McGILL UNIVERSITY

INDUSTRIAL SOCIAL WORK:
THEORY AND PRACTICE

A Conceptual Framework of Social
Work Practice in Industry and an
Analysis of Case Material from a
Political Perspective

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INDUSTRIAL SOCIAL WORK:
THEORY AND PRACTICE

The purpose of this research is to describe and ana-
lyze social work as it has been practised in industrial or-
ganizations. The first step in this task is to impart an
understanding of the structures and processes of the private
company. This will be accomplished by summarizing seven
major organizational theories and integrating the salient
concepts of each into a classification system. This para-
digm will permit derivation of the essential characteristics
of the business organization.

Five major areas of industrial social work activity,
human relations, community education, research, social re-
source development, and consultation will then be outlined.
A further dimension is required, however, in order to examine
adequately the consequences of these helping interventions
within the larger organization.

The political theories of conservatism and liberalism
are seen as relevant to this analysis. The fundamental prin-
ciples of each will be described. Such a political dimension
will permit examination of whether a particular act was pri-
marily conservative, tending to maintain and reinforce the
existing organizational structures and processes, or liberal,
tending to modify and reform the traditional functioning of
the organization.

Case material from industrial settings will then be presented. By integrating the principal elements of organizational and political theory, a framework according to which the case material can be analyzed is devised. Conclusions are then drawn regarding the political tendency and intensity of each activity.

Because of the limited sample size and possibility of bias inherent in the selection and analysis of case material, these conclusions are to be regarded as tentative. Through the assignment of quantitative values to these conclusions, it has been possible to generate the following hypotheses for future study in this field.

1. Human relations and community education effect little change in the overall functioning of the organization.

2. Consultation helps to reinforce the traditional institutional patterns of the company, although not to the extent of human relations and community education.

3. Facilitation of adaptation to the existing system, and modification of organizational functioning, both occur as a result of social resource development.

4. Most changes in the basic characteristics of the company are brought about by research.

5. Management control over the work process, communication, and decision-making is generally accepted.

6. Social work activity effects the most change in drawing attention to social welfare issues, and in channelling resources to meet those needs.

7. With respect to policy, social workers have both rein-
   forced existing rules, and have modified existing regu-
   lations and formulated new policy.

   These hypotheses will be interpreted with respect to
the services provided, the setting, the time factor, and the
research design of this study.

ACKNOWLEDGMENTS

I would like to take this opportunity to thank Glenn Drover, an excellent advisor and a good friend, for providing the inspiration, support, and critique which this endeavour constantly required. I am also grateful to David Woodsworth and Frank McGilly for their keen insights and observations which were very constructive and much appreciated.

S.R.J.

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CHAPTER I

INTRODUCTION

The Research Problem

The purpose of this research is to attempt a concep-
tualization of industrial social work. In general terms,
the aim of the study is twofold. The first objective is to
describe the major areas of industrial social work activity
by means of practice theory and through presentation of case
material. However, a portrayal of the activities that social
workers have performed within the industrial context is not
sufficient; it is also necessary to examine the implications
or consequences of these helping interventions within the
organization. The second objective will therefore be to an-
alyze social work as it has been practised in this setting
in order to depict the relationship of the helping activity
to its contextual environment. The nature of this relation-
ship will be studied specifically in terms of the types of
changes effected by social workers within the organization.
The activities will be analyzed according to whether they
facilitate adaptation to the existing institutional patterns,
or whether they encourage modification and reform of organi-
zational structures and processes. Thus, a political dimen-
sion will be superimposed upon the description in order to

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assess the consequences of social work activity with particular individuals and groups in relation to the larger environment.

Methodology

The focus of Chapter II is upon the industrial organization itself in order to impart an understanding of the nature of the setting in which the various services are provided. In this chapter, seven major bodies of organizational theory are first briefly summarized. These are scientific management, administrative management, bureaucracy, human relations, structural-functionalism, systems theory, and contingency theory. It will be seen that each is incomplete in itself for an overall understanding of the functioning of the private business firm. Because of these weaknesses, an attempt is made to integrate the most salient concepts of organizational thought into a classification system. This paradigm essentially represents a synthesis of structural-functionalism and systems theory. It in turn has facilitated derivation of the major characteristics of the industrial firm which are summarized at the end of the chapter.

In Chapter III, the five major areas of industrial social work activity, human relations, community education, research, social resource development, and consultation, are described. These categories have been derived from articles written about this field, and from the experience of the author and colleagues who have practised in industrial organi-

zations. Social work literature is used as the basis from which to illustrate the essential components of each of these activities.

Chapter IV will be devoted to a discussion of the political theories of conservatism and liberalism. The principal elements of each will be summarized at the end of the chapter. This political dimension will be introduced for analytical purposes to be able to examine the kinds of changes effected by various social work activities. That is, does the intervention made by the social worker exhibit a conservative tendency in that it essentially maintains and reinforces the existing structures and processes of the company? Or does it, instead, act in a liberal manner by attempting to modify and reform certain aspects of organizational functioning? It is with these questions as a framework that the social work activity will be subsequently analyzed.

The organizational characteristics, the social work areas of activity, and the fundamental principles of conservatism and liberalism as discussed in Chapters II, III, and IV respectively are integrated in Chapter V. In this latter chapter, the description of social work activity (Chapter III) will be elaborated upon through the presentation of case material from the industrial setting. This empirical data has been selected from literature on the subject and from the McGill experience[1] to constitute a representative

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[1]See p. 6 below.

sample of what is considered typical work in this field.
Each area will then be analyzed according to a framework de-
vised in this chapter. The framework itself is a synthesis
of organizational components (Chapter II) and political con-
cepts (Chapter IV). It not only constitutes a single stan-
dard according to which every service can be compared, but
it also permits some fundamental questions about social work
helping efforts to be asked. Through the use of such a par-
adigm, the political tendency or types of changes produced
by social work intervention can be ascertained. Conclusions
regarding the political tendency and intensity of each area
of industrial social work activity outlined in Chapter III
will be drawn.

In Chapter VI, the weaknesses inherent in such a re-
search design will be discussed. To avoid emphatically as-
serting conclusions which a biased or necessarily limited
sample may have rendered untenable and fallacious, these
have instead been used as the basis from which to generate
hypotheses. The latter are derived by assigning arbitrarily
chosen quantitative values to each conclusion, thereby allow-
ing comparative judgments to be made. These hypotheses can
in turn constitute the foundation from which to launch fu-
ture inquiries into this field of practice.

Chapter VII is a summary of the research problem,
the methodology by which the problem was studied, and the
principal findings and conclusions of this research report.

Theoretical Basis

Three major bodies of theory have been used in this research. First, an understanding of the industrial organization necessitated a survey of various schools of thought pertaining to organizational functioning. Seven major theories of organization and a number of empirical investigations were studied. Several typologies which have attempted to integrate salient concepts were also examined. The paradigm devised in the first chapter was based on the theoretical and empirical literature on organizations.

Second, social work practice theory was reviewed in order to present a description of the major services provided within the industrial context. Social work texts and articles, employed often in the classroom as teaching material, were used as the basic literature for this section. Several readings pertaining specifically to industrial social work were also incorporated in both the descriptions of social work activity and the presentations of case material.

Third, the major elements of conservative and of liberal thought were derived from a survey of the literature of these two political theories.

Each of these three theoretical areas is treated separately in Chapters II, III, and IV of this research to establish a common conceptual foundation and basis of understanding. The major characteristics of each are integrated in Chapter V to constitute the framework from which to analyze the case material.

Rationale

Industrial social work is a relatively new phenomenon in Canada, although it is well established in other countries of the world such as France, Sweden, Peru, Israel, Iran, Japan, and the United States.[1] In this country, the McGill University School of Social Work contracted in 1973 to provide social services to Steinberg, Bell Canada, and the Bank of Montreal. Since that time, the School has continued to experiment in this field in a variety of ways.

The rationale for industrial social work has already been accepted in these other countries, and recognition of industry as a viable field of practice is beginning to grow in Canada as evidenced by the increasing number of schools of social work interested in embarking upon this area.[2] The reasons for social workers becoming directly involved at the work place are many; among the most important are:

1. The majority of people spend most of their waking hours at the place of work. There are many problems which arise within the organization itself or which are strictly work-related.[3] The effects of personal problems also become

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[1] P. Cavill, "Social Work in Industry: Two Perspectives" (Master's Research Report, McGill University, 1974).

[2] The University of Manitoba School of Social Work has begun to use industry as a field placement; the School of Social Work at McMaster University will be offering a graduate course in industrial social welfare and will soon be placing students in industrial organizations.

[3] These problems will be discussed more fully in Chapter III in which specific examples of personal, work-related, and organizational difficulties will be presented.

evident in the work performance of the individual. The so-
cial worker in industry is in the unique position of being
able to see the interaction of the work and family systems
as they are manifested in the behaviour of the individual,
and can attempt to intervene in either or both of these sys-
tems.

2. Industrial social work can be preventive in that
problems may be detected at an early stage while the indi-
vidual is still working and therefore functioning in a rel-
atively healthy way. Often, loss of job can be averted and
disintegration of the family unit can be prevented through
early intervention in a critical or problematic situation.

3. Concern and investment on the part of the private
sector in meeting social welfare needs have great implica-
tions for the public sector in relieving the latter of the
total burden of health and welfare expenditures.

It is important for practitioners and theorists in
any innovative field to document various experiences in dif-
ferent organizations and to begin to conceptualize the prac-
tice into a coherent theoretical framework. The field of
industrial social work is particularly weak, however, in
terms of theory, and the literature pertaining specifically
to industrial social work is scant. There are only a small
number of documentations of services provided, problems en-
countered, and case material.

Therefore, a great need exists for the compilation of
a variety of experiences, the categorization of services into

a coherent conceptual framework, and the analysis of the implications of these helping interventions. This research is an attempt to respond to this need in the hope that the findings will contribute to the theoretical and practical foundation of industrial social work.

Scope

Several approaches to industry have, thus far, been attempted in various parts of the world. The first and most common is the approach in which a social worker or social service unit becomes integrated within the personnel department of a company. The social workers are essentially treated as company employees, subject to the same rules and regulations as the latter, and are largely accountable to managers.

A second possibility is one in which a social worker from an agency is hired by a company or union on a contractual basis to provide several hours or days of service every week, or for a specified length of time to implement a short-term project.

In the 1975-1976 academic year, an experiment was undertaken at McGill University in which the social service unit operated from the School of Social Work as an autonomous centre. A number of companies and unions of various sizes were contacted in an attempt to offer a program of social services to them. This autonomous centre approach was based on the highly successful model of the Industrial Social

Welfare Centre at Columbia University.

The social worker being hired by the union and becoming integrated within its structure is a fourth alternative.

The focus of this research is upon the first two approaches only. The scope has been limited even further to a description and analysis of industrial social work as it has been practised within companies. There are several reasons for this choice. These methods have been the most widely employed elsewhere in the world and the McGill experience has been largely of this type. Consequently, there is sufficient case material available from these approaches with companies to adequately describe and examine the nature of industrial social work. The conceptualization will necessarily have to be based on the approaches from which an adequate amount of empirical data can be derived and from which a fair sample can be selected. The validity and applicability of the framework and hypotheses derived from these approaches can then be tested in relation to the alternative approaches. The limitation of scope is therefore both desirable and necessary at this exploratory stage of investigation into this field of practice.

Limitations

The case study methodology has a number of inherent weaknesses which must be recognized. Because the cases have not been randomly selected, there is the inherent possibility

of bias entering into the sampling procedure. The representativeness of the sample in a case study method is questionable. The difficulty of attempting to choose a representative sample is compounded by the fact that there is little documented case material from which to derive empirical data.

Conclusions are drawn from the descriptive material and not from quantitative evidence. There is the possibility, then, that the case material as empirical data can be interpreted subjectively and/or differently depending upon the analyst. To compensate for this weakness, the conclusions have been used as the basis from which to generate hypotheses that can then be subject to testing in future studies.

The fact that the framework and hypotheses were derived from one particular approach may have limited their generalizability to other approaches. It will be possible to determine this only when further study is done.

The limitations of this methodological approach do not warrant its rejection; they are, in fact, offset by its strengths and utility.

> Perhaps the great advantage of the case study approach, as far as adding to our body of knowledge is concerned, is that it is a tremendous producer of ideas, suggestions, and hypotheses about behaviour. It seems almost an absolutely essential technique when exploring completely new fields. That is, when we have no idea of the communalities, the categories of variables which play a part in a situation, and where we are trying to formulate new concepts or a new framework within which to carry out controlled experiments later, then the

case study approach will be highly productive.[1]

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[1]G. C. Helmstadter, Research Concepts in Human Behaviour: Education, Psychology, Sociology (New York: Appleton-Century-Crofts, 1970), pp. 52-3.

CHAPTER II

THE INDUSTRIAL ORGANIZATION

Introduction

Social work activity in any of a variety of settings cannot be studied in a vacuum; it must be examined within the broader context of the organization in which the services are delivered. Before actually discussing social work practice in industry, it is first necessary to explore the industrial organization itself and to outline some of its essential features. Derivation of the major characteristics of the business firm is an important first step toward the formulation of a conceptual framework for industrial social work practice.

A particular methodology has been used to examine the industrial organization and to derive its primary features. This methodological approach entails an inductive synthesis of relevant organizational theory and literature.[1]

In this chapter, seven major organizational theories--scientific management, administrative management, bureaucracy, human relations, structural-functionalism, systems theory, and contingency theory--are briefly described. Because each has certain inadequacies, an integra-

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[1]See Appendix A.

tion of these theories and of various empirical studies has
been attempted in order to arrive at a better and more com-
plete understanding of the organization. The paradigm which
has been devised has proved to be a useful framework for
determining some of the major characteristics of the business
firm. These features, in turn, constitute the organization's
institutional patterns within which social workers must op-
erate, and largely determine the nature of industrial social
work practice. It is for these reasons that a common con-
ceptual understanding of the business firm is necessary.

Theories of Organization

Scientific Management

The core ideas of scientific management took shape
under the influence of F. W. Taylor at the turn of the
twentieth century.[1] During this period of great population
growth and industrial expansion, managements were faced with
the problem of bringing together large numbers of men into
a cooperative system.

The advent of scientific management represented the
first body of organized and explicit knowledge of manage-
ment. The primary goal of the scientific management move-
ment was to increase the productivity of the operative em-
ployee. It was believed that a maximization of efficiency
in organizations could be achieved by the segmentation of all

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[1]Frederick W. Taylor, The Principles of Scientific
Management (New York: Harper, 1911).

tasks involved in production into a series of simple movements and operations. Through time and motion studies, Taylor was able to develop a science of task performance to replace the "rule-of-thumb" knowledge of the workman. The formulation of these rules and laws ultimately resulted in greater per capita production.

Scientific management placed heavy emphasis on the division of labour through detailed planning as the means to increased productivity. The role of management was to formulate the laws for each task and scientifically select, train, teach, and develop each worker on an individual basis. This function necessarily required the differentiation of management and labour as separate entities. Another one of Taylor's conceptual contributions was the idea of functional foremanship, in which each foreman was responsible for organizing a different and distinct aspect of the work.

There has been much criticism of scientific management thought. Because most of Taylor's examples and techniques apply specifically to first-line management, his concepts are not considered to constitute a total theory of organization.[1]

An important psychological factor omitted by this approach is the fact that for one individual, the best and most efficient method of working might be the worst for an-

[1]H. Randolph Bobbitt et al., Organizational Behaviour: Understanding and Prediction (Englewood Cliffs, N.J.: Prentice-Hall, 1974), p. 27.

other person with a different personality. In sociological terms, scientific management conceived the worker as an isolated individual, neglecting the important aspects of the social context and informal group relations within which he is situated.

Administrative Management

Both scientific management and administrative management have as their primary goal the attainment of economic efficiency. While Taylor's work provided many of the ideas for the framework later adopted by the administrative management theorists, the latter took a top-level management perspective rather than a "shop-floor" view of administration.

Henri Fayol, regarded as the main proponent of administrative management, built his theory around a framework of five functions of management: planning, organization, command, control, and coordination. Fayol also outlined fourteen principles of management which he considered to be both flexible and generic to many circumstances. These are: division of work, authority and responsibility, discipline, unity of command, unity of direction, subordination of individual interest to the general interest, remuneration, centralization, scalar chain (line of authority), order, equity, stability of tenure, initiative, and esprit de corps.[1]

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[1]Henri Fayol, General and Industrial Management (London: Sir Isaac Pitman and Sons, 1949), pp. 19-42. Each of these principles of management is outlined in detail in Fayol's work.

There has also been much criticism of this school of thought. First, certain of its principles can be seen as contradictory or ambiguous.[1] Administrative management concentrates upon the formal aspects of the organization whose structure is comprised of a pattern of roles and responsibilities and the determined relations among them. Its formalistic character does not deal with actual behaviour but with ideal, structured ways of acting which are related to organizational goals.

Bureaucracy

Around the turn of this century, the German sociologist, Max Weber, developed the theory of bureaucracy. The bureaucratic model was formulated in order to help better organize and direct the activities of the large complex organization. On the basis of empirical study, Weber developed the criteria for the administration of modern large-scale public and private organizations. The essential components of the bureaucratic type are:[2]

1. A division of labour based on functional specialization: The organization is divided into specific areas officially established by administrative regulations.

2. A well-defined hierarchy of authority: Each office with-

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[1] Nicos P. Mouzelis, Organisation and Bureaucracy: An Analysis of Modern Theories (Chicago: Aldine Publishing Co., 1967), p. 93.

[2] Max Weber, "The Essentials of Bureaucratic Organization: An Ideal-Type Construction," in Reader in Bureaucracy, ed. Robert K. Merton et al. (New York: Free Press, 1952): 18-27.

in the organization is subject to discipline from a
superordinate office.

3. Written documents and files: A bureaucracy makes ex-
   tensive use of documents and filing systems. The or-
   ganization therefore has a life of its own and continues
   to operate regardless of the turnover of individuals.

4. Expert training: The office holder is appointed and
   promoted on the basis of technical competence.

5. Rules and procedures: Rules establish guidelines for
   most areas of organizational functioning. They fulfil
   the purposes of freeing the organization from being de-
   pendent on any one individual and of making behaviour
   relatively predictable.

6. Coordination: Departmentalization of work necessarily
   requires coordination which can be achieved through the
   hierarchy of authority, through expertise, and through
   rules and procedures.

7. Authority: According to Weber, there are three types of
   legitimate authority. It is rational-legal authority
   according to which the private, capitalist enterprise
   functions.

Weber regarded bureaucracy as the most efficient
form of administration in order to cope with the demands of
the society which has developed in the nineteenth and twen-
tieth centuries. His theory, however, has been subject to
much criticism.

While bureaucratic rationality may be necessary for

efficiency, it may at the same time interfere with creativity and therefore be detrimental to organizational effectiveness.

Another objection to bureaucratic theory is that it disregards spontaneous and informal communication, and unanticipated and emergent behaviour within the organization. "The expectation that individuals will act like automatons in an impersonal organizational environment is unrealistic."[1] In fact, the formal hierarchy of authority and communication channels are often circumvented or modified by informal groups within the organization. It is these informal groups, processes, and networks of communication to which human relations theorists have turned their attention.

Human Relations

The human relations school of thought grew out of a reaction to the formal approach of the three preceding theories. Human relations had its roots in the research begun in the late 1920's in the Western Electric Company's Hawthorne plant in Chicago.[2] When the research began, its hypotheses were based on concepts derived from scientific management. In examining the effect of increased illumination on the level of production (better lighting, according to scientific management, would result in increased produc-

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[1] Dean J. Champion, The Sociology of Organizations (New York: McGraw-Hill, 1975), p. 36.

[2] Fritz J. Roethlisberger and William J. Dickson, Management and the Worker (Cambridge, Mass.: Harvard University Press, 1939).

tivity), the researchers discovered no relation between these two variables. Lighting was both increased and decreased, but no consistent relationship to productivity was discovered.

Another important breakthrough in research came with the Bank Wiring Room experiment. The wage incentive plan of individual piecework pay and group bonus was not working as management had planned. In accordance with scientific management theory, the managers assumed the men would work as much as they could in order to increase their pay. In practice, however, it was apparent that the workers were physically capable of producing substantially more than they did, but the norm of a proper day's work was being established informally by the group. From research on this problem emerged the concept of artificial restriction as a group norm.

The major conclusions which emerged from the numerous Hawthorne studies are:

1. Often workers do not act as individuals, but as members of groups.

2. The level of production is often determined by social norms, not by physiological capacities.

3. There is a difference between formal and informal leadership, and the latter is important in setting and enforcing group norms.[1]

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[1]More recent trends in the human relations school are exemplified by "human resources" thought in the writings of Douglas McGregor and Chris Argyris, for example.

This body of knowledge has also been subject to criticism. A fundamental weakness of the human relations school is that its theory has tried to solve major organizational problems by drawing attention to the individual and the group level, and not to the organization as a whole. Second, in reaction to what they considered to be the vague generalizations of the formal schools of thought, human relations proponents have often undertaken specific and empirical studies of small work groups. However, as in any scientific research, the price paid for specificity is often a lack of generalizability of the findings to other work groups within different contexts.

Further, human relations thought has stressed the psychological and sociological variables which were often omitted in earlier theories. However, by focusing upon dysfunctional communication and poor interaction, human relations theory often overlooks the fact that fundamental social and economic conflicts of interest may be at the root of the interpersonal frictions. It expounds the use of human relations techniques and better communication skills as cures to a dysfunctional situation, when in fact, many conflicts have their basis in the larger context of the society as a whole.[1]

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[1]Mouzelis, Organization and Bureaucracy, pp. 112-19.

Structural-Functionalism

Structural-functional theory, which developed on many intellectual fronts at the same time,[1] considers organizations to be sub-units of a larger social structure. The existence of a specific institution in a particular society is explained by the function it performs in maintaining that society. With this concept as a basis, structural-functional analysts have adopted three postulates:

1. Postulate of the functional unity of society: According to this principle, standardized social activities or cultural items are functional for the entire social or cultural system.

2. Postulate of universal functionalism: All existing practices have positive functions, in that they contribute in some way to the maintenance of the social system.

3. Postulate of indispensability: Certain functions are indispensable to the continuity of the society.

According to structural-functional thought, the needs of the society, whether their sources be biological, socio-cultural, or individual, must be determined. The functions which fulfil these needs are of two types. Manifest functions have consequences which were intended, while the outcomes of latent functions were neither intended nor recognized by the people who engaged in certain acts.

Talcott Parsons is regarded as the major proponent of

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[1]Talcott Parsons, Essays in Sociological Theory, rev. ed. (Glencoe, Ill.: Free Press, 1954), pp. 226-27.

structural-functionalism. The general theory of action put
forth by Parsons provides a theoretical framework for study-
ing the organization as a social system. The organization
itself is also related to other social systems all operating
within society, which is in turn seen as the more inclusive
social system. A society must accomplish four major func-
tions in order to continue operating as a system; similarly
an organization must solve the same problems for its own
system maintenance. The four functional imperatives are:[1]

A. Adaptation: The procurement of resources and the adapta-
    tion of organizational behaviour to the physical and
    social environment in which it operates.

B. Goal-attainment: The formulation of objectives and the
    mobilization of resources to accomplish them.

C. Integration: The adjustment of the relations of system
    members to each other and to the requirements of the
    organization; the allocation of roles and resources with-
    in the system.

D. Pattern-maintenance: The maintenance of the system, and
    the renewal and affirmation of its own value and exis-
    tence.

Structural-functional theory has been criticized on
the grounds that it represents the orientation of the con-
servative social scientist who would defend the present sys-
tem and its structures. It is often viewed as static: "What

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[1]Talcott Parsons, Structure and Process in Modern
Societies (Glencoe, Ill.: Free Press, 1960), pp. 16-97.

really interested functionalists was how societies survive and cohere in the face of external pressure and internal strain, not how they change."[1] A second major objection to functionalism is its relative neglect of conflict, competitive processes, and coercion. It underrates disequilibrium and instead assumes continuity in the process of change.[2]

The political science view,[3] which was concerned with conflict and the overt contestation of power, was a reaction to earlier theories of organization which had focused largely upon consensus. Gradually, the ideas from this school of thought infiltrated previous conceptions of organizational functioning. The work of March and Simon[4] grew out of this political science view which was undermining many of the dominant, formerly accepted notions of the bureaucracy, human relations, and structural-functional schools, and was pointing out many of the difficulties with these theories of organization. These authors challenged, in particular, the formal rationality notion inherent in classical theory, by

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[1] Anthony D. Smith, The Concept of Social Change: A Critique of the Functionalist Theory of Social Change (London: Routledge and Kegan Paul, 1973), p. 4.

[2] David Lockwood, "Some Remarks on 'The Social System,'" in System, Change, and Conflict, ed. Nicholas J. Demerath and Richard A. Peterson (New York: Free Press, 1967), p. 284.

[3] Charles Perrow, "The Short and Glorious History of Organizational Theory," Organizational Dynamics 2 (Summer 1973): 7-9.

[4] James G. March and Herbert A. Simon, Organizations (New York: John Wiley and Sons, 1958).

claiming that there are limits to rational man's knowledge. Because of the limitations of human intellectual capacity in comparison to the complexities of the problems faced, simplified processes of decision-making actually take place. These observations constituted the basis of the "decision-making" school which contends that it is the characteristics of problem-solving and the processes of decision-making which essentially determine the structure and functioning of the organization.

Systems Theory

General systems evolved in response to a felt need for a body of concepts which would enable scientists of all fields to have a common framework for organizational analysis and which would thereby facilitate interdisciplinary studies. Systems theory incorporates the processes of feedback essential to survival in a societal context and therefore treats the organization as an "open", as opposed to a "closed", system. All open systems have certain characteristics in common. Among the most important are:

1. Input: Open systems must import energy and resources from outside themselves. In general, the input is a physical thing or piece of information. At the production levels of organizations, many physical objects are ingested by the system including raw materials, machines, tools, labour, money, semifinished goods, and technology (the technical information required to undertake particular tasks). At

the administrative levels of organization, information becomes a highly significant input.[1]

  2. Throughput: Throughput is the process whereby the organization acts upon the resources it has absorbed. "Open systems transform, convert, create, process, or train in the interest of a goal. In other words, they perform work that results in the reorganization of some type of input."[2] Throughput has also been called the innards of the system, referring to the way in which the inside of the system operates on the input to transform it into output.

  3. Output: Open systems export some product to the outside environment. The output of an organization is a physical good or piece of information, and not only represents the functions which the system performs, but also justifies its existence. Examples include a consumer product, an educated student, or a legislative act. The system's product must be acceptable to the larger system as a whole. Often, the output of one organization becomes the input of another. The continued existence of the system is therefore dependent upon the need for its output. "If a system can find no takers for its output, it has but two alternatives-- to change its nature and as a consequence its output, or to be phased out of existence."[3]

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[1] Bobbitt et al., Organizational Behaviour, pp. 256-58.

[2] Alvin L. Bertrand, Social Organization: A General Systems and Role Theory Perspective (Philadelphia: F. A. Davis Co., 1972), p. 98.

[3] Ibid.

4. Feedback: In addition to information and resources necessary for its functioning, the open system receives additional input data of an evaluative nature. Parts of the system in contact with the relevant environment feed back information about the system's effectiveness. This activity is part of the cybernetic process. A cybernetic, or communication and control system, is self-regulating; its behaviour may be modified on the basis of information inputs regarding its performance.[1]

Champion refers to general systems theory as the "natural-system" model because it is analogous to a living organism which is comprised of a number of interdependent parts and which interacts closely with the environment to maintain its existence.[2] He criticizes the "natural-systems" model on the grounds that an organization does not follow a natural pattern as does a living organism, but is instead directed by conscious decisions and planning.

Also, in assuming and emphasizing the interrelationships of parts, systems theory does not take into account the varying degrees of interdependence that certain parts of the system may have in relation to the whole.

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[1]Charles R. Dechert, "The Development of Cybernetics," in A Sociological Reader on Complex Organizations, 2d ed., edited by Amitai Etzioni (New York: Holt, Rinehart and Winston, 1969), pp. 103-117.

[2]Champion, Sociology of Organizations, p. 55.

Contingency Theory

Contingency theory is the most recent body of organizational thought. As in systems theory, contingency proponents attach much importance to the interrelationships between the organization and its environment. Contingency theorists however, are not as much concerned with the process by which the organization adapts to the external world, as much as the end result of the adjustment as manifested in the structures and processes of the organization.

Essentially, the core idea of this body of thought is that factors such as technology, age, and size of the organization, and the nature of markets, constitute a set of opportunities and constraints with which the organization must contend. The kinds of structures and functions which arise within a system may be seen as a response to various environmental and circumstantial contingencies.

Thompson, for example, identified uncertainty as a crucial variable to which organizations must adapt.[1] The degree of certainty within the environment is a major factor in that it determines the extent to which rational, formal structure and planning are possible. He also proposed that various organizational structures arise in response to the differing degrees of homogeneity and stability within the environment.

Unlike systems theory, contingency theory largely

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[1]James D. Thompson, Organizations in Action: Social Science Bases of Administrative Theory (New York: McGraw-Hill, 1967).

ignores human behaviour, and instead concentrates on structural adaptations of organizations to the external environment. The contingency school of thought is also largely incomplete in that it does not consider the processes by which this adaptation occurs, and thereby fails to adequately attend to the "throughput" aspect within the flow of organizational functioning.[1]

Integration of Theory

Each theory in its own right has made an important contribution to the understanding of organizations. Each is subject, however, to limitations; each has been shown to be incomplete in certain ways. An attempt to integrate what are often considered to be the disparate findings of each theory might actually reveal a natural evolution of organizational thought. "Modern organization theory needs a framework, and it needs an integration of issues into a common conception of organization."[2]

Azumi and Hage have attempted such an integration.[3] They point out the rationale for their efforts:

> Before a general theory of organizations can emerge, we need to make clear what the critical variables are.

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[1]Draft of book being written by Professor Pradip Khandwalla, Faculty of Management, McGill University.

[2]William G. Scott, "Organization Theory: An Overview and an Appraisal," in Organizations: Structure and Behaviour, Vol. 1, 2d ed., edited by Joseph A. Litterer (New York: John Wiley and Sons, 1969), p. 27.

[3]See p. 30 below.

The typology, while in part induced from what has been studied, is still a rather helpful guide as to the most important variables to study. As apparent in the following discussion, some of the interrelationships between these variables have been examined and others have not. Thus, the typology also serves to call our attention to areas that have been ignored. The typology is an organizing device, again propitious to the development of a general theory, one that might work at least in industrialized societies of the West.[1]

Other authors have attempted to integrate a number of organizational variables within the framework of a typology. For example, Etzioni has developed a classification of organizations based on the compliance variable.[2] He analyzes whether coercive, utilitarian, or normative power is used in the integration of members within a particular organization. A number of characteristics then flow from the specific compliance relationship. The essential features of the North American business firm would be found within the category of the utilitarian or remunerative organization.

Blau and Scott have developed a typology based on the prime beneficiary variable.[3] They attempt to demonstrate that the structure and functioning of an organization is determined by who benefits primarily from the goods or services.

The problem with these paradigms is that they have been built and based on one variable alone. "In the general

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[1]Koya Azumi and Jerald Hage, Organizational Systems (Lexington, Mass.: D. C. Heath and Co., 1972), p. 512.

[2]Amitai Etzioni, A Comparative Analysis of Complex Organizations (New York: Free Press of Glencoe, 1961).

[3]Peter M. Blau and W. Richard Scott, Formal Organizations: A Comparative Approach (San Francisco: Chandler Publishing Co., 1962).

case, unidimensional schemes tend to be inadequate theoreti-
cally and have little explanatory value beyond certain or-
ganizational limits."[1]

Azumi and Hage have integrated various organizational
concepts along a multidimensional coordinate system.

FIGURE 1

A TYPOLOGY OF SYSTEM COORDINATES
FOR ORGANIZATIONS

Basic dimensions	Social resources	Social structure	Control processes	Performances and goals
Knowledge	Technology	Complexity, speciali- zation	Communica- tion	Program innovation
	Education	Differen- tiation		
Power	Autonomy Account- ability	Centrali- zation Hierarchy of authority	Sanctions	Effectiveness Goal achieve- ment
Rules	Membership size	Formaliza- tion	Conformity	Morale
Rewards	Investment Scale of operations	Stratifi- cation	Consensus Conflict	Efficiency

SOURCE: Azumi and Hage, Organizational Systems, p. 518.

This typology represents a synthesis of much infor-
mation. The authors have adopted the major elements of sys-
tems theory as their columns. This choice allows them to

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[1]Champion, Sociology of Organizations, p. 71.

examine not only the internal processes of the organization, but also its interrelationships with the environment. The social resources represent the input; the social structures and control processes are the throughput; the performances and goals are the output.

The four basic dimensions of the organization which were chosen as the rows are knowledge, power, rules, and rewards. The authors give no explanation, however, as to how they arrived at these four categories. It remains unclear as to whether any systematic methodology was, in fact, used.

For the purposes of this paper, the grid was rejected for a number of reasons, the principal one being that the authors state no basis for their choice of rows. Also, the authors admit that many important variables have been omitted and that some of the variables included are somewhat forced. Use of this specific paradigm was therefore rejected on the grounds that it has not been devised according to any clearly identifiable methodology.

Creation of a Typology

Although the Azumi-Hage paradigm is seen as inadequate, their rationale for such an integration is nevertheless important. A brief description follows as to how the dimensions of the paradigm devised in this chapter were chosen and how the various organizational concepts were subsequently arranged within the cells of the grid.[1]

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[1]See Figure 2 on p. 34 below.

General systems theory was used for the columns primarily because of its integrating nature. The input-throughput-output scheme, the major components of systems analysis, facilitates examination not only of the internal functioning of the organization, but also of its relations to the larger societal system of which it is a part. Azumi and Hage have found the input-output scheme to be useful in categorizing information. In a cross-cultural analysis of formal organizations, the input-throughput-output framework was adopted as a basis for the categorization of numerous variables and of the literature consulted.[1]

A very general classification of theory and of several studies was then set out by column (for example, scientific management was listed under input because it represents a form of technology; human relations was placed under throughput because it is concerned with internal organizational processes).

Parsons' four functional imperatives[2] were adopted as the rows of this grid. There were several reasons for this choice. The classification is general enough to allow interpretation, but specific enough so that four major features of organizational functioning have been pinpointed. Also, Parsons himself alludes to several systems concepts and many of his ideas naturally "fit" the systems framework.

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[1]Henry A. Landsberger, ed., Comparative Perspectives on Formal Organizations (Boston: Little, Brown and Co., 1970).

[2]See p. 22 above.

An organization is a system which, as the attainment of its goal, "produces" an identifiable something which can be utilized in some way by another system; that is, the output of the organization is, for some other system, an input. In the case of an organization with economic primacy, this output may be a class of goods or services which are consumable or serve as instruments for a further phase of the production process by other organizations.[1]

A note of caution must be added at this point. The framework devised is not an "end" in itself; it is a means toward a better understanding of organizational functioning. The rows should be considered as continuous, rather than as discrete, categories. There will inevitably be some question as to the classification of various concepts and theories. An attempt has been made to minimize this possibility in developing the paradigm by using a step-by-step synthesis and by turning to the literature as a guide for classification decisions. Nevertheless, the fact that disagreement may occur does not invalidate the use of this framework as a general conceptual tool or basis for further analysis.

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[1] Parsons, Structure and Process, p. 17.

FIGURE 2

ORGANIZATIONAL CHARACTERISTICS: A CLASSIFICATION SYSTEM

	INPUT	THROUGHPUT	OUTPUT
ADAPTATION	1. land 2. labour 3. knowledge 4. technology 5. investment 6. capital	1. division of labour 2. specialization; differentiation 3. coordination 4. vertical instrumental communication	1. goods 2. services 3. dividends to investors
GOAL-ATTAINMENT	1. information 2. economic constraints 3. societal sanction	1. decision-making 2. control over resources 3. legitimate authority	1. production 2. distribution 3. profit
INTEGRATION	1. values, cultural patterns 2. many skills and experiences 3. multiplicity of roles held by individuals	1. remunerative control 2. motivation incentives 3. rules; standardized procedures 4. hierarchy of authority 5. informal norms of conduct 6. expressive, horizontal communication 7. contract; collective agreement	1. wages; fringe benefits 2. occupational roles 3. occupational status 4. job satisfaction
PATTERN-MAINTENANCE	1. market surveys 2. consumer reports 3. sales records	1. concern with efficiency; low per unit cost 2. marketing and sales research	1. continues to meet consumer needs 2. advertises to in- crease sales or create new consumer needs

← ———————————————————— feedback ———————————————————— →

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Explanation of the Paradigm

Adaptation

"The primary adaptive exigencies of an organization concern the procurement of the resources necessary for it to attain its goal or carry out its function; . . ."[1] In the case of industry, a plant or office must have land, equipment, technical know-how, and must recruit labour and investment in order to operate.

A division of labour with areas of specialization and differentiation (throughput) is necessary so that a diversity of tasks can be effectively accomplished. In a private company, there are usually separate production, sales, and research departments, for example. The variety of work is then coordinated through exchanges of communication. This coordination is also accomplished in conjunction with integration activity in which roles and resources are allocated within the company.

There was some difficulty as to the placement of communication within this framework, for there must be communication at every level in order for anything to be accomplished. Because it is a process generic to the system, one could agree that it should be part of the throughput in each row. One particular row was chosen, however, because coordination and communication were often found linked together

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[1]Ibid., p. 22.

in the literature.[1]

Etzioni makes a distinction between instrumental communication which distributes information and knowledge, and affects cognitive orientation, and expressive communication which changes or reinforces attitudes, norms, and values.[2] He also considers the direction of the flow of communication which may travel vertically (both up and down) through various management ranks, and horizontally amongst peers. According to Etzioni's definition, the private business firm would be classified as a utilitarian organization.[3] Vertical instrumental communication, a condition of effective production, is characteristic of utilitarian organizations and is closely linked with coordination and planning.[4] Expressive communication will be discussed under "Integration."[5]

As outputs to the larger system, the business produces goods or services, and pays dividends to investors.

Goal-Attainment

The organization cannot achieve its goals without being sensitive to the external environment. The business firm requires information as to the needs of the larger pub-

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[1]See, for example, March and Simon, Organizations, p. 162.

[2]Etzioni, Comparative Analysis, p. 138.

[3]Ibid., p. 31.

[4]Ibid., p. 141.

[5]See p. 39 below.

lic. It is at the same time subject to economic constraints in that it must cope with a certain quantity of scarce resources and may be subject to quotas or output restriction. It must also have the societal sanction which legitimizes the organization's goals.

Within the organization, the attainment of goals requires a continual process of decision-making about ends or goals, and the means by which these can be achieved. Decisions in the business firm are usually taken by managers who pass directives down the line to the operative employees. "The business firm as we know it is a relatively centralized organization; the main locus of policy decisions is what is usually called 'top management,' and its procedures are removed from 'democratic' norms."[1]

Decision-making, in turn, implies access to resources and the ability to manipulate them. In the private business organization, for example, internal decisions are made by management who also have control over resources. Further, those who make decisions must be regarded as having the legitimate authority to do so. According to Weber's classification, the authority type operating in this case is based on rational-legal grounds.[2]

Because of the commitment of the organization as a whole, and through this of the interests of everyone partici-

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[1]Parsons, _Structure and Process_, p. 52.

[2]Max Weber, "The Three Types of Legitimate Rule," in _A Sociological Reader on Complex Organizations_, 2d ed., edited by Etzioni, p. 7.

pating in the organization to a greater or lesser degree, authorization becomes particularly important at the policy-decision level. This clearly connects with the value system and hence with the problem of legitimacy. It concerns not simply the content of particular decisions, but the right to make them.[1]

Parsons describes three types of decisions that must be taken within the organization. These are policy, allocative, and coordination decisions.[2] Although decision-making is necessarily part of the throughput of each functional imperative, this process was placed under the throughput of goal-attainment as opposed to the other rows on the basis of the following claim:

> In its internal reference, the primacy of goal-attainment among the functions of a social system gives priority to those processes most directly involved with the success or failure of goal-oriented endeavors. This means essentially the decision-making process, which controls the utilization of the resources of the system as a whole in the interest of the goal, and the processes by which those responsible for such decisions can count on the mobilization of these resources in the interest of a goal.[3]

The ultimate goals or output of the business firm are production, distribution, and profit. "For the business firm, money return is a primary measure and symbol of success and is thus _part_ [italics in original] of the goal-structure of the organization."[4]

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[1]Parsons, _Structure and Process_, p. 31.

[2]Ibid., pp. 29-30.

[3]Ibid., pp. 18-19.

[4]Ibid., p. 21.

Integration

The organization operates within the larger societal context in which there are pervasive values and cultural patterns. Some of the major characteristics of North American society include individualism, and the maximization of utilities (material goods) as opposed to the maximization of human powers.[1]

Also on the input side is the variety of roles which an individual holds. "An important feature of all complex societies is that the normal individual is involved in a multiplicity of roles."[2] Within the larger societal context, there is the question of the individual's loyalty in relation to the numerous collectivities and organizations of which he is a participant. His loyalty is, in turn, determined by his commitment to their values, and therefore to the pervasive values of the society in general. Each organization must harness the loyalties of the individual. That is, it must integrate him within the system via the various through-put mechanisms such as standardized rules of procedure, remunerative control, hierarchy of authority, and peer group relationships.

Also, private industry recruits its labour from the larger social environment. Individuals will differ as to their background, experience, personality, skills, values,

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[1]C. B. Macpherson, Democratic Theory: Essays in Retrieval (London: Oxford University Press, 1973), p. 12.

[2]Parsons, Structure and Process, p. 36.

and education. The organization must integrate this diversity and multiplicity of factors into a functioning whole. The organization must orient the individuals toward its objectives. Again, this process of integration is accomplished by similar throughput means such as financial and non-economic rewards, rules, and supervisory mechanisms. The informal organization also acts as a powerful network to enforce certain standards and norms via informal sanctions and leadership. Peer groups relate to each other through horizontal channels of expressive communication,[1] which largely influence the acceptance or rejection of both formal and informal rules.

Another important internal factor is the contract or collective agreement by means of which many regulations, procedures, and benefits are determined. "Particularly in a society where ascriptive elements of status are relatively minimized, the focal integrative institution is, from one point of view, that of contract."[2]

These internal processes have certain consequences for the external environment. The financial remuneration becomes the wage and fringe benefits that the worker brings into the community. Hierarchy of authority and non-economic incentives such as stratification of job mobility have as outcomes different occupational roles and concomitant status.

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[1]See p. 36 above.

[2]Parsons, Structure and Process, p. 37.

Finally, the kind of occupation, the controls exerted over the worker, and the financial and non-economic rewards all contribute to the overall job satisfaction the individual experiences.

Pattern-Maintenance

An attempt has been made to characterize pattern-maintenance within the framework of the feedback process. "The open system can also be maintained in or near a steady state by feedback processes."[1] Essentially, feedback is the property of being able to adjust future conduct by past performance.[2]

Feedback has been placed as part of all three columns because it is a process whereby information from output affects input to the system, whose internal processes then modify the output. According to systems theory, feedback is a process which is essential to the functioning and to the continued existence of the organization. The nature and degree of feedback within an organization can have a decisive effect on the stability or instability of the system.

It is important to note that feedback processes, while ultimately essential to pattern-maintenance, are also integral to adaptation, goal-attainment, and integration. For example, in adaptation, the return on dividends (output)

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[1] Gordon Hearn, _Theory Building in Social Work_ (Toronto: University of Toronto Press, 1959), p. 46.

[2] Ibid., p. 47.

largely determines future investment (input); in integration, various roles derived from a job or occupation (output) in turn constitute part of the multiplicity of roles which the individual holds (input).

Efficiency, which has also been included in this section, is the attainment of a given output from the lowest possible input.[1] Concern with efficient use of resources or low per unit cost has been classified within the throughput column because it is a process internal to the organizational system. "The business firm is governed by the values of economic rationality; the maximization of production with minimal cost in the economic sense."[2] Pattern-maintenance was selected as the appropriate row for present purposes because the firm must use scarce resources efficiently if it is to remain in operation or in existence within a free enterprise, competitive economy.[3]

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[1]H. Speight, Economics and Industrial Efficiency, 2d ed. (London: Macmillan and Co., 1967), p. 1.

[2]Parsons, Structure and Process, p. 47.

[3]Pattern-maintenance is also cited in the literature as closely related to tension-management. Hage develops a theory of how to control organizational members and reduce conflict by means of cybernetics or feedback processes. Again, the close relationship between feedback, pattern-maintenance, and organizational stability becomes apparent. See: Jerald Hage, Communication and Organizational Control: Cybernetics in Health and Welfare Settings (New York: John Wiley and Sons, 1974).

Derivation of Organizational Characteristics

Because this paradigm is based partly on structural-functional theory, it can be subject to the same criticism as the theory itself, specifically, its alleged inability to deal with conflict. In the case of conflict internal to the organization, it could be regarded as an integration problem whereby subsystems may be motivated, supervised, regulated, or coerced to work for the goals of the larger system. Also, organizational conflict is now being studied from a pattern-maintenance perspective in which feedback processes are used to reduce and control tension, and thereby contribute to the stability of the organization.[1] Conflicts originating outside the organization but nevertheless affecting it, should probably be classified within the adaptation section.

As previously stated, it was often difficult to place certain characteristics within one particular row. Processes such as communication, decision-making, and feedback occur at all levels of the organization. It must be recognized, however, that the classifications made are not meant to be steadfast rules, but are meant to serve as a useful conceptual framework. This framework serves two purposes. First, it represents a synthesis of much literature and several diverse schools of thought, and second, it can be used as a basis from which to derive important pieces of information.

Despite the limitations of this paradigm, it has

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[1]Ibid.

usefully served its purpose in helping to reveal the major
structures, processes, and relationships of the private
business organization. Because an understanding of the or-
ganizational context in which industrial social work would
function is the ultimate concern of this chapter, it would
seem necessary to concentrate on the throughput column, the
internal processes of the organization, in order to arrive
at the inner workings or essential characteristics of the
private business firm. It is from the throughput that some
of the important characteristics of the industrial organiza-
tion have been derived. They are:

1. Work is allocated to and carried out by specialized de-
   partments, and is coordinated at higher levels of manage-
   ment (adaptation, integration).

2. Management has control over vertical, instrumental com-
   munication networks which are essential to effective
   production (adaptation, integration).

3. Major internal decisions are made by management (goal-
   attainment).

4. Management has control over resources and is concerned
   with their efficient use in the interest of profit (goal-
   attainment, pattern-maintenance).

5. Rules and policies are devised to maximize the standard-
   ization of procedures and thereby, the integration within
   the organization (integration).

Conclusion

In general, it appears that in the private business organization, management holds the power, which is defined by Parsons as the ". . . generalized capacity to mobilize resources in the interest of the attainment of a system goal,"[1] and further, has control over the work process, instrumental communication, internal decision-making, resources (used in the interest of profit), and policy and procedure.

These conclusions are supported by Parsons' discussion of the concentration of power and control in the hands of management. "This centralization is legitimized by the expectation that management will be competent, and that there will be an identity of interest between management and other employees in giving management the power it needs to do the job effectively, subject to fair treatment of employees."[2]

These characteristics will be subsequently used in Chapter V in which organizational functioning, social work practice, and political theory will be integrated. Before this can be done, however, there must be a description of the major areas of industrial social work activity. It is to this description that Chapter III is devoted.

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[1] Parsons, Structure and Process, p. 41.

[2] Ibid., p. 52.

CHAPTER III

INDUSTRIAL SOCIAL WORK PRACTICE THEORY

Introduction

The purpose of this chapter is to describe the major areas of industrial social work activity. Based on the literature, and the experience of the author and colleagues in this field of practice, there appear to be five principal social services that have, to date, been provided in industry. These are human relations,[1] community education, research, social resource development, and consultation. Each of these will be discussed in this chapter in order to impart an understanding of social work practice within this particular setting.

Before describing the interventions that social workers have made within companies, it would seem important to briefly outline some of the problems and issues with which social workers have had to deal in industry.

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[1] This term is not to be confused with the human relations school of thought discussed in Chapter II. "Human relations" in the context of social work activity is meant to refer to casework and group work practice. The latter terms have not been used because they are not well understood by management, whereas human relations seems to be a more meaningful term.

Problems

Social work intervention in industrial organizations has been shown to be useful in the following issues: lay-off of employees; pre-retirement and retirement; sickness and disability; alcoholism and drug abuse; personal problems which affect work performance such as family breakdown, death in family, mental illness; interpersonal conflict at work; departmental disorganization and crisis; absenteeism; staff losses (turnover); day care for children of working parents.[1]

Weissman describes a counselling centre which was set up in the United States Steel South Works Plant in Chicago for its employees and members of their families. He has documented the major problems for which the population served has sought help. The statistics are based on a sample size of over three hundred employees and two hundred family members who used the service during the first four months of its operation.

> The breakdown of the primary problems people requested service for is as follows: 38 percent were social problems, including marital, family, child, housing, job, and neighbourhood problems; 21 percent were mental health problems, such as alcoholism, drug addiction, mental retardation, and psychotic episodes; 4 percent were medical problems, which involved finding physicians, dentists, or other specific types of medical resource; 19 percent were legal problems, involving arrests, divorces, custody, neglect, home closings, civil suits, and evictions; and 18 percent were financial problems that concerned loans,

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[1] This list is derived from the text of a letter which was composed by the author and a colleague for the purpose of describing industrial social work.

credit, debts, wage garnishment, and insurance claims.[1]

In a document pertaining to social work services in industry, the following classification of problems was devised.

"I.   Problems susceptible to social work intervention

 "a) generated by factors outside of work situations but affecting work

  "1) factors subject to prevention or modification by treatment

  "2) factors not subject to prevention, but requiring maintenance care or minimal modification by treatment

 "b) generated by factors located in work situations

  "1) aspects of personal functioning

  "2) organizational functioning"[2]

The interrelationships of the problems outlined above can be conceptualized as in Figure 3.

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[1]Andrew Weissman, "A Social Service Strategy in Industry," Social Work 20 (September 1975): 402.

[2]See Appendix B. This document, entitled "Social Work Services in Industry," was written in April 1975 by Dr. David Woodsworth, director of the McGill University School of Social Work.

FIGURE 3

THE INTERRELATIONSHIPS OF SOCIAL PROBLEMS
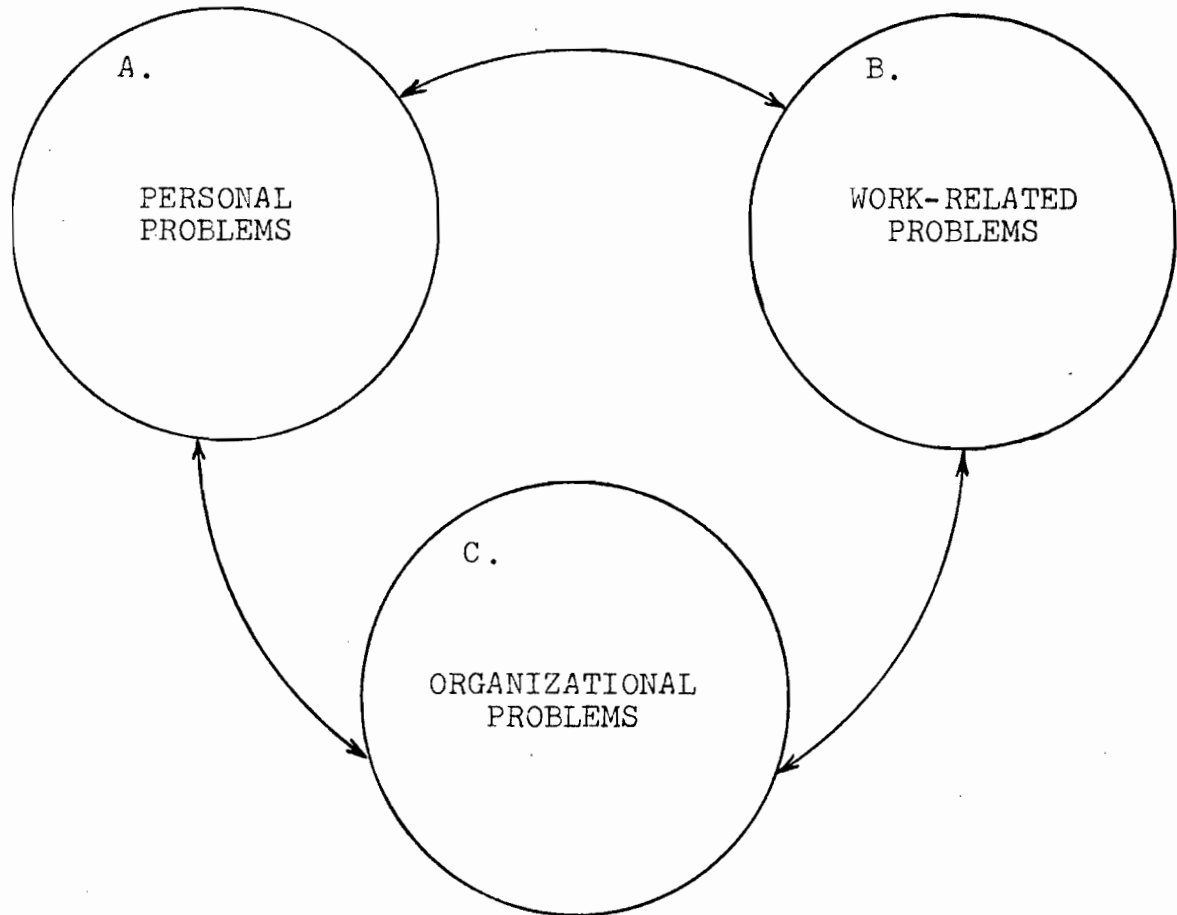
SOURCE: This diagram is a slide from an audiovisual presentation about industrial social work which was prepared by the author and a colleague.

Circle A represents problems which arise in the home such as debt, marital conflict, death, but which interfere with the work performance of the employee. The functioning of the organization is, in turn, affected by the productivity of the worker. Work-related difficulties (Circle B) such as employee-employer conflict or retirement not only can impede

the functioning of a department or of the organization in general, but can also have repercussions which are felt at home. Problems on an organizational level (Circle C) such as departmental disorganization or mass lay-off inevitably influence the employee's work performance and often precipitate difficulties in personal life, as in the case of an employee who returns home anxious, pressured, or insecure about his job.

From this diagram, it can be concluded that the industrial social worker is in the unique position of being able to see the interaction of both the home and the work systems, and to intervene in the family situation and/or in factors in the work environment. The interdependence of the three variables indicated in Figure 3 must be understood for both the analysis of and intervention in any situation.

> Looking at the person constantly moving between home and work offers a new perspective to achieve proper functioning and equilibrium while focusing on additional entry points to effect change. Problems that show up in the work environment often have causal or symptomatic links to the outside environment. What can be hidden within the privacy of the home often will show up in a declining or irregular job performance. Likewise, problems not apparent to the existing social service delivery network manifest themselves in the not-so-private site on the job. Through intervention in the work environment, social work can realize a new point of entry into people's lives as well as a new field of action in which people can be helped to resolve their problems.[1]

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[1] Bradley Googins, "Employee Assistance Programs," Social Work 20 (November 1975): 464.

Social Work Services

Human Relations

The objective of human relations practice is to re-
store, maintain, and/or enhance the social functioning of the
client. The client may be an individual or group of individ-
uals; in industry, human relations has been practised mainly
on a one-to-one basis. The following description of human
relations activity will consequently be limited to a theo-
retical description of casework.[1]

Social casework, as it has been provided within the
industrial context, is eclectic and is based on several con-
ceptual frameworks. The methods employed differ from case
to case, depending upon the situation. Several types of
casework, which have been practised in industry, include the
psychosocial approach, the socialization model, and crisis
intervention. Other methods such as family therapy have been
used. This discussion will focus, however, on the first
three approaches since these seem to be the most widely em-
ployed.

The psychosocial approach is concerned with the per-
son in his situation. A psychosocial diagnosis of a partic-
ular problem would attempt to include the effects of social
conditions such as poverty, employment, poor housing, and

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[1]Judging from the literature and the author's experi-
ence, therapeutic group work has not been used often in the
industrial context. Task-oriented groups have been organized,
however, by social workers for the purpose of identifying and
solving work-related problems. This group effort is exempli-
fied in Illustrations 14 and 15 in the section on research
in Chapter V.

discrimination upon the behaviour of the individual. It is
a departure from a strictly psychological world view in that
it recognizes that a person is influenced by the context in
which he is situated. The psychosocial school of thought is
closely associated with systems theory[1] in which the indi-
vidual is viewed as an open system subject to various inputs
from the environment of which he is an integral part.

Diagnosis is a key component of this approach and it
consists of an assessment of the client's problem, the causal
factors, and where and how changes can be made.

With respect to treatment, "the ultimate objective of
the caseworker using the psychosocial approach is the very
broad one of alleviating the client's distress and decreasing
the malfunctioning in the person-situation system."[2] The
general goal of treatment is determined by the nature of the
problem. Changes may be necessary in the environment and/or
in the individual involved in the situation.

Modifications in the environment are effected through
the various roles which the social worker assumes. For ex-
ample, a lack of resources would prompt the social worker to
secure what is required by the client, such as employment,
money, or clothing. In such a case, the social worker may
act as a provider of resources, as a locator of resources,

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[1]Florence Hollis, "The Psychosocial Approach to the
Practice of Casework," in Theories of Social Casework, ed.
W. Roberts and Robert H. Nee (Chicago: University of Chicago
Press, 1970), p. 36.

[2]Ibid., p. 57.

or as an interpreter of the client's needs.[1] These roles
are often carried out in conjunction with brokerage of ser-
vices and advocacy on behalf of the client, both of which
are discussed as part of community education activity.[2] The
worker may even create resources if existing services do not
adequately meet the needs. In industry, such work can be
considered social resource development.[3]

In the case of interpersonal difficulties, interven-
tion is made both in the relationships of the client and in
the personalities of the significant others comprising the
relationships. Personality changes may include increased
self-confidence, more realistic judgment, and decreased ag-
gressive impulses. These changes are effected through case-
work treatment which essentially consists of a series of
verbal and nonverbal communications. The verbal communica-
tions are of two major types. First, by means of nonreflec-
tive communications, the worker expresses sympathy, willing-
ness to help, and approval of the client. Reflective com-
munications, on the other hand, attempt to contribute to the
client's awareness and understanding of himself, and the
environment in which he is situated.

The appropriateness of this casework method in in-
dustrial social work practice has been suggested in the

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[1]Ibid., p. 63.

[2]See p. 56 below.

[3]See p. 61 below.

literature. "In turning its attention toward the work environment, social work could use an already established framework--the concept of 'person-in-situation'--which relates to the whole human being within a fluid real-life situation."[1]

In certain cases, the socialization method has been employed in human relations practice. This approach is based on the notion that changes in individual behaviour will occur through and as a result of social interaction. The social worker becomes a model or agent of socialization who reinforces certain adaptive and functional behaviours of the client, and discourages maladaptive and asocial types of activity. The worker helps the client acquire behaviours adequate and appropriate to the demands of his social roles.

> Major techniques are teaching, modeling, inviting participation, giving feedback, and enlisting cooperation. The client would be internalizing new expectations, developing new self-conceptions, observing, participating, and taking roles. He would be aware of the role of the worker as a socializing agent, and motivated as actor in the process (in contrast to being a passive recipient of care).[2]

This method could be used, for example, with an alcoholic employee. Part of the casework intervention might entail mirroring to the client how he acts when he is inebriated and when he is sober, what kinds of reactions he evokes in others, and how others respond to his two different

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[1] Googins, "Employee Assistance Programs," p. 464.

[2] Elizabeth McBroom, "Socialization and Social Casework," in Theories of Social Casework, ed. Roberts and Nee, p. 319.

"personalities". This feedback may make him more aware of his own behaviour and may motivate him to move toward more positive interactions. "All purposeful and self-correcting behaviour requires feedback which results in new information and thus makes possible modification of behaviour."[1] (Usually, alcoholics need extensive help. When necessary, socialization methods could be accompanied by a more analytical approach and/or could be supplemented by community resources specializing in treatment of this disease.)

Social workers in industry have also been active in helping employees deal with crisis situations such as death of a family member, loss of job, debilitating physical illness, and retirement. Recognition of a crisis entails the identification of four phases: the hazardous event, the vulnerable state, the precipitating factor, and the state of disequilibrium or active crisis.[2] The treatment phase of crisis intervention should be highly focussed and time limited.[3] The helping process would entail focussing upon the precipitating event, reducing environmental pressures, and mobilizing resources and external supports.[4]

As previously stated, there are other theories and

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[1]Ibid., p. 322.

[2]Naomi Golan, "When is a Client in Crisis?" Social Casework 50 (July 1969): 389.

[3]Lydia Rapoport, "Crisis-Oriented Short-Term Treatment," Social Service Review 41 (March 1967): 38.

[4]Golan, "When is a Client in Crisis?", p. 393.

methods of casework. This brief discussion is meant to describe only a few of the more common approaches and is not intended to exclude the alternatives. Based on the literature about industrial social work programs elsewhere in the world, it appears that clinical casework or the human relations service has been, to date, the most frequently practised social work activity within the industrial context.

Community Education

There are a number of related social work services provided in the industrial setting which have been grouped together for the purpose of this study as community education. This classification includes referral to community resources and brokerage[1] of services; information gathering and dissemination about community resources or important social laws and issues.

Referral and brokerage

Being directly involved at the work place, the social worker is in a position to teach others how to recognize a problem, where symptoms such as increased absenteeism, low morale, or decreased productivity are readily observable. The problem may have originated in the home or in the personal life of the employee as in the case of divorce or death

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[1]Allen Pincus and Anne Minahan, Social Work Practice: Model and Method (Itasca, Ill.: F. E. Peacock Publishers, 1973), p. 113. Brokerage is one element of facilitation which entails effecting and mediating linkages within and between systems, and making both internal and external resources available for use by the client.

of a family member; it may be closely related to the work
situation as in layoff, accident, or impending retirement.
Regardless of the source, the symptoms generally become evi-
dent at the work place. Thus, industrial social work is
inherently preventive in that it can detect and intervene in
problem situations before they reach crisis proportions ex-
emplified by loss of job, breakdown, disintegration of the
family unit. After the problem has been identified, the in-
dustrial social worker will either intervene directly in the
problem depending on the nature of the case, or will make a
referral and facilitate linkage to the appropriate community
service according to the time, resources, and skills required
in the situation. For example, the social worker may dis-
cover that an employee's high absenteeism is due to marital
conflict. If marriage counselling is indicated, the social
worker would link the couple to a family agency.

Often the employee can be referred to a resource
within the company itself. The industrial or employee rela-
tions departments deal with work-related grievances; the
company's compensation department can sometimes be the re-
source which will provide concrete services such as sickness
insurance, payment for medications, and retirement pensions.

Information gathering and dissemination

The gathering and dissemination of information is
another means by which the working man and the larger com-
munity are linked. Information gathered could be collated

in the form of lists or booklets of community services avail-
able to a particular population (working mothers, for ex-
ample) or could pertain to existing social laws, such as
eligibility requirements for the Quebec Pension Plan. The
objective of this activity is to help individuals and groups
acquire information and knowledge which will make them aware
of their rights and obligations as workers and as citizens.

Research

"Research is the application of systematic procedures
for the purposes of developing, modifying, and expanding
knowledge that can be communicated and verified by indepen-
dent investigators."[1] Research design refers to the plan
which has been developed to answer a question, describe a
situation, or test the validity of a particular hypothesis.[2]
There are several levels of research design which are selec-
tively employed according to the amount of knowledge avail-
able on that particular issue and depending upon the types
of questions being posed.[3] Tripodi has set out a classifica-
tion system of three types of research which have been cate-
gorized both according to the purpose of the study and to the
design or the different types of empirical methods used to

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[1]Tony Tripodi, Phillip Fellin, and Henry J. Meyer,
The Assessment of Social Research (Itasca, Ill.: F. E.
Peacock Publishers, 1969), p. 2.

[2]Alfred J. Kahn, "The Design of Research," in Social
Work Research, ed. Norman A. Polansky (Chicago: University of
Chicago Press, 1960), p. 48.

[3]Ibid., p. 50.

gather the information. The three types are exploratory research, quantitative-descriptive research, and experimental research.[1]

The purpose of exploratory studies is "the identification of sound questions, promising concepts, and preliminary hypotheses in a field which as yet has had limited development and, therefore, is not prepared for elaborate experimental designs to test complex, abstract hypotheses."[2] This level of research is essentially a broad category which is specifically designed to develop relevant questions on a particular issue.

Within this general category, there are several sub-types. One of these is "research using specific procedures"[3] in which certain methods, such as content analysis, are used to systematically examine qualitative material and to formulate hypotheses. A second sub-type is exploratory-descriptive research in which both quantitative and qualitative descriptions of a population, issue, or problem are made.

The objective of quantitative-descriptive studies is to ascertain the relationships between variables. Information is obtained and comparisons are made via formal statistical methods. This type of study is different from experimental research in that randomization procedures in the as-

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[1]Tripodi et al., _Assessment of Social Research_, pp. 21-25.

[2]Ibid., p. 26.

[3]Ibid.

signment of subjects to experimental and control groups is not used.[1] There are four sub-types of this general category, one of which is "population description."[2] The purpose of this research is to describe some of the characteristics of a particular population; representativeness of the sample chosen is highly desirable so that the conclusions drawn can be generalized to a larger population.

Although technological research is quite advanced in industry, studies of social welfare issues at the work place are less well developed. Research undertaken by industrial social workers has, to date, been largely of an exploratory and quantitative-descriptive nature. The case illustrations in Chapter V indicate that some of the essential principles of community organization have been integrated within the research methodology. Community organization emphasizes a strong commitment toward enhancing widespread participation and democratic processes.[3] Also, one of the roles of the social worker as organizer is to bring people's discontents and concerns into conscious focus so that through discussion, exploration, and interaction with others they can begin to recognize their needs and aspirations, and find ways of

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[1]Ibid., p. 23.

[2]Ibid., p. 24.

[3]Morris H. Cohen, "Community Organization in Social Work," in The Field of Social Work, 6th ed., edited by Arthur E. Fink (New York: Holt, Rinehart and Winston, 1974), p. 320.

taking action.[1]

Within the industrial context, the "community" can be a department (accounting, compensation, medical), a group of workers classified by function (mechanics, typists), or the employees within a particular locality (division A of company X).

In certain cases, the basic methodological steps of problem identification, selection of sample, data collection, analysis of the information gathered, and summary of the results were combined with mobilization and active involvement of the sample subjects in the research process.

Social Resource Development

Social resource development can best be understood as a practice which represents an integration of social planning activity with elements of mediation, brokerage, and concrete provision of services.

The genesis of social resource development lies in the planning process.[2] The specific problem must be identified. In industry, social problems may be discerned through research, through case studies, or via verbal communication from workers or management. Such problems may include, for example, alcoholism, day-care for children of working parents,

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[1] Morris H. Cohen, "Community Organization Practice," in The Field of Social Work, 6th ed., edited by Fink, p. 337.

[2] Francis H. Parker, "Social Policy and Social Planning," in The Field of Social Work, 6th ed., edited by Fink, p. 300.

retirement, or rehabilitation. The objectives and aims of
the project are then determined, depending upon the nature
of the identified issue. Alternative means toward achieving
the same ends are drawn up, and the most feasible proposal
is chosen, determined by rough cost-benefit estimates, and
time, manpower, and resource constraints.

After completion of these preliminary activities,
the next step in social resource development is the actual
implementation phase which entails mediation and brokerage.
Through the activities of mediation and brokerage, resources
both within and outside the company are mobilized or obtained
for the purposes of the program. These resources may include
money; goods such as clothes, books, toys; expertise; infor-
mation; educational or technical services. The social worker
also attempts to enlist the manpower within the company
(compensation, medical, and employment department representa-
tives), and within the community in order to make existing
resources such as medical care, company benefit plans, and
counselling from social agencies more readily available.
Sometimes the development of a new program may require modi-
fications in the personnel policy of the company. Often the
necessary changes can only be effected through mediation and
negotiation of the appropriate system. For example, formu-
lation of a policy with respect to employee alcoholism is a
necessary prerequisite for any program purporting to deal
with this problem. The social worker must ensure that a
satisfactory policy is drawn up by the appropriate personnel.

Social resource development also entails the provision of services, be they concrete or "soft" as in counselling, which were not previously available to the population experiencing the identified problem. These may include cash transfers, insurance coverage, day care services.

In one particular company, a rehabilitation project was set up by the social service unit. The development of this particular social resource, which will be described in more detail in Chapter V, required planning, determination of specific goals, mobilization of new and existing resources to meet the needs of disabled workers, and the concomitant change and formulation of various personnel policies.

Consultation

Consultation is an activity which entails the conveying, upon request, of specialized help and technical information that can be applied by a variety of personnel to the handling of social problems.[1] Consultation can be used by a client or consultee for a number of purposes.[2] For example, the consultant's knowledge may be tapped to reinforce, corroborate, or validate what is already known. Clarification, analysis, or interpretation of a particular

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[1] Rex A. Skidmore and Milton G. Thackeray, Introduction to Social Work (New York: Appleton-Century-Crofts, 1964), p. 303.

[2] Mary H. Gilmore, "Consultation as a Social Work Activity," in Consultation in Social Work Practice, ed. Lydia Rapoport (New York: National Association of Social Workers, 1963), p. 39.

situation, event, or document may be required. The client

may be seeking information about an issue, or advice as to

how to handle a case. "Professional consultation involves

a process of planned change by which expert knowledge and

skills are utilized in a relationship between consultant

and consultee (individual, group or organization) for the

purpose of enabling the consultee to increase, develop, free

or modify his knowledge, skills, attitudes and/or behaviours

toward the solution of a current or anticipated work problem;

and secondarily for enabling him to be more effective in

preventing or solving similar problems in the future."[1]

Consultation can be conceptualized as a "voluntary

coordinative relationship"[2] in which the client is usually

free to accept or reject recommendations of the consultant.

The relationship itself is focussed upon a specific issue

and is carried out within a limited time frame.

Within industry, the social worker is often ap-

proached by managers and union representatives who inquire

about the handling of the personal problems of the workers,

the nature of certain problems such as alcoholism and mental

illness, and the services available in the community for use

by the company employees. Directors of various departments

may ask for suggestions about the initiation and implementa-

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[1]Joanna F. Gorman, "Some Characteristics of Consulta-
tion," in Consultation in Social Work Practice, ed. Lydia
Rapoport, p. 28.

[2]Gilmore, "Consultation as a Social Work Activity,"
p. 46.

tion of certain programs they are considering. Groups and committees have also requested consultation from social workers for the purpose of facilitation of interactional processes or for information regarding community resources.

Linking Need with Service

Theoretically, the problems outlined in the first section can be approached through any one of the five social work activities. For example, in the case of alcoholism, the social worker is often requested to deal with alcoholic employees on a one-to-one casework or human relations basis. The problem can also be handled by means of community education. This latter activity would entail making referrals to the appropriate alcoholism treatment centres in the community, and teaching supervisors and union representatives to recognize the beginning symptoms of a drinking problem. A research project could be undertaken to find out the extent of the problem within the company, the various causes, and the resources that have, to date, been used for treatment purposes.

In practice, however, problems are usually dealt with by the way in which they are referred to the social worker. Difficulties are often handled on a one-to-one human relations basis because the majority of requests are for this particular service. Social workers are generally closely linked with or integrated within the personnel department of the company. Cases of individual employees are referred to social service

in various ways: by the medical department, compensation department, employment manager, personnel director, supervisor, union representative, or the employee himself.

In Weissman's program,[1] for example, 72 percent of the approximately five hundred people served were self-referred. The remaining 28 percent were referred by the unions, the plant's personnel department, plant foremen, and friends.[2]

In a joint industry-agency program for employee counselling involving the Olin Corporation and Family Counselling of Greater New Haven, sixty-three persons were seen during eight months in 1973-1974. Of these sixty-three cases, twenty-three were self-referred, ten were referred by the nursing staff, fourteen by the medical director, eleven by a foreman or supervisor, four by a union steward, and one by another employee.[3]

Often the existence of a widespread problem is revealed by a large number of referrals of workers with similar problems. For example, a disproportionate number of employees (in relation to the total population seen by social workers) may be having difficulties pertaining to their impending retirements. A research study could be undertaken to examine the situation and needs of these employees. Preliminary in-

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[1]See p. 47 above.

[2]Weissman, "Social Service Strategy," p. 402.

[3]Paul R. Brooks, "Industry-Agency Program for Employee Counseling," Social Casework 56 (July 1975): 408.

tervention on a casework basis, then, can gradually lead to research or other appropriately chosen services.

Often requests for service come from department directors or managers who have already identified the problems and would like help in learning more about an issue and/or in implementing a program. In 1969, for example, the executives of the Kennecott Copper Corporation engaged social workers to set up a treatment program for alcoholic employees.[1] The problem had already been identified by the company; the social workers were contracted to implement the program.

In general, social workers in industry become aware of and/or involved in problems in two major ways: (a) by means of direct request or referral and, (b) by an understanding of the business organization, an awareness of the specific structures and functioning of the particular company, and a general sensitivity toward some of the difficulties which arise at and affect the work place.

Conclusion

The purpose of this chapter was to describe the five major areas of social work activity as they have been practised within the industrial context.

The personal and work-related problems and issues which have social welfare implications were first outlined.

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[1]Rex A. Skidmore, Daniel Balsam, and Otto F. Jones, "Social Work Practice in Industry," Social Work 19 (May 1974): 280-87.

The major services which are intended to meet these needs were then discussed. They are: human relations, community education, research, social resource development, and consultation.

It is important to understand not only the actual methods of social work, but also the implications and consequences of these helping efforts within the context of the larger organization. In Chapter V, case material will be presented and each area of activity will then be analyzed in terms of the changes effected in the business firm. This analysis will be conducted within an organizational-political framework. Before this can be done, however, it is first necessary to briefly outline the essential elements of political theory. It is to this subject that Chapter IV will be devoted.

CHAPTER IV

POLITICAL THEORY

Introduction

One of the intentions of this monograph is to analyze
industrial social work within a political framework. Regard-
less of the setting, the role of the social worker is to ef-
fect change either in individual behaviour, in the function-
ing of the family unit, within the organization, and/or
within the larger community. Pincus and Minahan, for example,
consider social work to be a "planned change" effort[1] and in
fact, refer to the social worker as a "change agent".[2]

A major concern of this study is to examine the im-
plications of various change efforts or social work activity
undertaken within the industrial organization. Is the social
work intervention essentially and primarily helping employees
better adapt to and cope with the conditions of their work
environment? Or is the social worker principally concerned
with modifying certain dysfunctional aspects of the organiza-
tion to meet the needs of the workers? In discussing social
work practice as political activity, Setleis points out that
social work has three options. It can become an instrument

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[1]Pincus and Minahan, Social Work Practice, p. 33.

[2]Ibid., p. 54.

for maintaining the status quo, it can participate in a revolutionary effort to overthrow present social institutions, or it can promote the orderly transformation of social institutions within the framework of democratic processes.[1]

A complete understanding of industrial social work must include not only a description of social work as it is practised within the business firm, but also an analysis of the consequences of these actions in relation to the organization. Both this description and analysis will be elaborated upon in Chapter V in which organizational characteristics, descriptions of social work, and political theory are integrated. The principal concepts of political theory must first be outlined. These in turn will constitute the framework from which to study industrial social work activity. This chapter, in particular, is devoted to a discussion of the essential elements of the political theories of conservatism and liberalism.

Conservatism

Conservatism can be understood as a set of values which generally takes conscious expression only when challenged by opposing doctrines. Conservative mentality has no predisposition toward theorizing; this arises essentially because:

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[1]Lloyd Setleis, "Social Work Practice as Political Activity," in The Practice of Social Work, 2d ed., edited by Robert W. Klenk and Robert M. Ryan (Belmont, Calif.: Wadsworth Publishing Co., 1974), p. 312.

. . . human beings do not theorize about the actual sit-
uations in which they live as long as they are well ad-
justed to them. They tend, under such conditions of
existence, to regard the environment as part of a natural
world-order which, consequently, presents no problems.[1]

A Conservative is in harmony with the reality which
he has mastered, and he accepts the structure of society as
the proper order of the world. It is the attacks on the
existing order which cause conservative proponents to overtly
defend the status quo. "The Conservative only thinks in
terms of a system as a reaction, either when he is forced to
develop a system of his own to counter that of the progres-
sives, or when the march of events deprives him of all in-
fluence upon the immediate present, so that he would be com-
pelled to turn the wheel of history backward in order to
regain influence."[2]

A distinction can be made between traditionalism and
conservatism. The former signifies a general tendency to
cling to old ways of the past which can be considered univer-
sal. Conservative thought, on the other hand, is always de-
pendent upon a concrete set of circumstances; certain types
of conservatism have developed in different countries at
various times in history. Therefore, ". . . how a conserva-
tive will react can only be determined approximately if we
know a good deal about the conservative movement [italics in

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[1]Karl Mannheim, Ideology and Utopia (New York:
Harcourt, Brace and World, 1936), p. 229.

[2]Kurt H. Wolff, ed., From Karl Mannheim (New York:
Oxford University Press, 1971), p. 161.

original] in the period and in the country under discussion."[1] Wolff states: "Traditionalist behaviour is almost purely reactive. Conservative behaviour is meaningful, [italics in original] and moreover is meaningful in relation to circumstances which change from epoch to epoch."[2] Conservatism is a function of the particular historical and sociological situation, and must consequently be examined within that context.

In England, for example, the development of conservative thought is associated with the intellectual reaction to the French revolution and to the liberal ideas embodied in it. Edmund Burke is generally regarded as the father of conservatism in that country, and it is British conservatism which has largely influenced the conservative movement in other countries.

> The counter-revolution did not originate in Germany; but it was in Germany that its slogans were most thoroughly thought out and pursued to their logical conclusions.
> The main stimulus actually came from England--much more politically developed than Germany at that time. It came from Burke. Germany contributed to this process of "thinking through to the end"--a philosophical deepening and intensifying of tendencies which originated with Burke and were then combined with genuinely German elements.[3]

Burkean conservatism is essentially a theory of aristocratic political order which was applicable to eighteenth century Western Europe. The traditional institutions of the

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[1] Ibid., p. 153.

[2] Ibid., p. 156.

[3] Ibid., p. 140.

existing order, particularly the monarchy and the church,
were seen as inheritances imbued with the wisdom of ancestors
from the past.

> The very idea of the fabrication of a new government is
> enough to fill us with disgust and horror. We wished at
> the period of the Revolution, and do now wish, to derive
> all we possess as an inheritance from our forefathers
> [italics in original]. Upon that body and stock of in-
> heritance we have taken care not to inoculate any scion
> alien to the nature of the original plant. All the ref-
> ormations we have hitherto made have proceeded upon the
> principle of reverence to antiquity; and I hope, nay I
> am persuaded, that all those which possibly may be made
> hereafter, will be carefully formed upon analogical
> precedent, authority, and example.[1]

Hierarchy and status are also essential principles
of conservatism. According to this view, society is com-
prised of an interdependence of individuals who perform
varied, but interrelated functions. This interdependence is
necessarily hierarchical, and hierarchy is therefore an es-
sential component of societal functioning and maintenance.
"Without hierarchy in society, there can be no stability."[2]
Thus the existence of social classes and inequalities is seen
as not only justified, but also as necessary. In England,
the landed aristocracy and the upper middle class mercantile
families were the privileged classes. According to the Con-
servative, the hereditary interests of both had to be pro-
tected:

The most important element in the Conservative temper

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[1]Edmund Burke, Reflections on the Revolution in
France (London: J. M. Dent and Sons, 1910), p. 29.

[2]Robert A. Nisbet, "Conservatism and Sociology," The
American Journal of Sociology 58 (September 1952): 172.

is the aristocratic spirit. Although many modern Conser-
vatives have abandoned the belief in a fixed aristocracy,
their mood is one in which the urge to lead and serve,
to set and honor high standards, and to grade both men
and values remains strong to the point of dominance.[1]

Conservatives also emphasize the principle of legiti-

macy of authority. Legitimate authority is derived from the

customs and traditions of a people and its ancestors. It is

formed within the family and then filters throughout classes,

the community, and finally, the larger society. "By its in-

vasions of traditional areas of authority and its exaltation

of the rational state, the Revolution[2] had deprived human

beings of the secure roots which come from legitimate author-

ity and left them exposed to unstable compromises between

chaos and extreme power."[3]

In North American society, conservatism has developed

some unique characteristics. In the United States, for ex-

ample, the absence of a medieval history and of an aristoc-

racy have made the feasibility of a conservative ruling class

remote. A society which does not have a conservative moral

and social base has little on which to build a conservative

political system.

> Locke, not Burke, stands at the wellspring of political
> thought in America. Conservatism in this context, it
> would appear, should be something rather different from
> its European cousins. It should seek to conserve ideas

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[1]Clinton Rossiter, Conservatism in America: The
Thankless Persuasion, 2d ed., rev. (New York: Alfred A.
Knopf, 1966), p. 48.

[2]The French Revolution.

[3]Nisbet, "Conservatism and Sociology," p. 172.

which are fundamentally Liberal--the original Classical Liberalism which in Establishment thought has been reshaped into Revised or Welfare Liberalism.[1]

The thrust of American conservatism is thus toward preservation of what was essentially the original foundation of the United States--classical liberal thought.

In Canada, conservatism has taken the form of toryism which has its roots in a pre-capitalist heritage--". . . the conservatism that stresses prescription, authority, order, hierarchy, in an organic community."[2] "Organic" refers to the notion that the society is an entity in itself which is more than the sum of its parts.

> It[3] is an organic entity, with internal laws of development and with infinitely subtle personal and institutional relationships. Society cannot be created by individual reason, but it can be weakened by those unmindful of its true nature, for it has deep roots in the past--roots from which the present cannot escape through rational manipulation. Society is, to paraphrase the celebrated words of Burke, a partnership of the dead, the living, and the unborn.[4]

Conservatives also insist upon the primacy of society over the individual,[5] and the superiority of the community and the social order to the members who comprise it.

Conservatism in Canada found expression in the values

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[1]William T. Bluhm, _Ideologies and Attitudes: Modern Political Culture_ (Englewood Cliffs, N. J.: Prentice-Hall, 1974), p. 133.

[2]Gad Horowitz, "Tories, Socialists and the Demise of Canada," _Canadian Dimension_ 2 (May-June 1965): 12.

[3]Society.

[4]Nisbet, "Conservatism and Sociology," p. 169.

[5]Ibid.

of stability, order, tradition, and in the doctrine that
". ... public order and tradition, in contrast to freedom
and experiment, were central to the good life."[1] However,
American capitalists, who were embarking upon continentalist
expansionism, began to establish business affiliations with
the economic elite in Canada. Thus, the Canadian economic
elite which had been the bastion of conservatism and of the
British heritage has moved closer to the United States and
its "liberal" value system, although toryism still plays an
important role in the Canadian mentality. Horowitz succinct-
ly makes this point: "What is un-American about English
Canada can be summed up in one word: British."[2]

In general, conservatism can be considered to be an
ideology which arises from a distinctive but recurring type
of historical situation in which its essence is to affirm
existing institutions whatever they are.[3] Despite the im-
portance of the contextual specificity in understanding con-
servative thought, some of its general and universal charac-
teristics can be formulated.

1. Society is an aggregate whole or organic entity
which is seen as superior to the individual.

2. The institutions of the society are imbued with
the wisdom and experience of the past; they are the inheri-

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[1]Horowitz, "Tories, Socialists and the Demise of
Canada," p. 13.

[2]Ibid., p. 12.

[3]Bluhm, Ideologies and Attitudes, p. 135.

tances of the present generation and are therefore worthy of deep respect.

3. Society is comprised of the interrelationships of beliefs, habits, and roles, each of which performs a function necessary for the existence of the society.[1] "Every person, every custom, every institution, serves some basic need in human life or contributes some indispensable service to the existence of other institutions and customs."[2]

4. Men are inherently unequal[3] and society is necessarily organized on a hierarchical basis to ensure stability. The legitimate authority accruing to those who are more powerful is derived from traditional customs and values.

5. While liberalism is concerned with the future and what "ought to be", conservatism defends the past and what "is". The conservative outlook speaks for the established order. "Where the progressive uses the future to interpret things, the conservative uses the past; the progressive thinks in terms of norms, the conservative in terms of germs [italics in original]."[4]

Thus, along with the sanctity of inherited institutions and values, traditionalism and preservation of the existing system or status quo are profoundly conservative

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[1]Nisbet, "Conservatism and Sociology," pp. 169-70.

[2]Ibid., p. 170.

[3]Wolff, ed., From Karl Mannheim, p. 164.

[4]Ibid., p. 169.

principles.

Liberalism

The roots of liberalism are generally traced to the writings of John Locke (1632-1704) who influenced the development of the modern parliamentary system of government. His work had no great currency in his time but was gradually revised, particularly by the rationalist philosophers of the eighteenth century Enlightenment.[1] Liberal philosophy developed mainly in the eighteenth century as part of this intellectual movement for social reform.

Some of the principal elements of classical liberal thought are:[2]

1. Civil liberty: Civil liberty entails the right to be dealt with in accordance with the law. It is assumed that the law which prevails is impartial and applies equally to the entire community. An important condition of civil liberty is universal restraint.

2. Personal liberty: This category includes freedom of thought, freedom to exchange thoughts in speech or print, freedom of religious expression, and the right to worship in any form which is not harmful to others.

3. Social liberty: The central idea of liberal philosophy is equal freedom for all, for everyone to pursue in

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[1]Bluhm, Ideologies and Attitudes, p. 40.

[2]Leonard T. Hobhouse, Liberalism (New York: Oxford University Press, 1964), pp. 16-29.

his own way his own freely chosen ends, and freedom from coercion and control by others.[1] In liberal thought, the notion of liberty is found closely associated with that of equality.

4. Economic liberty: Liberalism is both supportive of and consistent with capitalism. It is generally acknowledged that the development of liberal philosophy was stimulated in large part by the development of capitalism. In turn, liberalism has served as capitalism's official ideology.[2]

As individuals pursued their own "freely chosen ends," they had to be free not only from social but also from economic constraints. It was thus necessary to do away with the mercantilist system of tariffs and strict governmental regulation of the national economy in order to open the door for unregulated, free enterprise. In his book, The Wealth of Nations, Adam Smith[3] demonstrated the merits of a laissez-faire market in which each individual would be guided by an "invisible hand" as he attempted to utilize his capital so as to realize maximum returns. Economic liberty would be characterized by open, competitive markets and easy mobility of

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[1] Overton H. Taylor, The Classical Liberalism, Marxism and the Twentieth Century (Cambridge, Mass.: Harvard University Press, 1960), p. 8.

[2] Jeffry H. Galper, The Politics of Social Services (Englewood Cliffs, N. J.: Prentice-Hall, 1975), p. 18.

[3] Adam Smith, The Wealth of Nations (London: Dent, 1910).

workers, capital, goods, and consumers. Such an economic system would function according to natural law and would thereby be a self-adjusting mechanism in which supplies of goods and services are determined in response to demand for them, and all prices are kept by competition at levels close to the costs of production.

Macpherson claims that classical liberalism is based on the assumption of "possessive individualism". He demonstrates this contention by summarizing the characteristics of classical liberalism in the following way:

1. Man is the natural proprietor of his own capacities and the essence of his freedom is to use these in search of satisfactions.

2. Society is no longer regarded as a system of dominant and subordinate classes, but as free and equal individuals whose affinity for each other is determined by their capacities and possessions. The market relation of exchange has replaced traditional reciprocal rights and duties as the fundamental relation of society.

3. Society is a device for the protection of property; even life and liberty are considered possessions.[1]

About the middle of the nineteenth century, it was seen that the validity of these assumptions was limited. First, the claim that social relations were "free" relations of the market could not be upheld, for the market itself had

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[1]Macpherson, Democratic Theory, p. 199.

created a class of dominant and subservient. At the same time, the development of working class consciousness and of theories of alternatives to capitalism seriously challenged the capitalist social relations of production.

In England, in particular, the conditions in the factories which arose out of the new capitalist or laissez-faire economic order were appalling. After years of controversy and extensive debates on the evils of constraints and government interference, laws were finally passed in 1802 to regulate certain aspects of the factory system. "Free contract and personal responsibility lay close to the heart of the whole Liberal movement. Hence the doubts felt by so many Liberals as to the regulation of industry by law."[1] Gradually, liberal philosophy was modified so that limited interference in the unregulated state of affairs was regarded as an important function of government. "None the less, as time has gone on, men of the keenest Liberal sympathies have come not merely to accept but eagerly to advance the extension of public control in the industrial sphere, and of collective responsibility in the matter of education and even in the feeding of children, the housing of the industrial population, the care of the sick and aged, the provision of the means of regular employment."[2] Also, recognition was being given to the possibility that certain social problems were

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[1]Hobhouse, Liberalism, p. 23.

[2]Ibid., p. 23.

not due to the weakness of the individual but were actually

manifestations of the functioning of the social order.

> A society in which a single honest man of normal capacity
> is definitely unable to find the means of maintaining
> himself by useful work is to that extent suffering from
> malorganization. There is somewhere a defect in the so-
> cial system, a hitch in the economic machine.[1]

These modifications of liberal thought can be con-

ceived as the rudiments of modern welfare-state liberalism.

It is difficult to pinpoint the precise beginnings of the

latter. Abraham claims that the principle of social welfare

is as old as the concept of government itself, although in

recent times the degree of governmental intervention has

greatly increased.[2] He also points out that it is a miscon-

ception to credit liberals alone with the initiation of wel-

fare state programs. It was the autocratic Bismarck who

"devised and established Germany's sickness insurance, work-

men's compensation, and old age security laws."[3] Similarly,

the first national health program in Britain was developed

by a Conservative, Lord Beveridge.

Current notions of the welfare state view the power

of the state as being used to constrain unrestricted economic

forces and thereby achieve general well-being. A welfare

state can be defined as:

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[1]Ibid., p. 84.

[2]Henry Abraham, "Government as Social Servant," in
The Welfare State, ed. Charles I. Schottland (New York:
Harper and Row, 1967), p. 79.

[3]Ibid.

. . . a state in which organized power is deliberately used (through politics and administration) in an effort to modify the play of market forces in at least three directions--first, by guaranteeing individuals and families a minimum income irrespective of the market value of their work or their property; second, by narrowing the extent of insecurity by enabling individuals and families to meet certain "social contingencies" (for example, sickness, old age and unemployment) which lead otherwise to individual and family crises; and third, by ensuring that all citizens without distinction of status or class are offered the best standards available in relation to a certain agreed range of social services.[1]

Specific programs may include, for example, unemployment insurance, welfare benefits, workmen's compensation, public education, subsidized medical care, and mental health agencies.

The welfare state was essentially a response to the forces of industrialization and urbanization, some of the effects of which (unemployment, for example) could have been disruptive to the existing social order if left to progress unchecked. The welfare state can thus be seen as the desirable way of meeting human needs and of compensating certain individuals for the problems created by industrialization and urbanization.[2]

The mechanisms of the state, however, attempt to modify the processes of capitalism to make it responsive to human needs, without actually changing the capitalist system itself. The ideals of classical liberalism--a commitment to capitalist economics and competitive individualism--remain

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[1]Asa Briggs, "The Welfare State in Historical Perspective," in The Welfare State, ed. Schottland, p. 29.

[2]Galper, Politics of Social Services, p. 13.

unquestioned. "Both liberalism (as political philosophy) and the welfare state (as social invention) operate in a symbiotic relationship of challenge to, but fundamental acceptance of, the values and structures of capitalism."[1] With respect to the Liberal, Bluhm states:

> He nevertheless refuses to reject the basic institutional pattern of the market economy and prefers to make adjustments within this framework, because of the great productivity the system has evinced. His panacea for the faults of the original system is large-scale government intervention to ensure adequate purchasing power for low-income groups, in the form of compensatory spending and welfare programs of a variety of kinds.[2]

Changes are accomplished through incremental or reformist approaches to various problems or situations, again without question of the basic nature of the political and economic systems. "Reform can be identified as an approach to change in which the range of change that is attempted is bounded by the major structures and values of the society as they exist at that moment."[3]

In general, "the history of the welfare state represents a history of the conflict between advocates of economic laissez-faire theories and assumption of governmental responsibility for the welfare of the citizens of the state."[4] Modern liberalism, then, essentially combines classical lib-

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[1]Ibid., p. 17.

[2]Bluhm, Ideologies and Attitudes, p. 64.

[3]Galper, Politics of Social Services, p. 75.

[4]Charles I. Schottland, "Historical Development of the Welfare State Idea," in The Welfare State, ed. Schottland, p. 19.

eral notions of free enterprise, liberty, equality, and individualism with a more recent reformist approach in which government sponsored public programs are set up to respond to various social needs.

Conclusion

The essential elements of the conservative point of view are a defence of traditionalism and the existing order, maintenance of the status quo, and stability of the present system.

In contrast, liberalism encourages the development of programs that respond to human needs within the society. Modifications are made within the existing structures and processes so as to cushion the adverse effects of industrialization and urbanization, and to compensate for the fluctuations of the "free market". Reformism and ad hoc, incremental changes are characteristic of liberalism.

In Chapter V, these principal concepts will be used to constitute the framework according to which industrial social work activity will be analyzed.

CHAPTER V

DESCRIPTION AND ANALYSIS OF

INDUSTRIAL SOCIAL WORK

Introduction

Chapter II was devoted to an analysis of the structure and functioning of the business organization in an attempt to derive its essential characteristics. These elements are in turn intricately related to social work practice in that they constitute the environment in which the social services must operate. These characteristics are:

1. Work is allocated to and carried out by specialized departments, and is coordinated at higher levels by management.

2. Instrumental communication moves vertically (up and down the production line) and expressive communication moves horizontally (amongst peers). It is the vertical instrumental communication networks which are essential to effective production and it is over these which management has control.

3. Major internal decisions are made by management.

4. Management controls internal resources and is concerned with their efficient use in the interest of profit.

5. Rules and policies are devised to maximize the standard-

ization of procedures and thereby, the integration within the organization.

From this information, it was shown that management holds the power in the organization, and further, has control over:

A. the work process

B. instrumental communication

C. internal decision-making

D. resources to be used efficiently for the maximization of profit

E. policy and procedures

The practice theory of industrial social work was examined in Chapter III. The problems likely to be encountered and the issues with which the social worker would have to deal were first outlined. The five major areas of social work practice in industry, human relations, community education, research, social resource development, and consultation were described.

In this chapter, an attempt will be made to analyze the consequences of social work activity within the larger organization. In order to fully understand the nature of industrial social work, it is necessary to be aware of the implications of the helping actions within the context of the total environment. For example, if an individual is being treated by a therapist, then the family members will ultimately be affected by this intervention; similarly, helping an employee deal with a problem will most likely change

the way in which he relates to peers and supervisors on the job. Family therapy often results in ameliorating the functioning of the family unit within the community; in the same way, working with groups of employees usually influences their performance within the work organization. Further, the development of community resources necessarily improves the quality of life for individuals and families in that locality; the establishment of programs and social resources within a company has a direct effect upon the quality of the work environment, and consequently upon the employees themselves. These examples illustrate the inseparable relationship between a social work act and its impact upon the surrounding contextual environment.

In this chapter, the repercussions of various social work interventions upon the industrial organization will be studied. This analysis can only be effectively accomplished through the introduction of a political dimension by means of which it will be possible to examine the changes effected by various social work activities. That is, the types of changes brought about by the social worker can be categorized as conservative or liberal depending upon the consequences of the activity within the larger organization. A discussion of the basic concepts of political theory was necessary in order to build a framework from which to analyze the political tendency of certain helping actions. In Chapter IV, two major schools of thought, conservatism and liberalism, were described.

The essential elements of the conservative point of
view were seen as a defence of traditionalism and the exist-
ing order, maintenance of the status quo, and stability of
the present system.

In contrast, liberalism encourages the development of
programs that respond to human needs within the society.
Modifications are made within the existing structures and
processes so as to cushion the adverse effects of industrial-
ization and urbanization, and to compensate for the fluctua-
tions of the "free market". Reformism and ad hoc, incremental
changes are characteristic of liberalism.

It is the intention of this chapter to consider so-
cial work as a political act which has consequences for the
larger organization. That is, are the changes effected within
the company of a conservative nature in which the existing
state of affairs is maintained, the status quo is defended,
and individuals are helped to adapt to the work system? Or,
does the social work activity attempt to intervene in and
modify traditional institutional patterns and organizational
processes; do the services reform and alter existing struc-
tures for the benefit of the workers within the business
firm? These are the questions that will be asked when each
of the specific areas of industrial social work activity will
be examined in this chapter.

Two steps will be followed in this conceptualization
of social work as a political act. First, the major conclu-
sions of Chapter II (organizational features) and Chapter IV

(political concepts) will be integrated so as to constitute the framework from which social work activity will then be studied. Second, each of the five social work areas of practice will be described in detail through use of case material. The service will then be analyzed within the context of the framework devised in this chapter.

Integration of Organizational and Political Factors

Both the major characteristics of the private business firm and the essential nature of conservative and liberal political thought are outlined above. It is now possible to arrive at an integration of these principal conclusions by conceptualizing the kinds of changes (conservative or liberal) that social work activity would effect in relation to the major features of the organization.

On a strictly theoretical level, conservative industrial social work practice may be expected to respond to the essential characteristics of the business organization outlined above in the following ways:

1. Reinforce management's control over work processes.

2. Respect traditional channels of communication.

3. Accept management decisions and help employees adjust to them.

4. Indirectly reinforce the profit orientation of the organization by resolving problems which are interfering with the workers' productivity.

5. Facilitate employees' adaptation to company rules and

policies.

In comparison and again on a theoretical plane, industrial social work practice of a liberal nature would tend to deal with the essential characteristics of the business organization as outlined below:

A. Help workers gain some control over work processes.

B. Modify traditional channels of communication.

C. Mobilize workers to participate in making decisions which affect both the work process, and the structures and functioning of the organization.

D. Promote concern for social welfare in contrast to primary interest with the maximization of profit. Attempts would also be made to channel resources toward employee needs and the development of social programs.

E. Critically analyze policies and rules, making recommendations for new policies and changes in existing ones.

This classification will aid in the understanding of the impact and effect of various social work acts upon the larger organization. Figure 4[1] is an integration of the expected activity of conservative industrial social work practice and the expected activity of liberal industrial social work practice. This chart will be used in the analysis of case material and in the examination of the implications of individual case situations within the larger organization.

Specifically, several illustrations will be summarized

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[1]See p. 92 below.

FIGURE 4

EXPECTED CONSEQUENCES OF SOCIAL WORK ACTIVITY

Organizational Characteristics	CONSERVATIVE		LIBERAL
1. work process	reinforce management control of work process	+ (a)	encourage worker control of work process
2. instrumental communication	respect traditional networks of communication		modify traditional communication networks
3. internal decision-making	accept management decision-making		facilitate worker participation in decision-making
4. resources and profit	reinforce profit orientation of organization		channel concern and resources to social welfare
5. policy	enhance adaptation to rules	+ (b)	modify and formulate policy

SOURCE: Chapters II and IV above.

+(a) and (b) are explained below.

in the discussion of each of the five areas of industrial so-
cial work activity. Using this material as empirical data,
an attempt will be made to determine the political tendency,
either conservative or liberal, of that particular service in
relation to the major organizational characteristics. The
appropriate box will then be filled in beside each organiza-
tional variable. This chart also allows for the possibility
of indicating the intensity of the political tendency. If a
particular act is definitely and unquestionably of one polit-
ical leaning, the box will be completely solid (█). If

the act is usually but not always of one tendency, stripes
(▨) will be used to indicate the fact that the relation-
ship between the specific act and the particular political
affiliation is not firm and rigid. Otherwise, the cell will
be left blank.

For example, the empirical evidence of the human
relations service might indicate that the effect of the help-
ing act was to reinforce management's control over the work
process, rather than to help employees gain some control
over their jobs. To indicate this, the cell in the first
row and in the conservative column would become a solid black
box.[1] On the other hand, the case material of research ac-
tivity may show that company policy had in fact been modified
in most, but not all, cases because of the social work inter-
vention. This relationship would be indicated by a striped
box in row five under the liberal column.[2]

Presentation and Analysis of Case Material

In this section, each of the five areas of activity
will be discussed individually. The empirical data will
first be outlined.[3] Conclusions will then be drawn from

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[1]Cell (a) in Figure 4.

[2]Cell (b) in Figure 4.

[3]In industry, as in any other setting, the general
social work principle of confidentiality applies whether the
client be an individual employee, a group of workers, a de-
partment, or an organization. It will be seen that in sever-
al examples the name of the company is withheld for reasons
of confidentiality. The only instance in which the particu-
lar organization is actually specified is when reference is

these illustrations by analyzing the case material within the context of political tendency in relation to the major organizational features.

Human Relations

Description of the activity

The following cases are illustrations of the varied nature of human relations activity. In the first case, the reduced absenteeism and improved work performance, which occurred as a result of the social work helping efforts, led to an increase in job security for the employee. The rehabilitation of an alcoholic, the facilitation of adjustment to a crisis situation, and the mediation of conflictual interactions in the employee-supervisor relationship with the consequent reduction in stress for both are exemplified in Illustrations 2, 3, and 4 respectively. In Example 5, the social worker intervened in a particular situation to prevent the firing of a handicapped worker, thereby maintaining his capacity to fulfil important social and economic roles. In Illustration 6, the social worker helped prepare a client to deal with the difficulties associated with a substantial drop in income. In the last example of human relations activity, the social worker was involved in assisting employees who had been identified as active carriers of tuberculosis cope with the effects of the disease.

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made to articles found in journals. Presumably, the author has received permission before mentioning the name of the company in his/her publication.

Illustration 1

Mr. B. is a twenty-nine year old man who works on the night shift as a packer in a warehouse. It was noticed that his work performance was beginning to falter and his absenteeism was steadily increasing. He sought help from the company medical department for insomnia and nervous tension. The medical director was concerned about family problems and therefore referred Mr. B. to social service. After meeting with the client, the social worker discovered that the employee was extremely anxious about the fact that his six year old adopted son might be abducted by his real parents. Apparently, the adoption had not originally been carried out by the appropriate legal procedures. The child involved was becoming increasingly withdrawn and frightened because his real parents had recently tried, on several occasions, to take him away. His school work was suffering, he was having nightmares, and was beginning to develop a number of phobias. Mr. B. was also worried because he and his wife were planning to adopt another baby. They were now unsure of that decision because of the difficulties they were presently experiencing with their six year old child.

The social worker sought consultation from a lawyer to find out the B.'s rights in this situation. In a home visit, the decision to adopt a second child was discussed and the parents were informed of the appropriate procedures for legal adoption. A referral was made to an agency specializing in child welfare. The six year old son was referred to the school psychologist to deal with the anxieties and insecurity he was feeling and to help him overcome some of his disabling phobias. The psychologist planned to involve the whole family in treatment.

As a result of these interventions, Mr. B.'s anxiety was tremendously reduced and his work performance greatly improved.[1]

Illustration 2

Some eighteen months ago, 52-year-old Mr. A was referred to the INSIGHT program by the employee relations department at one of the Kennecott plants in Utah. He

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[1]Certain illustrations, such as this one, are derived from the experience of the author and colleagues at McGill University who have practised social work in industry. Such illustrations are indicated by the footnote "McGill experience." The names of companies have been withheld for reasons of confidentiality.

had a problem of chronic absenteeism and had reached a point when he was facing termination of employment if he could not correct this problem.

INSIGHT scheduled an interview at the employee's convenience. During the initial session the interviewer found that Mr. A had been an employee of the company for twenty-eight years. It was also discovered that the employee had been drinking for approximately thirty years.

Up to this time, Mr. A had never accepted the fact that he had a problem with alcohol, even though he had been admonished on several occasions to explore the possibility of becoming involved in a program aimed at recovery from alcoholism. Not until his job was in jeopardy was he willing to accept the seriousness of his problem.

Since Mr. A had had no previous involvement with treatment, the initial effort was to determine professionally the extent of his problem with alcohol through evaluation by the Alcohol and Drug Abuse Clinic of the University of Utah. Necessary arrangements were made with the clinic and while working within the limitations of his job requirements and the terms for his remaining on the job, he began his quest for sobriety.[1]

Illustration 3

·Miss M. is a thirty-five year old single woman who lived at home with her mother and sister. She had worked in the company for five years as a key punch operator. One day she was informed that she would be laid off because her job was being phased out. She was referred to social service for help in applying for Unemployment Insurance and in finding a new job. The social worker questioned the lay-off because of the employee's excellent work record, but was consistently told by all levels of management that there was no job for her. At this point, the social worker could only help the employee in her adjustment to termination with the company by encouraging her to express her anger with the supervisors, and by assisting her in collecting Unemployment Insurance and in seeking new employment. (An investigation of this department was later undertaken with the direct involvement of social service.)

At the same time as the unexpected lay-off occurred, Miss M.'s mother died in hospital, apparently due to medical negligence (so Miss M. claimed). Because there indeed seemed to be evidence of negligence, the social

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[1] Skidmore et al., "Social Work Practice in Industry," p. 283. "Insight" is a program for the treatment of drug dependence.

worker sought legal consultation to advise the employee
whether she should press charges or not. The social
worker also helped the employee in the investigation of
the death by writing letters to the medical director of
the hospital. Much of the grief work and mourning was
initiated by the social worker who had already built up
a relationship with the employee. However, it was felt
that Miss M. would need further help in her adjustment
to the sudden loss, and a referral was made to a counsel-
ling agency for follow-up.[1]

Illustration 4

The Michigan Bell Telephone Company had hired hun-
dreds of young, black, inner-city women as operators.
The Company contracted with Family Service of Metro-
politan Detroit to conduct workshops for supervisors to
learn how to deal with work-related difficulties such as
high turnover rates or belligerent, hostile interaction
between the operators and their supervisors. Also, an
understanding of inner-city life was to be imparted in
these workshops. The agency agreed to provide, for a
fee, a series of workshops in which simple interviewing
techniques, based on a greater understanding of the total
interactional process, would be explored. Topics such as
the meaning of work, the purpose and role of authority,
the influence of home and cultural factors on employment,
and the amelioration of communication were discussed with
the supervisors. The case material approach was used in
which the supervisor presented an actual situation of
an exchange which had taken place between himself and the
employee. The concepts that were taught from this mate-
rial included: the importance of listening; the handling
of feelings such as fear, hostility, and anxiety; alter-
natives to the use of authority as a model for identifi-
cation; and respect for racial and cultural differences.[2]

Illustration 5

In another situation, in which an employee had lost
an eye in a disfiguring accident several years earlier,
the social worker actively intervened with the company,
despite its wish to get rid of this employee. Legally,
his supervisors could not release him, but in a period

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[1]McGill experience.

[2]Francis M. Moynihan, "Closing the Gap between Family
Service and Private Industry," Social Casework 52 (February
1971): 67-73.

of slackened work they wanted to remove from their pres-
ence a reminder of earlier times when safety precautions
were not what they should have been, so they transferred
this man to a less desirable job in the hope that he
would leave. The social worker took the initiative in
talking with his foreman about his work, which was good.
She then sent a report to management with her recommenda-
tion. She also counselled and advised the worker of his
legal rights. She did not think this handicapped man
could obtain another job, and she saw her responsibility
to persuade management to keep him.[1]

Illustration 6

Mrs. A. was a sixty-three year old woman who would
be retiring in a year and a half. Due to her physical
illness and to the monetary exigencies of the company,
Mrs. A. was transferred to a part-time job until retire-
ment. This change made her new salary grossly inadequate
in relation to her needs and also reduced the private
pension benefits to which she was entitled. The social
worker discussed with Mrs. A. the implications of this
transition and helped her make a plan to cope with this
financial reduction and the stresses associated with it.
The social worker also arranged a meeting of the direc-
tors of the compensation and industrial relations de-
partments to point out the inadequacy of the new salary
in relation to the employee's situation (medical prob-
lems, handicapped dependent son), and the detrimental
effect on the vesting requirements for the company pen-
sion. Although a slight additional payment was arranged,
the directors made no further compensation in order to
avoid setting a precedent for future cases.[2]

Illustration 7

Blood banks and tuberculosis check-ups are another
useful aspect of the social worker's responsibility in
some businesses. In one large company a tuberculosis
check revealed active disease in five workers. Counsel-
ling with the affected employees and conferring with
management, the social worker arranged for these men to
be furloughed on 70 percent of their salaries (a social
security benefit for tuberculosis patients). She helped

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[1]Genevieve B. Oxley, "Industrial Social Work in Peru:
A Descriptive Study," Social Service Review 43 (March 1969):
64.

[2]McGill experience.

them get needed medical care, then persuaded the company
to give her money to buy supplemental high-protein food
to facilitate a return to health.[1]

Analysis of the activity

Work process

It appears from the above examples that human rela-
tions activity does little to divest management of its con-
trol over the work operations. The social worker can recom-
mend a transfer of job, can advocate on behalf of the employ-
ee if he is threatened with lay-off or firing, or can help a
worker better adapt to the circumstances of his environment.
In these ways, the concerns of the social worker relate
closely to the work process. It is rare, however, that one-
to-one casework results in the involvement of the employee
in the control of the work process. To the extent that human
relations activity has, to date, reinforced management con-
trol of the work process, it can be considered a conservative
intervention and is so indicated by the solid box in Figure
5.[2]

Instrumental communication

Management control over formal networks of communica-
tion remains essentially unchanged despite human relations
activity. The latter is consequently considered conserva-
tive in that traditional channels are respected and rein-

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[1]Oxley, "Industrial Social Work," p. 64.

[2]See p. 102 below.

forced. Nevertheless, as evidenced in several of these il-
lustrations, the social worker has, in fact, attempted to
challenge traditional networks of communication by directing
important information concerning the employee up to the
supervisors and to high levels of management. In certain
situations, it is essential that information pertaining to
an individual's case reach these levels of management. Under
the present functioning of the business organization, this
often does not happen. The possibility that communication
can be modified on a small-scale, limited basis by human
relations activity is represented in Figure 5.

Internal decision-making

Human relations is guided by the social work value
of client self-determination in which the choices and de-
cisions of the client are to be respected. Within the lim-
ited therapeutic relationship, the social worker encourages
the employee to consider alternatives and make decisions re-
garding his personal life based on his needs and preferences.
With respect to the work environment, however, human rela-
tions activity as illustrated in these cases has had little
effect upon promoting worker participation in large organiza-
tional decisions. The thrust of social work intervention in
this area has, in fact, been toward helping workers adjust
to internal decisions which have already been made at higher
levels within the company. Figure 5 indicates that the ten-
dency of this activity with respect to decision-making is

toward a conservative stance of adaptation rather than of a liberal propensity toward modification.

Resources and profit

The observable consequences of most human relations intervention is the reduction in absenteeism, the increase in productivity, and/or the improvement in morale of the client. Labour as a resource is thus being used more efficiently, thereby reinforcing the organization's concern for and orientation toward low per unit cost and maximal profit. To this extent, human relations could be considered a conservative act. Nevertheless, by virtue of casework, social workers have been able to arouse interest in the social welfare needs of workers, and in certain situations, have been able to channel resources for social welfare purposes as in Illustration 7, for example. In some cases, then, it is indeed possible to arouse company concern for social welfare needs. While the activity remains predominantly conservative in reinforcing the profit orientation of the company, it has been shown possible, via this activity, to make use of internal resources for purposes other than direct profit alone. This potential is denoted in Figure 5.

Policy

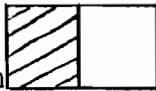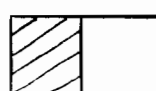Most human relations activity revolves around helping employees adapt to already existing rules, policies, and procedures. To that extent, the service can be classified as conservative. Nevertheless, the case examples illustrate

that critical analysis and modification of company policy
have been attempted via human relations intervention. Some-
times changes in policy are rejected on the basis that a
precedent will be set for other employees to cite as an ex-
ample; often, however, exceptions to the basic rules are
made in certain circumstances.

To date, human relations has been largely concerned
with adaptation of employees to existing rules and mainte-
nance of the status quo in relation to policy. Figure 5
suggests the potential of human relations activity to move
toward modification of existing rules and formulation of new
policy.

FIGURE 5

EXPECTED CONSEQUENCES OF HUMAN RELATIONS

Organizational Characteristics	CONSERVATIVE		LIBERAL
1. work process	reinforce man-agement control of work process		encourage worker control of work process
2. instrumental communication	respect tradi-tional networks of communication		modify tradition-al communication networks
3. internal decision-making	accept manage-ment decision-making		facilitate worker participation in decision-making
4. resources and profit	reinforce profit orientation of organization		channel concern and resources to social welfare
5. policy	enhance adapta-tion to rules		modify and for-mulate policy

In general, the case illustrations appear to indicate that the conservative tendency of human relations practice in industry is dominant. This is illustrated in Figure 5. But it must be recognized that changes of institutional patterns and of organizational characteristics have in fact been attempted by social workers in many instances in the course of casework activity. It can therefore be concluded that human relations intervention within the industrial context is essentially, but not unquestionably, conservative.

The conclusion regarding the conservative tendency of human relations practice is confirmed in several instances in the social work literature. For example:

> Rather, social casework operates on the basis of a limited social-psychological view that does not look sufficiently deeply into the social roots of people's dilemmas. Consequently, it cannot develop strategies to deal with the more profound causal factors behind these dilemmas.[1]

Also, "the goal of clinical practice is the restoration, maintenance or enhancement of adaptive capacity, facilitating optimal client adjustment [italics in original] to current social reality."[2]

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[1]Galper, Politics of Social Services, p. 130.

[2]Leonard Schneiderman, "Social Welfare, Social Functioning, and Social Work: An Effort at Integration," in The Practice of Social Work, 2d ed., edited by Klenk and Ryan, p. 363.

Community Education

Description of the activity

In Chapter III, two related aspects of community education were presented. These were referral and brokerage (making contact and facilitating linkage with community resources appropriate to the needs of the client); information gathering and dissemination.

Referral and brokerage

Much of referral and brokerage is done in conjunction with human relations activity, as seen in Illustrations 1, 2, 3, and 5 above. Further implications of this activity are exemplified in the following cases. In Illustration 8, a handicapped employee was returned to a near normal level of functioning with the help of the social worker who made several referrals to the appropriate community services. In the next illustration, the social worker acted as an advocate/broker on behalf of clients in order to facilitate the processing of government applications and other legal documents.

Information gathering and dissemination

The social worker not only gathered necessary pension information requested by the client in Illustration 10, but also distributed it to others who were interested in this subject. In the last example of community education activity, the social workers imparted information about the social causes and effects of certain illnesses, and about

community resources, to the nurses in the medical department
of the company.

Illustration 8

Mr. S. is a forty-nine year old man who was recently
terminated from a company because of multiple sclerosis,
which was seriously handicapping his ability to continue
at his job. The company is supporting him financially
on long-term disability payments until pensionable age
when he will receive both public and private benefits.
He was referred to social service by his manager who
was concerned about Mr. S.'s mental health and his abili-
ty to cope on his own since the latter's wife and chil-
dren had left him within the past two years. The social
worker helped Mr. S. formulate a plan which would meet
his physical and social needs. A social service centre
was contacted to arrange for part-time homemaker help,
and a linkage was made with the local parish to involve
Mr. S. in office tasks. Such work was meaningful to
him considering his twenty-two years of office experience
in the company.[1]

Illustration 9

On an individual basis, the social worker is fre-
quently called upon as a broker/advocate to help an em-
ployee cut through red tape to get something done. Le-
galistic procedures and documentation for applications
of all kinds are complicated in Peru. There is a Spanish
phrase, en tramite, [italics in original] which one hears
over and over. It means "in process," and much of the
social workers' time is spent helping employees through
the trauma of applications for social security or housing
projects, or with legal procedures, in an attempt to cut
down on the "in process" time involved.[2]

Illustration 10

Mr. F. is a sixty-four year old man who referred him-
self to the social service department within the company
to inquire about the pension benefits to which he was
entitled from the government. The social worker col-
lected the information required regarding Old Age

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[1]McGill experience.

[2]Oxley, "Industrial Social Work," p. 63.

Security, the Quebec Pension Plan, and Unemployment
Insurance. In addition to explaining these to the in-
dividual employee, Mr. F., the social worker distributed
a summary of this information to the other services in
the personnel department.[1] The latter would then have
this information immediately available and could thereby
help other employees who had questions on the same sub-
ject.[2]

Illustration 11

In one company, the social service unit worked very
closely with the medical department. The nurses, in
particular, were in a position to identify, at an early
stage, the symptoms of psychosomatic illness and the
physical and psychological effects of personal problems.
The social workers were requested to impart some human
relations skills to the nurses in order to teach them
how to recognize and handle certain difficulties. In-
cluded in this educational program were explanations of
certain psychological factors and sociological situations
which would affect work performance. The appropriate
interventions were discussed. Also, this program en-
tailed gathering and disseminating information about re-
sources available in the community in cases where re-
ferrals to outside services were necessary.[3]

Analysis of the activity

Work process

Community education has little direct association

with encouraging employee control over the work process. In

fact, the major thrust of this service is in teaching employ-

ees about relevant social laws and community resources, and

in linking them to the environment outside of the work or-

ganization. The job the employee performs remains essen-

tially intact; there is no attempt nor intention on the part

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[1]Appendix C.

[2]McGill experience.

[3]Ibid.

of the social worker engaged in this activity to interfere with management control of the work process. This conservative tendency is depicted in Figure 6.[1]

Instrumental communication

Community education is largely concerned with facilitating linkages to the outside community. In certain cases, however, the social worker must act as an advocate/broker on behalf of the client within the organization itself. For example, the employee may be unaware of the fact that he is entitled to receive certain benefits. Or, he may have been refused access to a particular service because his case did not precisely conform to the specified eligibility criteria of the program. The social worker can inform the employee of his rights, can mediate between him and the appropriate system within the company in an attempt to effect delivery of service, or can facilitate linkages to various departments in the organization which may be helpful toward the procurement of resources. For example, a letter from the medical department may be necessary before the employee can collect compensation benefits from a private company plan. Via educational activity, the social worker is initiating communication in various parts of the organization on behalf of the employee. There is, however, no fundamental change in the traditional formal networks of communication over which management has control in the private business organi-

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[1]See p. 111 below.

zation. In this sense, community education tends to respect traditional communication networks and is, to that extent, a conservative act according to the framework devised in this chapter. Hence the solid cell in the conservative column of Figure 6.

Internal decision-making

Community education as a social work service within industry has little relationship to or impact upon internal decision-making. Management essentially maintains control of this organizational process. No attempt is made via educational programs to facilitate worker participation in decision-making; the legitimate authority of management in this respect is unquestionably accepted. Based on the classification developed in this chapter, community education would thereby be categorized as a conservative act and is so represented in Figure 6.

Resources and profit

Community education can be conceived as both cause and effect of social welfare consciousness on the part of the company. That is, this activity promotes awareness in that educational programs around various issues, such as retirement, serve to inform both managers and workers about social welfare needs and how these can best be met. On the other hand, if the company approves of an educational program on a widespread basis, it is usually as a result of a sensitivity toward a particular welfare issue. Attention is thereby

being focussed on concerns other than profit alone. (It must be added, however, that endeavours to meet social welfare needs are often undertaken with productivity and profit concerns in mind. For example, while an educational program about alcoholism is definitely related to mental health, the decrease in alcoholism as a consequence of this program would probably result in lower absenteeism, higher productivity, fewer accidents--in general, a better use of resources.) To the extent that community education is a clear attempt to meet human needs and to direct attention toward social welfare issues, it is a liberal activity as the latter is defined in Figure 6.

The cell in row four/liberal column has been designated to represent the link between educational activity, and the possibility of channelling concern and resources to various social needs. The stripes refer to the fact that only the possibility, and not necessarily the probability, of mobilizing resources for social welfare by means of educational services exists. For example, many alcoholic employees may be referred to the social worker. In each case, educational activity in the form of referrals, and information gathering and dissemination about alcoholism, would have to be undertaken. It may be feasible to implement an educational program for managers and employees for prevention and treatment purposes. The company, however, may not want to channel any resources such as money, manpower, and time to such a program (the costs may be greater than the per-

ceived benefits), and could prefer instead to deal with this
social welfare problem on a human relations or casework
basis.

Policy

One of the primary purposes of educational activity
within the industrial context is to teach employees about
relevant social laws and about resources both outside and
within the organization. Informing people about their rights
is essential for their understanding and critical assessment
of these laws, resources, and services. However, the modi-
fication of existing regulations and the formulation of new
policy have not been the consequences of community education
activity. The latter is essentially concerned with "what
is", a conservative position, rather than "what ought to be",
a liberal stance. The conservatism of this activity with
respect to policy is represented in Figure 6.

In general, this particular social work service ef-
fects little change in traditional modes of organizational
functioning. The work process, formal communication net-
works, internal decision-making, and policy remain essen-
tially intact. There is often some impact on the company
in terms of raising consciousness about social welfare needs.
To that extent, the social worker may, via educational ac-
tivity, be able to direct some resources of the company to-
ward meeting those needs.

FIGURE 6

EXPECTED CONSEQUENCES OF COMMUNITY EDUCATION

Organizational Characteristics	CONSERVATIVE		LIBERAL
1. work process	reinforce management control of work process		encourage worker control of work process
2. instrumental communication	respect traditional networks of communication		modify traditional communication networks
3. internal decision-making	accept management decision-making		facilitate worker participation in decision-making
4. resources and profit	reinforce profit orientation of organization		channel concern and resources to social welfare
5. policy	enhance adaptation to rules		modify and formulate policy

Research

Description of the activity

In Illustration 12, a study of the employees of age forty-five and over was undertaken in order to ascertain the size of this population, their needs, and the difficulties they were experiencing within the organization. In the next case, the social workers embarked upon several research studies at various stages of a treatment program for drug dependence. The purpose of the research was first to determine the characteristics of alcoholic employees; the program was then evaluated in a number of subsequent research studies. In the last two examples of research activity, the

social workers had been requested to identify some of the
problems of certain departments in which there were high
rates of absenteeism and turnover. The social workers ac-
tively engaged the company employees in the research process
in which the employees themselves defined the nature of the
problems and recommended various ways to ameliorate the work
environment.

Illustration 12

In one company, a large number of referrals of re-
tiring employees and of pre-retirees led the social
worker to undertake a study of this particular popula-
tion. The problem was to find out the size of the aging
population, which was defined as age forty-five and over,
and to identify some of the major difficulties that this
group was experiencing. Four divisions of the company
were chosen from which the sample would be selected.
Data on the size of the population was derived from the
computer; the results were then collated, analyzed, and
recorded. Information regarding the problems peculiar
to this group was obtained through interviews. The
findings were summarized in a report along with recom-
mendations for action based on the results of the in-
quiry.[1]

Illustration 13

Kennecott Copper Corporation engaged social workers
to implement a treatment program for drug dependence.
Several research projects were undertaken at various
stages of the program to determine the characteristics
of the population and the effects of the social work
intervention. Before the inception of the program, a
sample of thirty-seven known alcoholics was measured for
absenteeism; for medical, hospital, and surgical costs;
and for costs of weekly indemnity. When comparisons
were made with a control group, it was found that ab-
senteeism among alcoholics was greater than among other
employees by a ratio of six to one. The alcoholics'
medical, hospital, and surgical costs were three times
higher, and their weekly indemnity was five times greater

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[1]McGill experience.

than those of the average employees.

In a later study, a sample of 150 men who had used the drug treatment program were observed both before and after contact with the service. The findings indicated that after an average of one year in the program, these 150 men improved their attendance by 52 percent; decreased their medical, hospital, and surgical costs by 55.4 percent; and decreased their weekly indemnity costs by 74.6 percent.[1]

Illustration 14

This research study was undertaken by a social worker in a large company. The purpose of the research was to find out what was causing and what could be done about the high rate of turnover in a particular department characterized by functional specialization of work. The inquiry was based on the principle that worker participation was essential to deriving any meaningful answers to the problem. A sample was selected at random from the larger population. Twenty-four out of sixty-nine people were seen on an individual basis in order to talk about the problems of the department as the workers perceived them. The remaining forty-five employees were divided into groups. A questionnaire was administered to them and discussion then followed with respect to the difficulties within the department and possible solutions. After collating the material gathered, group meetings were again held in order to share the information with the participants of the study.

The employees made several recommendations with respect to ameliorating the work environment and modifying policies concerning the job itself. First, they suggested that the workers should be permitted more flexibility with respect to how the job is performed and to make more use of their own judgment. They proposed that more employees should be hired to ease the workload distribution, and that the company should engage part-time staff to relieve the regular workers of disruptive weekend, holiday, and shift schedules. Another recommendation pertained to the employees' right to discuss with management any policies which were troublesome and to be able to participate in their modification. They also wanted to see the job enriched through rotation and periodic change of duties.

Nine further suggestions were made by the workers about the practices and policies regarding the general work process. Five major recommendations were proposed

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[1]Skidmore, "Social Work Practice in Industry," p. 282.

with respect to workers' expectations of the union.[1]

Illustration 15

An investigation was conducted by a social service unit into a department in which absenteeism was high, and productivity and morale were low. A questionnaire was administered to each employee in the department which consisted of approximately one hundred workers. The results were analyzed and were tabulated statistically according to frequency. The following ten problems were identified and are listed below in order of priority:
1. Departmental disorganization, haphazard planning, abrupt and irrational changes
2. Lack of adequate training and standardized job procedures
3. Poor relationship between supervisors and employees
4. Supervisors' inability to answer questions or actually do the jobs of the employees they supervise
5. Competitive, as opposed to cooperative, peer relationships amongst employees
6. Fear of lay-off
7. Favoritism with respect to promotions
8. Inadequacy of formal hierarchical communication resulting in distortion and selective withholding of information
9. Depersonalization characterized by tedious, meaningless jobs
10. Negative physical environment including high noise level, poor ventilation, and crowding

The social workers then met with small groups of employees from the department. The information derived from the questionnaires was related to the workers, not only to test its accuracy but also to generate discussion around departmental issues. Attempts were made to involve the employees in problem-solving and in formulating recommendations regarding the identified problems. Proposals included structural changes, improvement of traditional channels of communication, official announcements of job openings, management training courses, and standardized job procedures. A workers' committee, which would meet with the industrial relations manager on a regular basis, was also proposed. Many of these suggestions were, in fact, subsequently implemented.[2]

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[1]A. Shulman and N. Graham, "Project Possible" (Montreal, April-June, 1975).

[2]McGill experience.

Analysis of the activity

Work process

The last two examples, in particular, illustrate the potential for research activity to encourage worker control of the work process. In attempting to involve the employees in identifying the problems within the department and in proposing solutions, the social workers are essentially engaging the workers in determining how certain jobs should be performed. Further, recommendations were made regarding desired methods of supervision, more efficient procedures for performing tasks, standardized job descriptions, rational planning, and more adequate training.

Based on the framework devised in this chapter, there is a definite liberal tendency inherent in research activity with respect to involvement of workers in controlling the work process. Hence the choice of the liberal column in row one of Figure 7.[1]

The stripes are significant. They are intended to indicate that liberal action is not always permitted by the particular company and/or is not necessarily the intention of the research itself. For example, Illustration 12 describes a study which was undertaken to identify the needs of the retiring population. Although much of the data was obtained through the participation of the sample members, there was no intention to modify the jobs of these workers. While

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[1]See p. 120 below.

certain problems regarding the work process were, in fact, identified, there was no attempt on the part of the social worker to involve these employees in gaining greater control over the work process.

Therefore, while research activity has great potential for effecting liberal changes regarding this organizational feature, it is not necessarily always of this political tendency.

Instrumental communication

The last two case examples illustrate the potential for research activity to channel important instrumental[1] communication from the operative employee up to high levels of management. Instrumental communication generally moves up and down the line throughout management ranks. It is not common nor traditional for an employee to proffer suggestions to upper management echelons about the work process, personnel policies, and questions of production as the two research projects described above had so allowed. These projects therefore represent a modification of traditional networks of communication in that all the employees in the department were involved in making important internal decisions, and this information was channelled to several levels of management via verbal feedback and written reports. Such modification of communication is a liberal activity in terms of the classification devised in this chapter and is symbolized by

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[1]See p. 36 above.

the appropriate cell in Figure 7.

Again, the stripes indicate that while this liberal stance is in fact possible, it is not always necessarily sought nor realized. For example, in the study of alcoholic employees (Illustration 13), the purpose of the research was to find out information about this particular population and to evaluate the effectiveness of a treatment program. In this and similar cases, there was no attempt nor intention to alter traditional channels of communication. Therefore, this liberal position, while indeed quite possible to achieve, is not always the objective nor the result of social work research activity.

Internal decision-making

In the last two illustrations, it can be seen that, via research activity, the social workers were able to engage the workers in making some significant internal decisions regarding the work process, communication within the organization, and policy. Many of these suggestions and recommendations were, in fact, implemented. This represented a significant input on the part of the workers. To the extent that facilitation of worker participation in the decision-making process is a real possibility, social work research can be categorized as a liberal activity as defined in Figure 7. The cell in the liberal column of row three was chosen to represent this interpretation.

The stripes are meant to add the caution that the

liberal act of encouraging worker participation in the
decision-making process is not always the intention nor the
consequence of the research. In Illustration 12, for ex-
ample, the workers had been actively engaged in the study
only to the extent that most of the information was derived
through personal interviews. The striped cell indicates the
possibility, but not always the probability, of facilitating
widespread participation in decision-making by means of this
particular social work service.

Resources and profit

The social work research act alone necessarily draws
attention to certain social welfare issues--be it retirement,
alcoholism, the needs of working mothers, or the problems
within a department. Social research can be seen as liberal
to the extent that it represents an attempt to promote con-
cern for social welfare needs. This is indicated in Figure
7.

The exposure of an important need via research does
not necessarily, however, result in the channelling of re-
sources to meet that need. The company may feel that the
potential benefits of a social program may not be outweighed
by the necessary costs. The use of stripes is intended to
indicate that while research may be an informational and
educational device with respect to social welfare issues,
it may not be a catalyst for directing resources to new uses.
Therefore, research activity with respect to resources and

profit orientation cannot be classified as totally and un-
questionably liberal, although its tendency is predominantly
in the liberal direction.

Policy

Research activity offers an excellent opportunity by
which to critically analyze policy. This critical assess-
ment is in turn the first step toward modification of exist-
ing rules and formulation of new regulations. In Illustra-
tion 12, for example, the problems and needs of a particular
group of employees were identified. This information then
constituted the basis from which the company could devise
policy in response to the identified needs.

It appears that research can act as a springboard
from which to analyze, modify, and formulate policy. Often,
too, programs develop as a result of the research undertaken
which has been instrumental in pointing out a particular need
within the company.
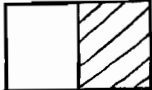
In the last two illustrations, the social workers
were able to engage employees in making meaningful recommen-
dations as to how policy could be changed. The concerns of
workers with respect to policy involved a wide range of is-
sues including non-wage benefits such as overtime, holidays,
and sick leave; hiring and firing stipulations; seniority
privileges; posting of job vacancies.

Social work research activity can be seen as having
a strong liberal tendency in relation to policy and procedure,

and is so indicated in Figure 7. Not only does research supply the information by which to evaluate, analyze, and judge policy, but it also provides the means by which to engage members of the sample (in this case, the employees) in the modification and formulation of rules and regulations within the company.

FIGURE 7

EXPECTED CONSEQUENCES OF RESEARCH

Organizational Characteristics	CONSERVATIVE		LIBERAL
1. work process	reinforce management control of work process		encourage worker control of work process
2. instrumental communication	respect traditional networks of communication		modify traditional communication networks
3. internal decision-making	accept management decision-making		facilitate worker participation in decision-making
4. resources and profit	reinforce profit orientation of organization		channel concern and resources to social welfare
5. policy	enhance adaptation to rules		modify and formulate policy

In general, it can be concluded that research, as it has been practised to date by social workers in industry, has been largely of a liberal nature as defined within the context of the framework devised in this chapter. The stripes are intended to denote the fact that although liberal changes have in fact been actualized in many cases, these

liberal acts are not necessarily realized in all cases, nor
do the possibilities of implementation in all companies
exist.

Social Resource Development

Description of the activity

Illustration 16 is a description of a rehabilitation
project set up by a social service unit in conjunction with
other personnel services of the company. The purpose of the
program was to retrain or relocate within the organization
employees who were unable to continue working normally be-
cause of physical or mental reasons. Resources and services
such as money, vocational courses, and counselling were made
available to workers as a result of this program. In Illus-
tration 17, the social worker was involved in helping the
employees establish a cooperative housing project. This
program entailed both collective planning and action around
the buying of land and the construction of homes.

Illustration 16

> In one company, the social service unit was asked to
> establish a light work or rehabilitation project for
> workers who were no longer able to do their jobs because
> of physical and/or emotional reasons. The social work
> unit mobilized the other services within the personnel
> department. The company set aside monetary resources to
> be used at the discretion of the team. The rehabilita-
> tion committee began its work by formulating a policy
> statement which subsequently became integrated within the
> general personnel policy of the company. Despite re-
> location and demotion, an employee would receive up to
> 80 percent of his former gross salary and would retain
> the benefits to which he was entitled.
>
> Individuals who could no longer adequately perform
> the work they were doing were referred by supervisors

to one of the personnel services within the company.
The directors of these services in turn brought the case
to the attention of the committee. Usually one team
member continued to help the employee on an intensive,
one-to-one basis. The social worker often became in-
volved in cases where there were potential or already
existing personal problems which were either caused or
exacerbated by the difficulties being experienced in the
work situation. At the same time as helping the employ-
ees on an individual basis, the rehabilitation committee
would deal with the case by formulating a general policy
pertaining to such situations. The decisions made re-
garding an individual's specific case would be used as
a precedent toward establishing guidelines as to the
role and responsibility of the company in these cases.

Specific interventions of the committee included a
number of activities. An assessment of the physical
condition of the worker would be made by the medical
director who would then recommend what kinds of work
were more appropriate for the individual. For example,
shift work was ruled out for a diabetic because it was
interrupting his insulin schedule. The employment man-
ager, who was aware of all job openings within the com-
pany, attempted to relocate the individual according to
his capacity or would refer him to an outside training
or educational program. Re-employment within the or-
ganization after courses was not necessarily guaranteed,
but the company would nevertheless subsidize the indi-
vidual who went back to school or who enrolled in a
Manpower program. Although trainees were paid by Man-
power, the salary was usually inadequate to support an
individual and his family. The compensation department,
using the funds allocated by the company to this project,
would reimburse the trainee or student up to the total
weekly salary he was earning before losing his job. The
rehabilitation team also formulated policy pertaining to
vacation pay and health benefits during the time that
workers (no longer technically employees of the organiza-
tion) were receiving training under the auspices and sub-
sidy of the company. The director of industrial rela-
tions helped to devise policies congruent with the cur-
rent collective agreement. The social worker was in-
volved at all levels: in working directly with the indi-
vidual around personal and family problems, in making
referrals to the appropriate community resources, in
facilitating the adjustment to a novel work situation,
in developing new regulations and modifying existing
policies, and in coordinating the diverse activities
into a coherent team effort.[1]

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[1]McGill experience.

Illustration 17

> Companies are required by law to set aside the equiv-
> alent of fifteen days' pay per year to be given to the
> hourly worker at retirement. (The amount for the sala-
> ried employee is calculated on a different basis.) One
> of the benefits an employee has after two years of ser-
> vice is the right to use up to 50 per cent of this fund
> for housing. Often the employees in a company form a
> co-operative to plan housing, buy land together, and
> construct homes by using their indemnization as down pay-
> ment. The social worker is active in organizing and
> helping with such programs.[1]

Analysis of the activity

Work process

The work process and the job procedures the individ-
ual employee performs remain essentially intact despite the
development of social resources within the company. While
an employee may be transferred to another type of job because
of this social work service, the tasks involved and the job
description itself do not change. In fact, it appears that
the consequence of social resource development may actually
be to help workers in their adaptation to the work process.
For example, a worker who could no longer perform his job
was referred to the rehabilitation committee which would then
seek new employment for him within the company. One of the
major roles of the social worker was to facilitate this pro-
cess by helping the employee accept the change in status, by
monitoring the effects of a decreased income upon the family
members, and by working with the family which often had a
difficult time adjusting to the new occupational role, sta-

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[1]Oxley, "Industrial Social Work," p. 65.

tus, and financial position of the particular member involved.

Social resource development, then, can be considered as conservative activity according to how the latter term has been employed in the context of this chapter. It is conservative in the sense that it effects little change with respect to the work process and is so represented in Figure 8.[1]

Instrumental communication

In the course of social resource development, the processes of communication are modified only to the extent that important information regarding the particular needs of certain employees is channelled upward to high levels of management and often affects the decisions of the latter. For instance, in the case of the twenty-seven year old man who needed rehabilitation, management agreed that he should have health and medication insurance coverage despite the fact that he was technically no longer an employee of the company.

It must be recognized, however, that this information regarding the employee's situation is expressive communication, which changes or reinforces norms and values, and generally moves horizontally amongst peers within the organization.[2] To the extent that social resource development has promoted an upward movement of expressive communication, it

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[1]See p. 128 below.

[2]Etzioni, Comparative Analysis, p. 138.

has begun a modification of traditional communication net-
works and is a liberal act according to Figure 8. Neverthe-
less, it is the instrumental channels of communication that
distribute information, knowledge, and affect cognitive
orientation.[1] Instrumental channels are linked to the pro-
duction processes, coordination, planning, and decision-
making. This information travels up and down management
ranks, and it is over these networks that management has con-
trol. In this respect, it can be seen that social resource
development has little effect upon instrumental channels.

The fact that social resource development essentially
leaves traditional networks of communication intact is indi-
cated in Figure 8; the stripes represent the modifications
in the direction of communication which may occur as a result
of social resource development.

Internal decision-making

Resource development functions principally within
the context of management decision-making. This service
usually entails the establishment of a program which meets
a particular social work need within the company and is often
seen as peripheral activity to production--the main focus of
the business organization. Management control over the work
and productive processes remains essentially intact. The
cell in the conservative column of row four in Figure 8 is
meant to depict this fact.

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[1]Ibid.

The stripes in the cell, however, indicate that re-
source development is not unquestionably conservative with
respect to internal decision-making. For example, in Illus-
tration 16, most of the decisions regarding this rehabilita-
tion program were made by the staff of the personnel depart-
ment. These judgments and decisions were largely based on
the exigencies of the situation and needs of the workers
rather than on the requirements of the organization.

Therefore, while the activity cannot be classified
as liberal in this context because it does not facilitate
worker participation in decision-making, it is not totally
conservative in that complete management control over de-
cisions is relinquished to a certain extent. Further, these
decisions are based on worker need rather than organizational
priorities.

Resources and profit

Social resource development is a decidedly liberal
activity with respect to resources and profit orientation.
In fact, an analogy can be made between this service and the
operation of the liberal welfare state.[1] The purpose of so-
cial resource development is to establish programs which meet
the social welfare needs of the company employees. For ex-
ample, the rehabilitation program (Illustration 16) cushioned
certain individuals from the effects of physical or mental
stresses which were interfering with adequate performance of

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[1]See p. 83 above.

the job; a program was set up in one company (Illustration 17) to help meet the housing needs of the employees.

Social resource development is one of the principal mechanisms by which social workers are able to channel immediate attention from productivity, efficiency, and profit (organizational concerns), to the social welfare of the employees (human concerns). The very fact that the social program exists is evidence that a certain amount of concern and resources have, in fact, already been directed toward social welfare issues. Figure 8 represents the liberal nature of social resource development with respect to resources and profit orientation, based on the interpretation of liberal activity within the context of this study.
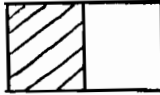
Policy

Illustration 16 exemplifies how the critical analysis of company policy; the modification of rules which are outdated, incomplete or unjust; and the formulation of new policy pertaining to a particular area of social welfare are all part of social resource development. The latter can be classified as essentially liberal with respect to policy in that reform and modification, rather than adaptation, are major objectives of this activity.

Further, new social programs are usually based on policy. That is, a general policy statement on a particular social issue must be drawn up before the establishment of a program. Therefore, the initiation of a social program is

FIGURE 8

EXPECTED CONSEQUENCES OF SOCIAL
RESOURCE DEVELOPMENT

Organizational Characteristics	CONSERVATIVE		LIBERAL
1. work process	reinforce management control of work process	■□	encourage worker control of work process
2. instrumental communication	respect traditional networks of communication	▨□	modify traditional communication networks
3. internal decision-making	accept management decision-making	▨□	facilitate worker participation in decision-making
4. resources and profit	reinforce profit orientation of organization	□■	channel concern and resources to social welfare
5. policy	enhance adaptation to rules	□■	modify and formulate policy

accompanied _ipso facto_ by the development of a policy pertaining to the specific issue. In Illustration 16, for example, the company had to outline objectives for employee rehabilitation before setting up the program. Additional policies grew out of the work of the committee and these were, in turn, added to the preliminary policy statement.

Social resource development requires the formulation of policy; modification of existing rules and development of new regulations occur as a result of a program intended to meet social welfare needs. The activity clearly has liberal tendencies with respect to the question of policy and is so indicated in Figure 8.

In general, social resource development does not exhibit one predominant political tendency with respect to the essential characteristics of the organization. It tends to reinforce management control of the work process and is thereby conservative. Traditional networks of communication are generally respected and decision-making by management is accepted. The stripes indicate the conditional nature of this conservatism; reform has begun to be initiated in these two areas. Social resource development is decidedly liberal, however, in its ability to modify existing rules and formulate new policy, and to direct both concern and resources to the social welfare needs of individuals within the organization.

Consultation

Description of the activity

In Illustration 18, the director of the compensation department consulted with the social workers around the development and implementation of a pre-retirement program so that the social welfare needs of the target population would be adequately met. In the second case, the personnel manager consulted with the social worker when confronted with an emergency situation concerning an alcoholic employee. Illustration 20 is a description of the consultation activity of industrial social workers in Peru, where the factories play an important part in the social life of the workers. In the last example of consultation, a task-oriented group of em-

ployees requested consultation from a social worker in order
to ameliorate their processes of interaction.

Illustration 18

> The director of compensation of a particular company
had initiated a pre-retirement program. He had con-
tracted with a private organization which claims to
specialize in pre-retirement counselling because it com-
piles and prints a series of booklets pertaining to var-
ious aspects of retirement. The compensation director
convoked a meeting to explain the program to the per-
sonnel managers of the company divisions. The social
service unit was also invited for comment and feedback
on the implementation and development of the program.
A brief report was drafted by the social workers and
sent to the director. A meeting was then established
with him to discuss the recommendations.[1]

Illustration 19

> A worker who was a chronic alcoholic suddenly col-
lapsed at home one day. The family called the personnel
manager of the company inquiring as to what they should
do. Based on his past experience, the manager offered
some advice, but he called the social worker immediately
afterward to verify whether he had referred the family
to the appropriate resource.[2]

Illustration 20

> The social worker spends a part of her time in so-
cialization and acculturation activities. The job and
the company hold a central place in the social life of
the employee and his family. The company club and/or
the employees' co-operative are important. Larger com-
panies provide club rooms or houses and playing fields
for the very popular competitive sports. Company pic-
nics, Christmas parties, Mother's Day celebrations, and
competitions are all an important part of the social
life of the employees. The social workers are generally
involved as advisors to these recreational, sometimes

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[1]McGill experience.

[2]McGill experience.

educational, group activities.[1]

Illustration 21

In one store of a large company, the manager had set up a "norms" committee which was concerned with various internal problems. When it appeared that the interaction within the committee was dysfunctional and was interfering with the work processes of the group, the social service unit was consulted. A social worker attended the group meetings as an observer and related to them several recommendations on improving the interaction. The committee was able to function more effectively as a result of improved communication amongst its members.[2]

Analysis of the activity

Work process

From the illustrations of consultation activity, it does not appear as if the service had any effect upon the work process and the way in which jobs were performed. This fact is indicated in Figure 9.[3] Although consultation has, to date, been practised in a conservative manner according to the classification devised in this chapter, it has the potential to initiate reform in this respect. For example, the social worker has at times suggested that the work process be modified to meet the needs of certain individuals. This potential is represented by the stripes in the chosen cell.

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[1]Oxley, "Industrial Social Work," pp. 61-2.

[2]McGill experience.

[3]See p. 135 below.

Instrumental communication

Social work consultation has improved communication
processes in certain cases as in Illustration 21. The over-
all effect of this activity on formal communication networks,
however, has thus far been negligible. Management continues
to maintain control over formal channels of communication.
Again, a consultant is in a position to recommend modifica-
tion of communication networks, although the probability of
such change is uncertain. The cell in the conservative col-
umn of Figure 9 denotes that the thrust of consultation with
respect to communication has been largely conservative; the
stripes signify the potential for recommending innovations
in this area.

Internal decision-making

There is no indication in the above illustrations
that, via consultation, social workers have attempted to in-
volve employees in the decision-making process. In fact,
social workers are often called upon by managers to help them
make decisions about various cases and programs. Management
control over this organizational process is thereby rein-
forced by the social work activity of consultation. The
legitimate authority of management in this domain remains
unquestioned. The conservative tendency of consultation
activity in this regard is represented in Figure 9. Again,
the stripes refer to the potential of this service to call
for the active engagement of workers in internal decision-

making regarding the functioning of their department and/or
of the organization. There is no guarantee that such a lib-
eral tendency would in fact be acceptable to management.
The judgment as to where to classify consultation on a con-
servative-liberal basis must be made according to the em-
pirical data and what has actually occurred in practice.
Accordingly, the activity is considered to be predominantly
conservative with respect to decision-making.

Resources and profit

Social work consultation can be categorized as a lib-
eral activity with respect to resources and the profit orien-
tation of the company. The purpose and result of this ser-
vice are primarily to direct concern to the social welfare
aspects of a case, an event, or a situation. For example,
when the social workers were invited to give feedback about
a particular program (Illustration 18), they attempted to
highlight the social welfare needs of the retiring employees.

The cell in the liberal column of Figure 9 has been
chosen to represent the political tendency of this activity.
The stripes indicate that consultation is not unquestionably
liberal because the channelling of resources to social wel-
fare concerns is not always a consequence of this activity.
In Illustration 16, concern was directed toward social needs
via social work consultation, but resources such as manpower
and funds were not subsequently allocated to this program.

Policy
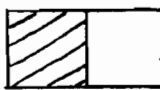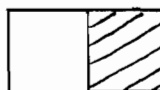
Any judgment based on the above case illustrations would necessarily conclude that consultation is conservative in that it appears to accept as given the existing rules of the company. Hence the cell in the conservative column in Figure 9. The stripes are intended to indicate, however, the tentative nature of this conclusion. There have been cases in which the social worker as consultant has recommended a modification of policy because the existing rules were inadequate, outdated, or incomplete. The formulation of new policy has also been proposed to meet more adequately the needs of certain populations of employees and to deal better with particular problems.

In general, it is difficult to classify consultation as either a conservative or liberal activity because the political tendency can vary from case to case depending upon the nature of the consultation itself. Despite this fact, judgments were made according to the case presentations which can be considered as typical examples of the consultative service social workers have provided in industry.

From the case material, it appears that social workers as consultants have accepted management control of the work process, of traditional communication networks, and of internal decision-making. Further, rules and policies of the company are respected. Consultation does, however, have the potential to recommend modifications in the traditional ways in which these basic organizational processes function. Con-

FIGURE 9

EXPECTED CONSEQUENCES OF CONSULTATION

Organizational Characteristics	CONSERVATIVE		LIBERAL
1. work process	reinforce management control of work process		encourage worker control of work process
2. instrumental communication	respect traditional networks of communication		modify traditional communication networks
3. internal decision-making	accept management decision-making		facilitate worker participation in decision-making
4. resources and profit	reinforce profit orientation of organization		channel concern and resources to social welfare
5. policy	enhance adaptation to rules		modify and formulate policy

sultation activity can encourage worker participation in decision-making and the formulation of new policy, for example. Consultation by social workers has had the important liberal consequence of directing concern to the social welfare needs of individuals within the organization, although resources have not always been successfully channelled, via this activity, to social purposes.

Conclusion

The intention of this chapter was to describe the major areas of industrial social work activity and to examine each in terms of its consequences within the company. This analysis has been based on a framework which was devised in

this chapter through a synthesis of the major elements of organizational and political theory. Each social work service was examined according to its political (conservative or liberal) tendency in relation to the five principal characteristics of organizational functioning. The political orientation and intensity of each area of activity with respect to the major features of the private business firm are summarized below.

From the human relations case material, it appears that the conservative tendency of human relations practice in industry is dominant. Modifications of institutional patterns and of organizational characteristics have been attempted, however, by social workers in many instances in the course of casework activity. It can therefore be concluded that human relations intervention within the industrial context is essentially, but not unquestionably, conservative.

Community education is a social work service which effects little change in traditional modes of organizational functioning. The work process, formal communication networks, internal decision-making, and policy remain essentially intact. There is often some impact upon the company in terms of making management aware of the social welfare needs of the workers. To that extent, the social worker may, via educational activity, be able to direct resources of the company toward meeting those needs.

It can be concluded that research, as it has been

practised to date by social workers in industry, has been
largely of a liberal nature as defined within the context of
the framework devised in this chapter. Although liberal
changes have been actualized in many cases, these liberal
acts are not necessarily realized in all cases nor do the
possibilities of implementation in all companies exist.

Social resource development does not exhibit one pre-
dominant political tendency with respect to the essential
characteristics of the business organization. It tends to
reinforce management control of the work process and is
thereby conservative. Traditional networks of communication
are generally respected and decision-making by management is
accepted. The nature of this conservatism is, however, con-
ditional; reform has begun to be initiated in these two
areas. Social resource development is decidedly liberal,
however, in its ability to modify existing rules and formu-
late new policy, and to direct concern and resources to the
social welfare needs of individuals within the organization.

From the case material, it appears that social work-
ers as consultants have accepted management control of the
work process, of traditional communication networks, and of
internal decision-making. Further, rules and policies of
the company are generally respected. Consultation does, how-
ever, have the potential to recommend modifications in the
traditional ways in which these basic organizational pro-
cesses function. By means of consultation, worker participa-
tion in decision-making and formulation of new policy, for

example, can be encouraged. Consultative activity by social workers has had the important liberal consequence of directing concern to the social welfare needs of individuals within the organization, although resources have not always been successfully channelled, via this service, to social purposes.

In Chapter VI, several hypotheses, which have been derived from the conclusions of the exploratory analysis undertaken in this study, will be presented. Several interpretations of these hypotheses will also be outlined.

CHAPTER VI

RESEARCH HYPOTHESES AND CONCLUSIONS

Introduction

In Chapter V, the five major areas of industrial so-
cial work were described by means of case illustrations, and
were then analyzed within a political framework according to
the changes effected by each within the larger organization.
The empirical data was derived both from the social work lit-
erature about industrial programs, and from the experience
of the author and colleagues who have practised in this
field. Because of the possibility of bias entering into the
selection of case material, the sample of illustrations cho-
sen may not be representative of the total work that has
been carried out by social workers in industry. Further,
the analysis itself may be regarded as subjective, although
an attempt was made to minimize this potentiality by devising
a standard framework according to which all the material
could be judged and compared. The conclusions drawn in
Chapter V regarding the political nature of various indus-
trial social services must therefore be recognized as tenta-
tive. The classifications made have been based upon the
case material presented and must be understood within that
limited context. The case study approach is particularly

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useful at this exploratory stage. The extent to which the conclusions are generalizable to all industrial social work activity, however, must still be tested. Rather than draw firm and fast conclusions from the preliminary exploration which has been conducted in this research, it would seem more appropriate to use these conclusions to generate hypotheses which could then be subject to further study.

Formulation of Hypotheses

In Chapter V, it was seen that each social work activity was quite distinct in the political tendencies and intensities that it represented. The type of change (conservative or liberal) effected in relation to the basic characteristics of the organization were indicated on a chart for each service provided in the industrial setting.[1]

The social work interventions were quite different from each other in terms of their consequences within the company. For example, human relations and community education activity[2] appeared to respect the legitimate authority of management to make internal decisions. Social resource development and consultation,[3] while basically accepting of management decision-making, have the potential for facilitating employee involvement in this organizational process.

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[1]See Figures 5, 6, 7, 8, and 9 above on pp. 102, 111, 120, 128, and 135, respectively.

[2]Figures 5 and 6 above.

[3]Figures 8 and 9 above.

Worker participation in decision-making has occurred in some,
but not all, of the research studies conducted by social
workers.[1] These charts, then, can be used to compare the
effects of the five principal social work activities along
each of the outstanding characteristics of the business or-
ganization.

It seems important to be able to examine the conse-
quences of these services on a cumulative basis. That is,
does human relations activity generally bring about more
modifications in the functioning of the organization than
community education, for example? Is community education
much more conservative than consultation in that the former
seems to have defended the status quo more strongly than the
latter? Is research much more liberal than social resource
development as the respective charts of these two services
indicate?

It is possible to respond to these questions by as-
signing numerical values to each cell and then comparing the
activities on a quantitative basis. A cell in a conservative
column would be indicated by a minus sign (-); a cell in the
liberal column would receive a plus sign (+).[2] The numbers
one (1) and two (2) can be applied to designate the intensity
of the political tendency. A solid cell, which signifies a

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[1]Figure 7 above.

[2]No negative or positive connotation is intended by
the assignment of minus and plus signs. Rather, use of these
signs is a viable means by which to make a quantitative dis-
tinction between qualitatively different entities.

firm and unquestionable political tendency, would be assigned
the number 2. A striped cell indicates that the relationship
between the activity and the political orientation is not
fixed and unchanging. Such a relationship would be repre-
sented by the number 1.

The mathematical rule of addition can then be applied
to arrive at a score for each social work service. This to-
tal would in turn represent the overall tendency and inten-
sity of each activity in political terms. In other words,
the sign of the total score would indicate on the whole
whether the activity is conservative or liberal; the absolute
value of the sum would signify the extent to which the ser-
vice is of this particular political tendency.

Theoretically, if an activity were totally and un-
questionably conservative in relation to the functioning of
the organization, it would be represented by a value of -10.
That is, each of the five cells of the chart would have been
assigned a -2 value. Similarly, if an activity were com-
pletely liberal with respect to the basic processes of or-
ganizational functioning, it would receive a +10 value.
Again, each of the five cells of the chart would have been
assigned a +2 value. None of the services, however, actually
corresponds to these "ideal types." The -10 and +10 values
therefore represent the two ends of a continuum, and each of
the social work activities falls somewhere in between.

In human relations, for example, the cell in the

first row/conservative column would have a numerical value

of -2. The minus sign indicates the conservative political

tendency; the solid box receives an absolute value of 2.

The cell in the second row/conservative column would have a

minus sign for its political tendency and an absolute value

of 1 for its intensity. Hence, a -1 would be assigned to

this cell. Following this pattern, the three remaining cells

would receive values of -2, -1, and -1 respectively. Total-

ling the values of the five cells would result in a sum of

-7. On the continuum bounded by the two extremes of -10 and

+10, it appears that human relations, according to its posi-

tion on the spectrum, is close to the conservative extreme.

The political tendency and intensity of this and

other social work activity as represented by quantitative

values can be visually depicted on a continuum.

FIGURE 10

INDUSTRIAL SOCIAL WORK: A POLITICAL SPECTRUM

CONSERVATIVE   LIBERAL

-10 -9 -8 -7 -6 -5 -4 -3 -2 -1 0 1 2 3 4 5 6 7 8 9 10

    human   consul-   social   research
    relations; tation   resource
    community   development
    education
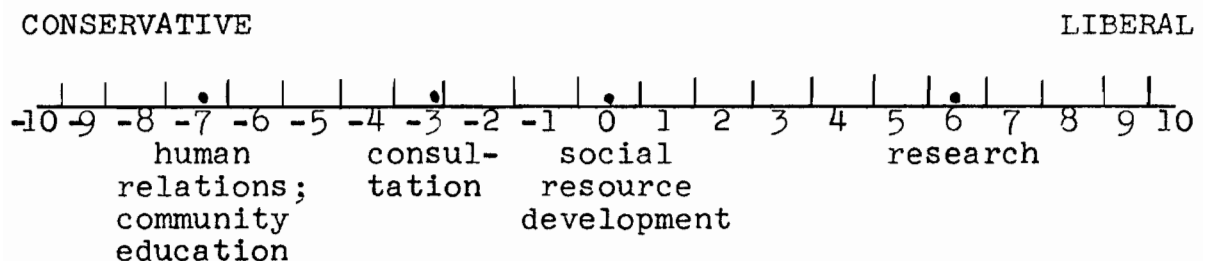
The cells of the community education chart would be

assigned the values of -2, -2, -2, +1, and -2 respectively,

resulting in a sum of -7. Graphically, community education

would appear in the same position on the continuum as human

relations. On the whole, it seems that these two services are similar with respect to their fairly strong maintenance of the status quo. Their individual charts indicate the specific points of variation between the two services. While different types of changes in varying intensities result from each activity, their cumulative effect within the organization appears to be about the same.

Each of the first four striped cells in the liberal column of the research chart would receive a +1 value. The last would be assigned a +2, resulting in a total of +6. On the continuum, the activity would be considered to be of average liberal intensity.

The cells in the social resource development chart would have the values of -2, -1, -1, +2, +2 respectively with a sum of 0. This result would appear to indicate that the conservative tendency of this activity in its acceptance of the existing structures and processes is balanced by the modifications of traditional patterns of functioning that it has brought about within the organization.

The conservative tendency of consultation can be represented numerically by -3. This sum was derived from adding the values -1, -1, -1, +1, and -1 which had been assigned to the five cells respectively. Graphically, it would fall between human relations and community education, and social resource development.[1]

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[1]Numbers have been used in order to make cumulative comparisons of an ordinal nature between services. The

A number of hypotheses can now be drawn from this graphic representation of the political tendencies and intensities of industrial social work activity.

1. Human relations and community education effect little change in the overall functioning of the organization.

2. Consultation generally helps to reinforce the traditional structures and processes of the company, although not to the extent of human relations and community education.

3. The facilitation of adaptation to the existing system, and the modification of institutional patterns, both occur as a result of social resource development.

4. Most changes in the basic characteristics of the company are brought about by research activity.

It must be reiterated that these hypotheses are drawn from conclusions which have been based on a limited sample. Their acceptance or rejection will be determined by testing them in the future as experience in this field develops.

The numerical values assigned to the cells of each activity can be tabulated as in Figure 11.[1]

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values are not meant to be treated on a ratio basis. That is, research is not to be seen as five times more liberal than social resource development. Obviously, such a statement has no meaning in this context.

[1]The rows of the table correspond to the five basic organizational processes; the columns are the five major areas of industrial social work activity. The numbers within each cell of every column are the same as those in the above explanation. For example, the human relations column was assigned the values of -2, -1, -2, -1, and -1.

FIGURE 11

INDUSTRIAL SOCIAL WORK: COMPONENTS
OF THE POLITICAL SPECTRUM

ORGANIZATION	SOCIAL WORK human relations	community education	research	social resource development	consultation	TOTAL
work process	-2	-2	+1	-2	-1	-6
instrumental communication	-1	-2	+1	-1	-1	-4
internal decision-making	-2	-2	+1	-1	-1	-5
resources and profit	-1	+1	+1	+2	+1	+4
policy	-1	-2	+2	+2	-1	0
TOTAL	-7	-7	+6	0	-3	

When the cells in each column are added vertically, the sums correspond to the ones derived above.[1] The differences between the five areas of social work activity with respect to the changes they effect within the industrial organization are made clear by the numbers in the last row designated as "total."

It is also possible to add the values of the cells in each horizontal row. Theoretically, it would seem that the

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[1]See Figure 10 on p. 143 above.

rules regarding the sum totals in the previous analysis would be similarly applicable in this case. That is, the sign of the number would indicate whether a conservative (-) or a liberal (+) action had been carried out with respect to the particular organizational characteristic. The absolute value of the number would indicate the intensity of political tendency. From these numerical values, several more hypotheses can be generated.

A. Most of the social work helping efforts appear to reinforce management control over the work process, instrumental channels of communication, and internal decision-making.

B. Social work intervention seems to have effected the most change in shifting total concern with profit toward social welfare issues, and in attempting to channel resources to meet these needs.

C. With respect to policy, social workers both reinforce existing rules, and attempt to modify existing regulations and formulate new policy.

It must be recognized that there are limitations to the use of arbitrarily assigned quantitative values to designate qualitative statements. Even though the values are numerical symbols, they have meaning only in an ordinal, not in a ratio sense. "Quantophrenia,"[1] or the unwarranted em-

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[1] Pitirim A. Sorokin, Fads and Foibles in Modern Sociology and Related Sciences (London: Mayflower Publishing Co., 1958), pp. 102-173.

ployment of quantitative manipulations, has inherent weak-
nesses in certain cases. Nevertheless, use of numbers in
this instance has enabled cumulative comparisons to be made
both between social work services and between organizational
characteristics. While it is important to acknowledge the
limitations of numbers, a total disregard of them would re-
sult in the loss of potentially valuable pieces of informa-
tion. This information has been stated as hypotheses which
must be subject to testing in future studies.

Interpretation

Social work in industry, on the whole, appears to
exhibit primarily conservative tendencies, as the latter
have been defined within the context of this study. These
conclusions as hypotheses may indicate that social work, in
general, has a propensity toward conservatism, in that it
helps facilitate adaptation to the status quo. This conser-
vatism is then manifested in industry as it would be in any
other setting, if this is indeed the case.

A second possibility is that the setting itself, the
industrial organization, has a great influence on the type
of services provided and the actual nature of the work that
can be undertaken. It may be that the consequences of social
work activity are not generally conservative, but are only so
within the context of the private business firm. In this
setting, social workers are accountable to, and work under
the auspices of, management which holds the power within the

organization. Under such circumstances, it is difficult to encourage modifications in traditional processes and in the status quo.

A third interpretation exists which largely relates to the time factor. The nature of social work is quite foreign to business managers on the whole, and it takes a long time for the latter to develop trust and credibility in the social worker. This can be accomplished only by a process of slowly moving into the organization, and by focussing on a well-defined, limited area in the beginning. Gaining their trust is facilitated if the social worker respects the traditional modes of organizational functioning, and does not immediately attempt to initiate many changes. It would seem, then, that case material from a relatively new experience might exhibit more conservative tendencies because of the necessity of practising in such a manner. This factor may have affected the results of this study since most of the illustrations have been drawn from very recent experiences in the field of industry. The choice of such case material was unavoidable, as there is little documentation and empirical evidence of the experiences of well-established industrial social work units.

Fourth, the sample selected may not be representative of the overall work done in the field, and may have biased the outcome of the analysis. It is also possible that the case material may have been interpreted differently by another analyst, a fact which would have rendered the results

somewhat different. For example, a social work activity which encouraged worker participation in the decision-making process was considered to be liberal within this context. Another interpretation, however, might consider such involvement to be a mere concession which essentially served to increase morale and productivity, thereby contributing to goal-attainment and pattern-maintenance. In contrast to any fundamental modification having occurred within the organization as a result of this activity, it could be said that, in the long run, the intervention served only to maintain the existing structures and processes.

The assignment of quantitative symbols to qualitative terms may not have been an accurate representation of the latter, and may have also influenced the findings to a certain extent.

In general, it appears that four major factors must be considered in examining both the results of the analysis conducted in this research and the hypotheses generated from these conclusions. These factors are the services provided, the setting, the time element, and the research design. All four have in some way influenced the findings of the research. The extent of the contribution of each, however, cannot be ascertained at this point.

As the field expands, more case material will accumulate and it will be possible to judge the representativeness of the sample drawn in this research. The utility of the conceptualization of industrial social work into five

major areas of activity can also be determined in the future, by testing whether it includes all services provided or precludes new activities which do not fit the five "areas of activity classification." Political analyses of social work practice in other settings can also be made to ascertain whether social work services, in general, exhibit a particular political tendency.

With respect to the setting, it would be interesting to test the applicability of the conceptualization of social work practice developed in this research to the other approaches to industry. For example, is the classification relevant to the services provided to a union? Does the activity carried out under union auspices differ in political tendency and/or intensity from the results of this study?

The time factor was also cited as an important variable. It was suggested that the overall conservative results may have been a function of the short time period over which social workers have been involved in the organization. The social workers may have deliberately concentrated on facilitation of employee adaptation to the environment in an attempt to stabilize their own position within the organization in an acceptable, non-threatening way. It would seem important to compare, from a political point of view, the case material from an old setting and a new setting, when material from the former becomes available. It may be that the empirical data from a more stable environment may show a stronger liberal tendency than that from a new experience,

because the social service unit was secure enough in its own existence to begin modification of traditional patterns of organizational functioning. The opposite may, of course, be true. A new unit may be quite idealistic in its conception of the ability of the organization to change, and may attempt more liberal types of activity than a well established unit which has already accepted the existing structures and processes of the company. It would seem important to introduce this difference in time as a variable in future studies in order to determine the extent to which this factor may have influenced the results of the research.

There are several ways to compensate for the weaknesses of the research design itself. First, other social workers with experience in the field of industry can read the report and decide whether the classifications and judgments are reasonable and fairly accurate. This would be a measure of content validity.[1] Second, other analysts could be asked to review some of the empirical data and interpret it according to the framework devised in this report. The judgments of these raters could then be compared to determine the overall validity of the statements made and conclusions drawn. Also, Q-sort tests could be used by having a few individuals read the same case material, and by then asking them to classify statements which would relate directly to

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[1]Stephen Isaac and William B. Michael, Handbook in Research and Evaluation (San Diego: Robert R. Knapp, 1971), p. 82.

the organizational-political framework devised in Chapter V of this study. Their categorization could then be judged in relation to the results of this research.

Conclusion

Each social work activity was seen to have a different political tendency and intensity with respect to the five major organizational characteristics. An attempt was made to arrive at a cumulative comparison of these services through the assignment of quantitative values to the cells in each chart. This endeavour resulted in the conclusion and subsequent hypothesis that human relations and community education tend to be quite conservative in their effect within the organization. Also, consultation seems to reinforce the structures and functioning of the organization, although to a lesser extent than human relations and community education. Both a certain amount of adaptation to, and modification of, traditional patterns of organizational functioning occur as a result of social resource development. Most changes are brought about by research activity. With respect to the particular characteristics of the company, it was seen that the work process, instrumental communication networks, and the traditional modes of internal decision-making were left largely, though not totally, unquestioned by social workers in industry. The most significant consequence of social work activity within the industrial organization was to shift total concern with profit toward social welfare issues, and

often, to channel resources to meet these needs. With respect to policy, social workers both reinforced existing rules, and attempted to modify existing regulations and formulate new policy.

On the whole, social work activity in industry appears to be largely conservative. To a certain extent, such activity is important in that individuals and groups are helped to adjust to and cope with the realities of their environment. The effect of this stabilization process is to render individuals more secure in their working environment and to facilitate their ability to function well within this context. Liberal activity, however, is also important in that modification of organizational processes which are adversely affecting individuals is necessary, and improvement of certain organizational patterns in order to meet more adequately the needs of the workers is often required. It seems important to investigate why a liberal political tendency appeared to be much less significant than conservatism in this study. Was it a result of the actual services provided which may, in fact, be truly conservative, the setting itself, the time factor, or the research design?

A particularly interesting point emerges from this analysis. It appears that little change was accomplished with respect to actual structures and processes of the existing system; social workers within the industrial organization have largely directed attention to social welfare issues and have attempted to have social needs met. This type of work

is analogous to the functioning of the liberal welfare state in which programs are set up to respond to certain social welfare needs without any fundamental change in the economic and social systems themselves.

Proponents of the radical school of thought recognize the distinction between conservative and liberal activity, as has been made in this research. However, they contend that neither conservatism nor liberalism questions the fundamental nature of the present system, but accepts the latter as given. The radical school therefore considers both these political tendencies to be inadequate to solve the basic problems in society.

> This leftist position sees the inadequacies·of the social services as rooted in the logic of the society as a whole, endemic to the society in its present form, and even functional for the maintenance of current social arrangements. As such, while it recognizes differences in the liberal and conservative positions, it argues that their debate is ultimately unproductive in getting to the issues that must be addressed. Furthermore, it argues that these two positions are more alike than they are unalike in their basic assumptions about human nature and the social order. The left identifies the ideological commonalities in the two positions and criticizes them on similar grounds.[1]

The radical dimension has not been discussed in this research because there is little empirical evidence of radical social work activity in industry. It is a position, however, which will have to be considered in the development of both the theoretical foundations and the service components of industrial social work in the future.

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[1]Galper, Politics of Social Services, p. 3.

CHAPTER VII

SUMMARY

The purpose of this research was to describe and
analyze social work as it has been practised in industrial
organizations. The first step in this task was to impart an
understanding of the structures and processes of the private
company. This was accomplished by summarizing seven major
organizational theories and integrating the salient concepts
of each into a classification system. This paradigm per-
mitted derivation of the essential characteristics of the
business organization.

Five major areas of industrial social work activity,
human relations, community education, research, social re-
source development, and consultation, were then outlined. A
further dimension was required, however, in order to examine
adequately the consequences of these helping interventions
within the larger organization.

The political theories of conservatism and liberalism
were seen as relevant to this analysis. The fundamental
principles of each were described. Such a political dimen-
sion would permit examination of whether a particular act
was primarily conservative, tending to maintain and reinforce
the existing organizational structures and processes, or

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liberal, tending to modify and reform the traditional functioning of the organization.

Case material from industrial settings was then presented. By integrating the principal elements of organizational and political theory, a framework according to which the case material could be analyzed was devised. Conclusions were drawn regarding the political tendency and intensity of each activity.

Because of the limited sample size and possibility of bias inherent in the selection and analysis of case material, these conclusions were regarded as tentative. Through the assignment of quantitative values to these conclusions, it was possible to generate the following hypotheses for future study in this field.

1. Human relations and community education effect little change in the overall functioning of the organization.

2. Consultation helps to reinforce the traditional institutional patterns of the company, although not to the extent of human relations and community education.

3. Facilitation of adaptation to the existing system, and modification of organizational functioning, both occur as a result of social resource development.

4. Most changes in the basic characteristics of the company are brought about by research.

5. Management control over the work process, communication, and decision-making, is generally accepted.

6. Social work activity effects the most change in drawing

attention to social welfare issues, and in channelling resources to meet those needs.

7. With respect to policy, social workers have both reinforced existing rules, and have modified existing regulations and formulated new policy.

These hypotheses were then interpreted with respect to the services provided, the setting, the time factor, and the research design of this study.

APPENDIX A

METHODOLOGY USED IN DERIVING ORGANIZATIONAL
CHARACTERISTICS

1. The first step involved an examination of the major theories which pertained directly to the focus of the inquiry. The essential points of each of these were selected.

2. The possibility of integration of the various theories was explored and support for this idea was found in the literature.

3. An attempt was made to devise an integrating framework or typology which was based on a paradigm found in the literature. The latter paradigm had been rejected for a number of reasons. The essential key in devising this new classificatory scheme was to choose columns and rows which were based on recognized theories and for which justification could be found.

4. After determining the columns and rows, and finding precise definitions for each, the literature was categorized according to where it seemed to fit most appropriately.

5. Again, reference was made to the literature for the empirical data to support the way in which classification of particular organizational concepts had been conducted.

6. The rationale for placing certain variables within specific columns and rows was then presented.

7. The paradigm permitted derivation of the major characteristics of the business firm.

APPENDIX B

McGill University
School of Social Work

Social Work Services in Industry

I. Problems susceptible to social work intervention

    a) generated by factors outside of work situations
        but affecting work

            1) factors subject to prevention or modifi-
                cation by treatment

            2) factors not subject to prevention, but
                requiring maintenance care or minimal
                modification by treatment

    b) generated by factors located in work situations

            1) aspects of personal functioning

            2) organizational functioning

    Examples of a.1 - physical illnesses, disabilities
                     - family or marriage problems
                     - budgetting or financial worries
                     - personal immaturity, maladaptation,
                         depression or stress
                     - alcoholism or other addiction

              a.2 - aging and approaching retirement or
                         use of retirement
                     - limited mental capacity
                     - permanent physical disability

Examples of b.1 — individual tensions, fatigue related
to job demands
— conflicts with or loss of confidence
in subordinates, superiors
— lack of perception of quality and
effect of interpersonal exchanges
— failure to develop or express po-
tential production
— failure to organize or carry out
work assigned
— anxieties related to job entry,
transfers, terminations, etc.

b.2 — conflicting role demands or other
tension sources
— over-protection of personal status,
authority or work load
— need for separation of company and
personal affairs
— lack of communication among persons
at different levels, or with dif-
ferent functions
— inadequacy of managerial skills,
especially at key times such as
job termination or other personal
crisis for employees

II. Social Work Services

a) Direct Services to Individuals or Groups

— counsel employees on personal difficulties —
external to work
— work with company or external resources to re-
solve personal problems — work related
— provide information to aid personal planning
or adjustment
— refer individuals to treatment resources out-
side company

b) Interpersonal (Work Related) Services

— receive referrals of persons needing aid
— represent or interpret individual problems to
relevant company officers
— organize and conduct groups for approaches to
personal problem solving

- provide information to company on welfare pro-
grams or services available from external
sources
- identify institutional sources of tension, ex-
cessive pressure or potential breakdown, and
interpret these to appropriate company offi-
cers
- recommend preventive or remedial programs or
changes in company operation
- participate in establishment of necessary pro-
grams

III. Conditions Necessary to Social Work Services

a) Confidentiality. Information regarding individual
problems listed above, whether generated outside
or inside company, is treated as confidential by
the social worker and is not communicated to other
company personnel except with the understanding
and consent of the person concerned. This prin-
ciple is also true of problems encountered by per-
sons requesting consultation in performance of
their jobs.

b) Neutrality. Information or expertise possessed by
social workers is not used on behalf of one part
of the company in any dispute with another part,
but is offered objectively as indicated for the
welfare of individuals requesting professional aid.
For example, social workers do not "take sides" in
labour management issues within the company.

c) Accessibility. Within the principle of confiden-
tiality, but with due regard to maintenance of
appropriate channels of responsibility, social
workers require direct access to individuals in
need of aid or consultation at all levels or in
any division of the company, without the necessity
of gaining the specific approval of senior officers
in communication related to professional consulta-
tion.

d) Accountability. Social work services should not
be narrowly identified by divisional or depart-
mental identity and should be accountable to a
senior officer of the company. Social workers
should be accountable to such a senior person for
satisfactory performance of the tasks assigned,

and should furnish statistical, descriptive or
other supporting reports, without breach of the
principles of confidentiality, neutrality, or
accessibility.

IV. Work Loads of Social Workers

The work load of a professional social worker varies
greatly according to the tasks assigned and the popu-
lation served. This proposal envisions
- direct service to individuals
  on personal problems
- group consultation and train-
  ing on problems of company
  processes
- consultation to individual
  officers on supervisor-
  worker relations
- analysis and recommendation
  to company officers on or-
  ganizational processes

Company issues may be identified either by generalizing
from individual cases or by consultation with manageri-
al personnel.

DEW/ei
April 30, 1975

APPENDIX C

1 novembre 1974

MEMO DE: Sherri Torjman
             Service Social

OBJET: <u>Lois sociales</u>: Assurance-chômage
                              Régime de Rentes du Québec
                              Pension de vieillesse

Pour recevoir n'importe quelle pension gouvernementale,
toute personne doit avoir une carte d'Assurance Sociale.
Si l'employé n'a pas cette carte, il doit s'adresser à un
bureau de poste ou à un des bureaux ci-dessous indiqués
afin d'obtenir la formule de demande.

<u>Assurance-Chômage</u> (applicable à ceux qui ont contribué)

  I. L'employé âgé de 65 à 69 ans peut recevoir la prestation
      de retraite à condition de remplir les critères suivants:

      a) il ne travaille plus.
      b) il a déjà fait une application au Régime de Rentes
          du Québec ou du Canada et la demande a été acceptée.
      c) il a contribué à la Commission d'Assurance-Chômage
          pendant au moins vingt semaines au cours des
          cinquante-deux dernières semaines ou depuis le
          début de sa dernière période de prestations.

      La prestation de retraite est versée en un seul montant
      de trois prestations hebdomadaires, égale aux deux-
      tiers de la rémunération hebdomadaire assurable moyenne
      de l'employé. Il n'y a pas de période d'attente.

 II. L'employé âgé de 65 à 69 ans peut recevoir les presta-
      tions ordinaires d'assurance-chômage si:

      a) il a eu un arrêt de travail.
      b) il a contribué à la Commission d'Assurance-Chômage
          au moins huit semaines des cinquante-deux dernières
          semaines.
      c) il n'a pas encore fait une demande de prestations
          du Régime de Rentes du Québec ou du Canada.
      d) il est disponible et prêt à travailler.

L'employé doit aller au bureau de sa région parce que
les détails importants ne sont arrangés qu'après avoir
rempli la formule.

L' employé qui va prendre sa pension et qui a moins de
65 ou plus de 70 ans doit se renseigner à un des bureaux
de l'Assurance-Chômage.

Voir:　Gouvernement du Canada
　　　　Assurance-Chômage Canada

　　　　pour les numéros et les adresses des bureaux de
　　　　chaque région.

Le Régime de Rentes du Québec (applicable à ceux qui ont
contribué)

Aucune prestation ne peut être reçue sans avoir rempli la
formule requise. Ces formules et les instructions pour les
remplir sont disponibles aux bureaux de la Régie et aux
Caisses Populaires du Québec. Le travailleur âgé de 65 à
70 ans peut continuer à travailler et à contribuer au Régime
afin d'augmenter le montant de sa rente. Cependant, s'il
a déjà commencé à recouvrir sa rente, il ne peut plus con-
tribuer même s'il retire des gains de travail.

Le montant de la rente varie selon le montant inscrit au
registre des gains.

Ce plan comprend d'autres cas tels que la Rente d'Orphelin,
la Rente de Veuve, la Rente d'Invalidité et la Prestation
de Décès. Chacune de ces pensions a de différentes condi-
tions d'admissibilité. Le travailleur qui quitte le Québec
pour une autre province canadienne conserve la valeur de
ses contributions au Régime, comme celui qui entre au Québec
ayant contribué au Régime de Rentes du Canada.

La pension du Québec n'affecte pas le droit de recevoir la
pension de Sécurité de la Vieillesse.

Régie de Rentes du Québec
3565 Berri
873-2433

Pension de la Sécurité de la Vieillesse (applicable à tout
le monde)

Cette pension est une prestation mensuelle (minimum de
$117.02 le mois, présentement) versée à toute personne qui
remplit les conditions d'âge (minimum 65 ans) et de résidence
(voir la brochure du gouvernement fédéral). Il n'est pas

nécessaire d'être citoyen canadien pour être admissible.
Le réquerant doit avoir une preuve de son âge. Les certifi-
cats de naissance ou de baptême sont préférables, mais
d'autres documents sont acceptables (voir la brochure).
Si la preuve d'âge ou le numéro d'Assurance-Sociale ne sont
pas immédiatement disponibles, l'envoi de demande ne doit
pas être retardée. La demande de pension doit être envoyée
au moins six mois avant l'âge d'admissibilité à la pension.
Si la maladie ou d'autres raisons empêchent une personne
de remplir la formule quelqu'un d'autre peut le faire,
sinon, la pension sera retroactive jusqu'à un an.

La formule de demande est disponible à n'importe bureau de
poste ainsi que la brochure avec les explications et les
renseignements importants.

Si un pensionné recevant cette pension n'a pas d'autres
revenus ou très peu d'autres revenus, il pourrait faire une
demande pour le "Supplément du revenu garanti." La formule
de demande est envoyée à tout pensionné de la Sécurité de
la Vieillesse. Cependant, les paiements d'Assurance-Chomâge
et du Régime de Rentes du Québec sont considérés comme
d'autres revenus - donc la personne doit discuter son cas
au bureau de la Sécurité de la Vieillesse.

Bureau de la Pension de la Sécurité de la Vieillesse
685 Cathcart

283-5750

Pour plus de renseignements, contacter un de ces bureaux
ci-dessus indiqués ou le service social, poste 7234.

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