responses by Size of Agency

	<u>Small</u>	<u>Medium</u>	<u>Large</u>	<u>Total</u>
Response	18 (31%)	11 (44%)	12 (66-2/3%)	41
No Response	<u>40 (69%)</u>	<u>14 (56%)</u>	<u>6 (33-1/3%)</u>	60
Total	58	25	18	

N=101

There does appear to be a significant relationship between agency size and response to the question. Among agencies classified as small, forty or 69% did not respond whereas among medium sized agencies 56% did not respond. Of the 18 large agencies 6 or 33-1/3% did not respond.

The lack of response may be due to the fact that smaller agencies do not see the School of Social Work as a resource in recruiting non-whites. It may also be that smaller agencies are less likely to be looking for

candidates to fill vacant positions. (See Chapters II and III.)

II. Agency Purpose

Table 5.2 Agency Purpose by Response to Questionnaire

	<u>Designed to Serve Non-Whites</u>	<u>Designed to Serve Whites</u>
Response	10 (76-2/3%)	36 (41%)
No Response	3 (23-1/3%)	52 (59%)
Total	13	88

N=101

In our sample, there were 13 agencies designed to serve non-whites. These agencies included Model City agencies, the Valley Migrant League and the Bureau of Indian Affairs. Although the numbers are small 10 of the 13 agencies serving non-whites responded to the question, while only 36 of the remaining 88 responded. These figures suggest that the commitment to hiring non-whites is not very profound in agencies not specifically designed to serve non-whites.

III. Location of Agency

a. Portland Metropolitan Area

Table 5.3 Metropolitan Area and Non-Metropolitan Area
by Agency Response

	Metropolitan	Non-Metropolitan
Response	29 (55%)	20 (43%)
No Response	24 (45%)	28 (57%)
Total	49	52

N=101

Although the trend is not particularly strong, Portland Metropolitan area agencies were more likely than non-Metropolitan area agencies to give suggestions to the School of Social Work.

b. Model Cities Agencies

Table 5.3 Model City and Other Sectors of Portland
Metropolitan Area by Agency Response

	Model Cities	Other Portland
Response	9 (82%)	16 (38%)
No Response	2 (18%)	26 (62%)
Total	11	42

Agencies in the Model Cities area were more likely to give suggestions than agencies in the remaining areas of Portland. Of the 11 Model City agencies 9 gave suggestions while only 16 of the 42 other agencies gave suggestions.

It is apparent that the location of the agency is significantly related to giving suggestions. The closer an agency is to the problems and pressures of non-white communities the more likely it is to ask the School of Social Work for assistance in recruiting non-whites.

IV. Governmental Status

Table 5.4 Governmental Status and Agency Response

	Non-Governmental	Governmental
Response	22 (42%)	19 (41%)
No Response	32 (58%)	28 (59%)
Total	54	47

N=101

Table 5.4 indicates that governmental agencies are no more likely than non-governmental and private agencies to give suggestions on how the School of Social Work

could be helpful in the recruitment of non-whites. Where 42% of the non-governmental and private agencies responded, 41% of the governmental agencies responded.

Thus in looking at the suggestion given by agencies we must keep in mind that they are generally the suggestions of:

1. The larger agencies in Oregon
2. Those specifically designed to serve non-whites.
3. Portland Metropolitan agencies especially from the Model Cities area.
4. Both governmental and non-governmental including private agencies.

V. Agency Suggestions

Table 5.5 Suggestions by Agencies of the Ways in Which the School of Social Work May Help in Recruiting Minority Personnel

Suggestions	Number of Agencies Making Suggestions
1. Provide educational courses in Social Work to agency staff for further training	11 agencies
2. Recruitment of minority personnel	10 agencies
3. Agencies request school become more aware of agency services	5 agencies
4. Continue field placements with School of Social Work	3 agencies
5. Research assistance	2 agencies

Agencies were asked to give suggestions to the School of Social Work as to how the school could best serve them in recruiting minority group personnel. Basically, there were five suggestions given by the agencies:

1. Some agencies wanted the school to provide educational courses in Social Work to further train their staff.
2. Several agencies were interested in recruitment of minority personnel and were especially interested in more minorities becoming aware of their agency and its functions.

3. Other agencies wanted the school to become more acquainted with general agency services.
4. Still other agencies were interested in having the school continue field placements at their agencies as a means of introducing them to potential non-white candidates.
5. Finally, some agencies suggested that research be done in their agencies.

Continued Education

The most common request of the agencies was for continuing education courses to upgrade the existing staff of agencies. This request was especially common among smaller agencies.

The following are quotes from the agencies:

- a) "Provide continuing educational courses for personnel on the job."
- b) "Provide continuing educational courses in eastern Oregon. We would benefit from guest appearance from the School of Social Work."
- c) "We hope the School of Social Work can offer courses to our staff."
- d) "Our agency would benefit from taped lectures and having study courses so that our area can be reached."
- e) "We would want continued undergraduate courses in Social Work so that those who work here can have a general knowledge of Social Work in our community."
- f) "We need courses to assist in basic casework skills for our staff."

It is interesting that none of these requests specifically indicate that the courses would be for non-white staff. In fact, many of the replies seem to be requests to the general needs of existing white personnel. We can only assume that the agencies are willing to recruit non-whites if continuing education courses were available to them.

Aid in Recruitment

The second most common request was for direct assistance in the recruitment of minority personnel. The following responses were given:

- a) "We would hope the School of Social Work continue to actively recruit and support more non-white students, as an attempt to have qualified non-whites in the field of Social Work."
- b) "We will use the school as a source for information on minority personnel."
- c) "We see a need for on going and concentrated recruitment of candidates for undergraduates, graduate work in social work for future employment."
- d) "The school could inform minority students seeking employment of our project."
- e) "The school should maintain as up to date list of minority students who are available for employment."
- f) "We would appreciate knowing resources to contact for recruiting non-white personnel. The school could provide this service to us in providing leadership to assist as an inspiration to eliminate racism."

- g) "Advise minority students of the opportunity available to them under the equal opportunity act, particularly in governmental services at all levels."
- h) "Would welcome minority referrals whenever such persons are available."

Acquaintance with Agencies

The third most common request for the school to become more acquainted with already established agencies and the services they provide. The following are quotes:

- a) "Inform students of our services to the elderly."
- b) "We are willing to send a staff member from our agency to explain fully our program and what it has to offer."
- c) "Come out to get more acquainted with our program and discuss it."
- d) "Come to get acquainted with our program to see if it is useful to the school."

Field Placements and Research Assistance

A few of the agencies expressed a desire to continue or develop field placements in their agencies.

- a) "We are willing to negotiate for field placements with the School."
- b) "Continue and increase the number of field placements with us."
- c) "We would like the School to continue to have us as a field placement."

In addition, a couple of agencies indicated that they would like the school to use their agencies for research projects. An example of such a request is: "We are willing to assist in any way on research projects."

Summary

Agencies were requested to give suggestions on how the School of Social Work could help them in the recruitment of minority group personnel. Only 41 of the 101 agencies returning the questionnaire responded to the request. These agencies tended to be:

1. The larger agencies in Oregon
2. Agencies designed to meet the needs of non-whites.
3. Portland Metropolitan area agencies especially agencies in the Model City areas.

On the whole, the suggestions given by these agencies were instructive. Agencies desired:

- a) continuing education courses to up-grade staff;
- b) direct aid in recruiting non-white personnel;
- c) indirect aid in recruiting non-whites by acquainting non-whites with agencies; developing or continuing field placements in agencies; and using agencies for research projects.

CHAPTER VI

Problems Encountered in Locating Non-White Personnel

The researchers were interested in what types of difficulties agencies had encountered in their attempts at locating non-white social service personnel. Also, there was interest in what agencies saw as future problems in that area. Therefore, there was a specific question directed to this: "What difficulties have you encountered in your endeavor to recruit non-white personnel? Also, do you foresee any future difficulties in this area?"

Agency Responses

Table 6.1 Response Distribution.

Yes	40	(40%)
No	22	(21%)
No Response	39	(39%)

N=101

Of the 101 agencies samples, 40 agencies reported that they were having difficulties in recruiting

minority personnel. On the other hand, 22 reported no difficulties in this regard. In addition, 39 agencies failed to respond, indicating that they have made no attempts to recruit non-whites.

Agency Response by Size of Agency

Table 6.2 Agency Response by Size of Agency.

	Small	Medium	Large
Difficulty in recruiting non-whites	20 (34%)	9 (36%)	11 (62%)
No difficulty	10 (17%)	8 (32%)	4 (22%)
No response	28 (49%)	8 (32%)	3 (16%)
	—	—	—
	58	25	18

N=101

There appears to be a significant relationship between agency size and reported difficulty in recruiting non-whites.

Table 6.2 suggests that as agency size increases, reported difficulty decreases. Further support for this is found in the significantly larger number of smaller agencies indicating that they do not feel a need for

minorities and so do not have programs for recruiting non-whites. (See Chapters II and III.)

Another trend is also clear; of the sixty-two agencies that answered the question, 64.5% or 40 agencies reported difficulty in recruiting non-whites for their social service positions.

Table 6.3 Agencies Designed to Serve Non-White Populations Compared to Those Not So Designed.

	Designed	Not Designed
Difficulty in recruiting non-whites	2 (15%)	38 (43%)
No difficulty	10 (78%)	12 (14%)
No response	1 (7%)	38 (43%)
	—	—
	13	88

N-101

There were thirteen agencies in the study that were operationally defined as being designed to serve primarily a non-white population. These included agencies from the Model Cities area of Portland, the Warm Springs Indian Agency, and the Valley Migrant League. The Model Cities agencies serve primarily a Black population, the Warm Springs Agency primarily American Indians, and the

Valley Migrant League primarily a Chicano population.

When viewed along this dimension, the results appear highly significant. Of those agencies designed to serve primarily a non-white population, 10 responded to the question while only one of these agencies did not respond. Among agencies not specifically designed for a non-white population, fifty agencies responded to the question, while thirty-eight of these agencies did not respond.

In addition, agencies that serve primarily non-white communities, report less difficulty in recruitment than those whose service population is less specific (78% to 14%). This may be due to more concerted efforts at recruitment, central "core" location, higher incidence of non-whites in the immediate geographical vicinity, etc.

Table 6.4 Responses of Metro Area and Non-Metro Area Agencies.

	Metro	Non-Metro
Difficulty in recruiting non-whites	20 (37%)	20 (42%)
No difficulty	16 (31%)	6 (12%)
No response	17 (32%)	22 (46%)
	<hr/> 53	<hr/> 48

N=101

Table 6.4 reflects the trend of the "metropolitan" agencies to respond more frequently to the question. Thirty-six, or 68%, of these agencies responded, while their "non-metropolitan" counterparts responded at a rate of 59%, or twenty-six agencies. Both groups of respondents report the same number of agencies experiencing difficulty in recruiting non-white personnel. The fact that a higher number of "metropolitan" agencies report having no difficulty in recruiting non-white personnel is somewhat misleading.

These discrepancies may, in part, be due to the fact that there is a higher concentration of non-whites in an urban setting than in the "metropolitan" area and that all of the Model Cities area agencies fall within this operational definition. If the reports of the Model Cities agencies are subtracted, the results are altered significantly.

Table 6.5 Recurring Comments by Responding Agencies Concerning Reasons for their Difficulty in Recruiting Non-White Personnel.

Comments	Number of Agencies Making Responses
1) "Non-whites lack experience and training in social service areas coupled with a shortage of qualified non-whites."	23
2) "Few non-white applicants."	7
3) "System selects personnel." (Civil Service)	6
4) "No difficulty."	22
5) Unclassified Responses	4
6) No Responses	39

N=101

Agencies were asked to comment on what difficulties they were encountering in their endeavor to recruit non-white personnel. There appeared to be three main themes in the comments received. They are summarized as follows: 1) Agencies felt that non-whites lacked experience and training in the area of social service. This, coupled with the shortage of qualified non-whites, made it difficult to locate and hire non-white personnel. 2) It was further commented that few non-whites apply for social service positions. 3) Civil Service positions

have been overlooked by non-whites for potential employment.

Lack of Experience, Training, and Qualification

The most prevalent of the comments was that non-whites lacked experience and training in social service. The following are some exemplary quotes from responding agencies: A) "No minorities available with minimum qualifications and none interested in the training programs available." B) "The only major difficulty has been the limited number of qualified minority personnel." C) "It is extremely difficult to find qualified Blacks to fill any position, particularly professional people. This problem will continue until more Blacks are trained for social service jobs." D) "We have not been able to locate as many qualified applicants as we would like. For the future we see difficulty in recruitment because the demand for qualified non-white personnel is increasing so rapidly. We hope that additional training programs will mean that many more qualified non-white personnel will become available." E) "Lack of persons with needed qualifications. The immediate future seems dim. Hopefully it will improve." F) "A lack of qualified applicants." G) "There are not proportionately very many professionally trained non-white persons and

this has limited our hiring for these jobs. In other positions this has not been the case and consequently we have a larger number in para-professional positions."

H) "The difficulty in recruiting non-white personnel is the lack of availability of qualified persons because of lack of education and/or experience."

Few Non-White Applicants

The second main comment on difficulties encountered in recruiting non-whites was that very few non-whites applied for social service positions. The following are a few comments from various agencies: A) "A very limited manpower resource among non-whites, eligible and motivated to work in the area of social work." B) "There are very few non-whites who apply." C) "Failure of minorities to apply and/or appear for interviews and refusal to work for wages being paid to white contemporaries. Future difficulty lies in the attitude of minority applicants who refuse to start at ground zero like his white contemporary had to start." D) "We asked for 'minorities' (don't like the term) to interview for a position opening about 8 months ago from Civil Rights Division - Bureau of Labor. No applicants came forward."

Many of the comments in this area appeared to be based on stereotypes and unproved assumptions concerning

non-white groups. If agencies are indeed operating on these notions, then their efforts at recruitment are bound to be less successful. It is unlikely that any individual would seek to join an agency if they do indeed reflect such attitudes.

System Selects (Civil Service)

Finally, some agencies suggested that non-whites look into the possibility of applying to civil service commissions for jobs. The following quotes are examples of the comments of these agencies: A) "We offer consideration of all candidates for job positions sent to us on the list from civil service." B) "Major difficulties include getting minority persons on Civil Service registers. We must do our hiring from these lists. Also, we have difficulty getting minority group persons who will accept appointments anywhere in the state. They tend to restrict their areas of availability." C) "Insufficient numbers of non-white personnel trained in this field to qualify according to Civil Service requirements." D) "No difficulties. Employees are hired from a certified list from the Civil Service Commission."

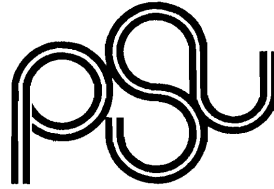
It is important to note that many agencies are affected by the use of civil service registers. Therefore, it is important that both prospective applicants

and the commissions themselves be aware of any potential areas of difficulty. It is of further interest that quote C) in the preceding section, beginning with "Failure of minorities...", came from the Oregon State Public Welfare Commission in Salem.

Summary

The implications revealed by the analysis of this question would appear to be for more concerted efforts towards increasing the awareness of both non-white communities and agencies state-wide of the need for non-white personnel in the social service sphere. The social service professions need to embark on a campaign of exposure to draw future members. These efforts should extend from the high school level to the university campuses to the communities themselves. Then, and only then, will the problems revealed in the analysis of this question begin to be solved.

APPENDIX I



Dear Sirs:

The National Association of Social Workers and the Council of Social Work Education have given high priority to overcoming the racial problems within the nation and the profession. Based on this priority, the School of Social Work is involved in developing policies which will enable it to deal more effectively with the problems of minority groups. We are recruiting students from disadvantaged American groups and making curriculum changes which focus more directly upon social problems.

One of the difficulties encountered in developing policies is that we have little knowledge of the current and projected needs of social service agencies in the Northwest. We do not know the present policies and existing programs which agencies are undertaking nor do we know the difficulties that they are facing.

In order to obtain information on such matters, a group of graduate students are gathering information from social service agencies in the Portland metropolitan area. Since they do not wish their thesis project to appear threatening, the students have endeavored to make this a joint school and community self-study. The students and their faculty advisor have consulted with and received endorsement from Gordon Hearn, the Dean of the School of Social Work; Katherine Clark,

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the Executive Director of Family Counseling Service; Leon Harris the Director of the Albina Multi-Service Center; Fred Hutchinson, the Executive Director of Albertina Kerr Homes; and Carl Sandoz, Executive Director of the Tri-County Community Council.

The information obtained will be useful not only in determining agency needs and problems, but also in identifying ways that the School of Social Work might better assist our community's agencies. The enclosed questionnaire has deliberately been kept short so that a great deal of your time will not be taken. At the same time, we would encourage you to make as many comments as you wish and to use extra sheets of paper if you so desire. Please return the completed questionnaire to me at the School of Social Work no later than January 26, 1972.

We thank you very much for your assistance and cooperation.

Sincerely,

John Longres

John Longres, Ph.d.,

Assistant Professor of

Social Work and Sociology,

and Faculty Research

Advisor

JL:dw

APPENDIX II

SOCIAL SERVICE COMMUNITY
SELF-STUDY QUESTIONNAIRE

(A) Name of Agency: _____

(1) Approximate number of personnel
employed: _____

(2) General purposes of agency _____

(B) 1. Many agencies have expressed a desire to have personnel from minority groups fill social service positions. Does your agency envision a similar need for non-white personnel in social service positions?

YES _____

NO _____

Comments: _____

2. If so, is your agency presently involved in an active program designed to locate such personnel to fill these positions?

NO _____

Comments: _____

YES _____

Specify: _____

3. What difficulties have you encountered in your endeavor to recruit non-white personnel? Also, do you foresee any future difficulties in this area?

- (D) In order to help us determine the current situation in the community, please designate the number of minority personnel employed in social service positions in your agency (i.e., casework aides, caseworkers, counselors, supervisors, community organizers, group workers, child care workers, etc.). Do not include clerical, maintenance or culinary staff. Also, please do not list names of people, but merely indicate the minority group they represent.

Minority Group:	Educational Background:	Occupational
(i.e., American Indian, Black, Cuban, Chinese, Japanese, Mexican, Filipino, Puerto Rican, etc.)	(i.e., 8th grade, high school, college, graduate degree -- please specify).	Title & Salary Range of Title Listed.
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

(E) Please list the total number of all personnel employed in occupational titles listed.

<u>Occupational Titles (as listed above)</u>	<u>Total # in Occupational Title</u>
_____	_____
_____	_____
_____	_____
_____	_____

(F) Comments or questions: _____

(G) The School of Social Work would like to be of assistance to agencies. How might the total School or any of its component programs facilitate your efforts?,

(You may want to keep in mind that the School offers undergraduate, graduate and continuing education training. Although the School's approach is generic, it is increasingly able to train students who wish to specialize in research, community organization, supervision and administration, as well as casework and group work.

By the same token, the School could possibly provide services to agencies such as serving as an information source in the recruitment of minority group personnel.)

(G)

(H) Title of individual filling out this questionnaire:
