

1944

# Public assistance area supervision in Rhode Island - a job study

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PUBLIC ASSISTANCE AREA SUPERVISION IN RHODE ISLAND--  
A JOB STUDY

A Thesis

Submitted by

Mildred E. Lister

(B.A., Wellesley College, 1929)

In Partial Fulfillment of Requirements for  
the Degree of Master of Science in Social Service

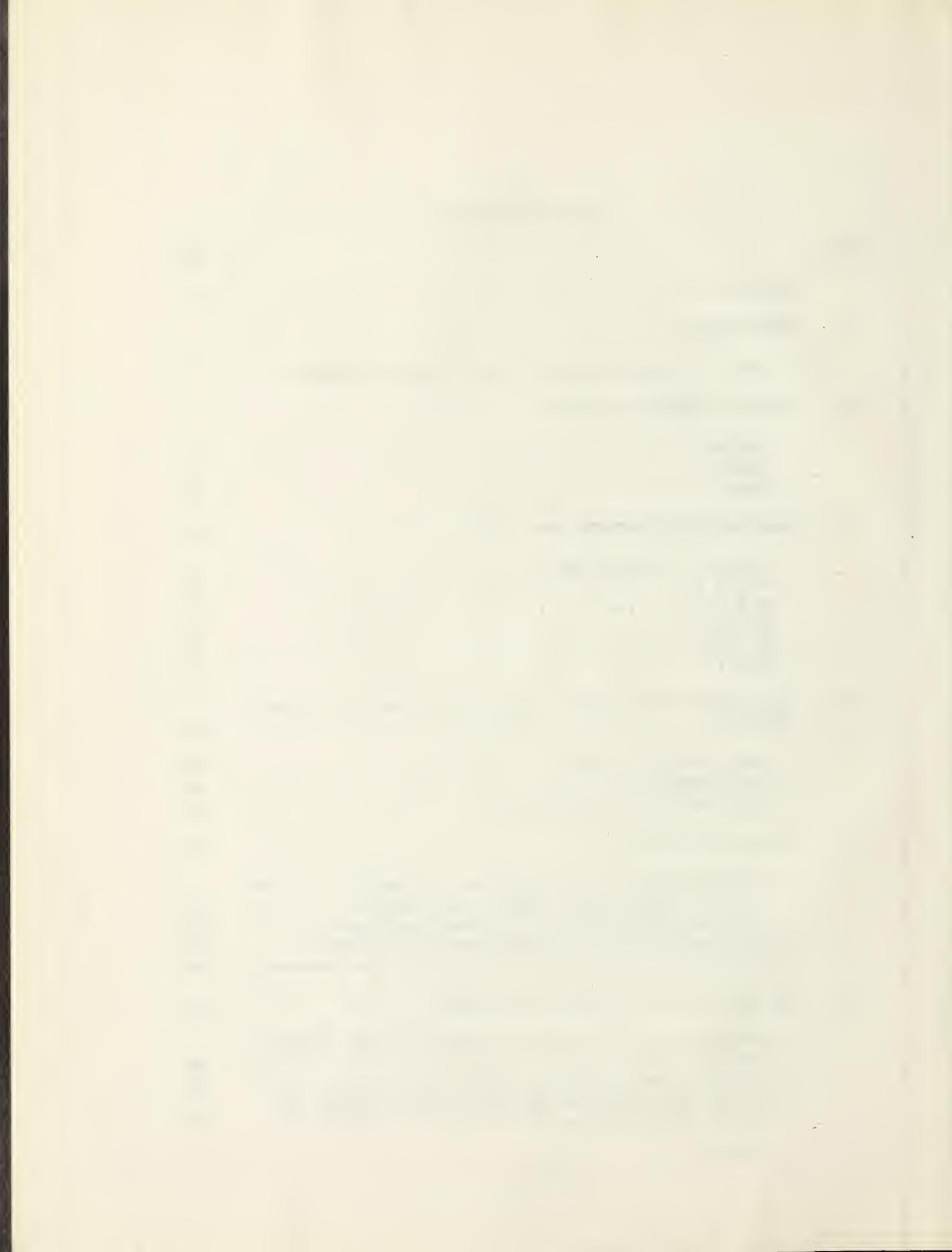
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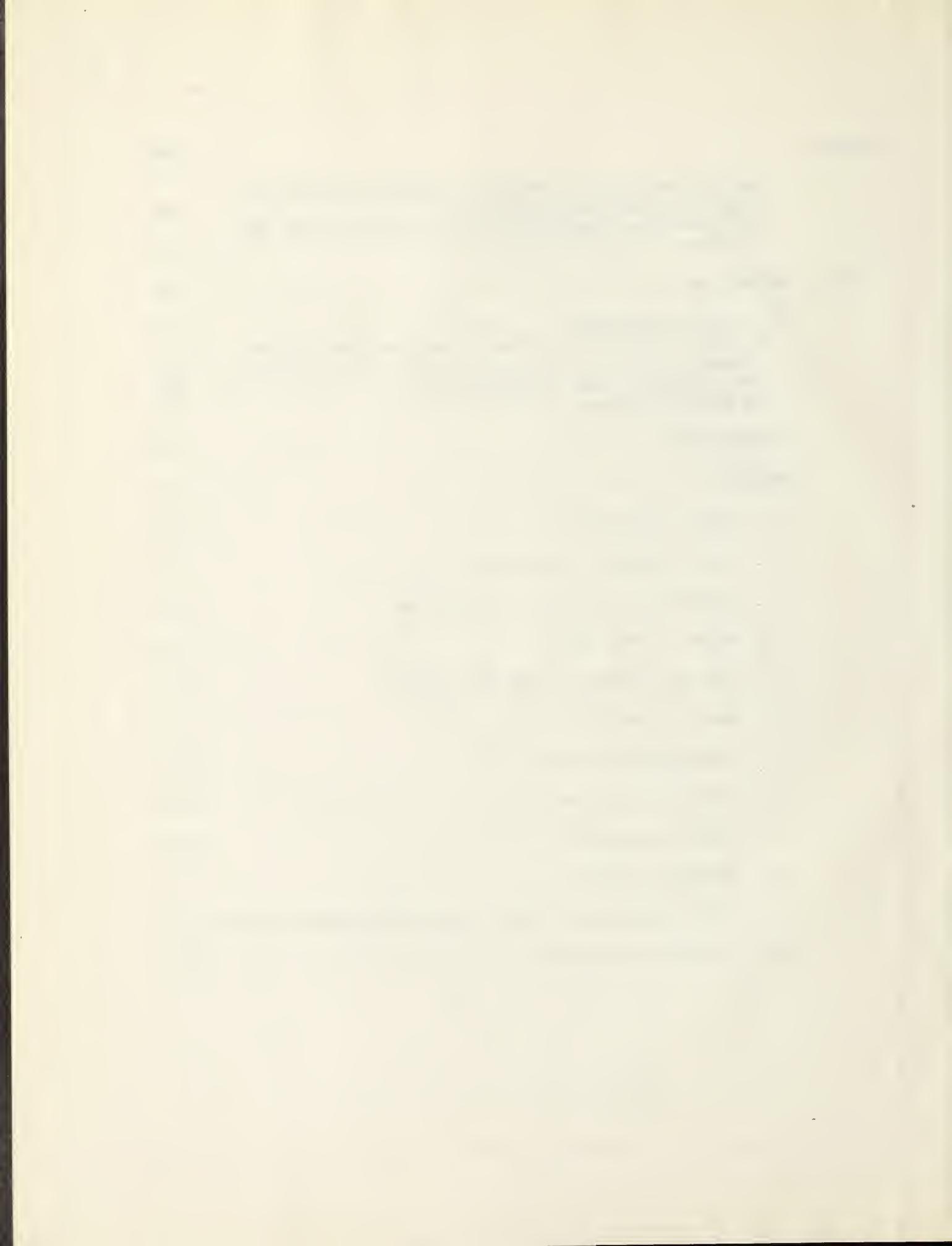
School of Social Work  
Oct. 17, 1944  
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## PREFACE

Having received so much assistance which was so generously extended from so many sources, it is difficult to adequately acknowledge my appreciation to each individual. Special gratitude is certainly due to the Rhode Island State Department of Social Welfare, Division of Public Assistance, for the use of the material in the files and records there. To Miss Elizabeth M. Smith, Acting Administrator, goes special thanks for reviewing with me the outline and plan which I followed as well as for her careful review of the Introduction and Chapter II. The Chief Supervisor, Miss Margaret Ward, has been very generous in giving time from her strenuous schedule to read other parts of this thesis, as her time permitted. Both Miss Smith and Miss Ward have been extremely helpful in suggestions for improvement. I want to give recognition to Mr. Leet, in absentio, for a great deal of inspiration I have derived from his thinking. It would be impossible to write anything without it's being flavored by the sound, broad, and far-reaching philosophy of both Mr. Leet and Miss Smith which has been imbuing my own thinking for a long time.

A large measure of appreciation must be extended to each of the Area Supervisors, Mr. Henry F. Burt, Mrs. Eleanor M. Johnson, Mrs. Carol B. Malkenson, Mr. Augustin Titus; as well as to Mrs. Eleanor S. Briggs, formerly an Area Supervisor, and now our Field Representative in Central Office. I know that their interviews with me have constituted for them an additional task in an already overtaxed schedule on their present jobs.

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Last and not least, I wish to thank any and all who either advised or listened to me so understandingly while I progressed in the various steps in organizing this material. Especially from this group I select my friend, Miss Rosa Rabinow, Public Welfare District Supervisor in the Massachusetts Department of Public Welfare, as she spent a whole afternoon from her busy day in discussing with me supervision per se, and related topics. My friend, Dr. Raymond R. Willoughby, Supervisor of our Research Division, also has been most patient in allowing me to drop in on him at intervals to "think ideas through out loud."

My typists deserve a word of gratitude for their cooperation and personal interest shown. To Miss Melkonian who struggled with the Charts and Maps I would like to give credit for a painstaking job.

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CHAPTER I  
INTRODUCTION

Total Setting--Background prior to August 1940

In August 1940 the Division of Public Assistance in the Rhode Island Department of Social Welfare established a new division of responsibility, Area Supervision, in its administrative setup--entailing a re-aligning of its supervisory personnel and the accompanying functions. Civil Service examinations for Senior Public Assistance Supervisor were given in February 1942. The job specifications used by Civil Service were carefully prepared by those who had been engaged in the work as well as by the administration. These clearly defined what was recognized as the job duties at that time. In addition, the Civil Service Job Specifications outlined the minimum qualifications, the personal attributes necessary, the amount of supervision received and exercised, as will be quoted in Chapter IV.

Since the position of Area Supervisor has developed within the total agency function, some broad outline of the whole picture is necessitated before undertaking the clarification and description of job operations. Prior to 1938 separate divisions were maintained in the administration of Old Age Assistance, Aid to Dependent Children, and Aid to the Blind. Likewise a Commission of five along with an Executive and an accountant, carried the responsibility for dispensing State Unemployment Relief, working fairly close to the Works Progress Administration, the

THE  
MUSEUM

The first part of the report deals with the general history of the Museum and its development since its foundation in 1845. It then proceeds to a detailed account of the collections, which are divided into three main sections: the Zoology Department, the Botany Department, and the Mineralogy Department. Each section describes the scope and extent of the collections, the methods of acquisition, and the current state of the material. The report also discusses the work of the staff and the various projects and publications of the Museum.

The second part of the report is devoted to a detailed description of the collections. It begins with the Zoology Department, which includes the Fish, Amphibian, Reptile, and Mammal collections. The Botany Department is then described, followed by the Mineralogy Department. The report concludes with a summary of the work of the staff and the various projects and publications of the Museum.

National Youth Administration, and the Public Works Administration set-ups.

Old Age Assistance became operative in 1936 within a year following the passage of the Social Security Act in 1935 in Washington, D. C. Likewise, state legislation was also set up and subsequently approved by the Social Security Board for the Aid to Dependent Children program which was effective and already approved by January 1937. Since 1923 Rhode Island had had a Mother's Aid Law the administration of which was excellently handled so that it was accredited as the second finest program in the country. Massachusetts received recognition of holding first place. Local Directors of Aid to Dependent Children were selected, the program became operative in all political subdivisions in the State and the same person headed the Aid to Dependent Children Division as Deputy Chief as had so ably carried out the provisions of the old Mother's Aid legislation.

Aid to the Blind legislation and the subsequent functioning of this program followed. This work was moved from the Department of Education and placed in the Department of Social Welfare later where now the Bureau for the Blind maintains an educational and advisory program, with the Division of Public Assistance administering the assistance aspects working with the needy cases.

Old Age Assistance was headed by a Chief of the Social Security Division and by a Case Work Supervisor. Each form of assistance formed a category and had its own set of social workers, functioning separately. This entailed considerable duplication of effort in two staffs travelling in the same geographical areas, and furthermore, calling, in some instances



on the same families, if two different members happened to be in need of the two different forms of assistance, such as Old Age Assistance for a grandmother, and Aid to Dependent Children for a child. This resulted in much bewilderment on the part of the clients--and much overwhelming of the recipients by "all those State People" ringing identical door bells.

In due course the executive of the Aid to Dependent Children program was promoted to an advisory placement within the later setup because of her rich resource of experience and knowledge in the dependent children's field. Presently she is holding the title of Consultant on Aid to Dependent Children problems.

Centralized administration marked these beginning years. Headquarters were in Providence--first under separate roofs, later in the same building, and staffs functioned from that center on a state-wide basis--supervision handled there, as well as recording and financial accounting. Rather close control had to be maintained because of the pioneering nature of the program coupled with the very limited State appropriations.

As the appropriations were enlarged each year the supervisory responsibility spread and additional units of supervision were added. In 1939 the Administrative Act brought under one head the duties of administering all forms of categorical assistance and the general supervision of State Unemployment Relief. The Commission, its Secretary and concomitant provisions dissolved. The most useful and well-tried values from its administration were carried over, however. The executive had had a long background and good experience in this field. This knowledge of hers was



very wisely put to use in her promotion to a consultant's job in (1) unemployment relief, and (2) medical problems, as she had the title of Registered Nurse and had worked very closely with the Rhode Island Medical Society in formulating a practicable plan for medical care of recipients of State Unemployment Relief. Later developments drew into use particularly this medical experience in the capacity of Medical Consultant.

The end of 1939 heralded the beginning of a program of integrated services, which integration, although still in process, is nearing completion in 1944. The Southern section of the State, popularly called South County, consisting of ten towns on the mainland and one island municipality, New Shoreham, better known as Block Island, afforded a workable unit to use as an experimental area--where in 1939 it fused two supervisory positions and two previously separate-working staffs of social workers, namely, (1) the categorical social workers, and (2) the State Unemployment Relief workers. The writer was then a local Town State Unemployment Relief social worker or Home Visitor as then designated, whose salary, as were the relief costs, was shared five-elevenths by the State and six-elevenths by the Town. The Town of South Kingstown Director of Public Welfare and other officials, who were consulted and informed of plans, cooperated by giving space, light and heat for, first, the categorical social workers in addition to their own State Unemployment Relief Office, and second, for this Area Office which combined all relief-giving for the surrounding eleven towns--in their own "Town House." Two social workers were selected to work on an integrated program, Old Age Assistance, Aid to Dependent Children, Aid to the Blind, State Unemployment Relief,



concurrently with this unification process. It was to this Area that the Child Welfare Services were introduced on an experimental basis after repeated attempts to prove to the Social Security Board in Washington, D. C. that there really were RURAL areas in Rhode Island, despite its reputation for being the most densely populated state in the United States, and despite not quite coming within the definition of RURAL which Child Welfare Services used as their measuring rod.

This unification of the two separate services released one supervisor in July 1939 who departed to the northern section of Rhode Island to set up a similar Area plan there. Later, similar arrangements were made in Newport, Southwestern section, and in Providence, the largest population center in the State. In October the remaining supervisor was transferred to Pawtucket, in the Eastern section where her services were needed to clarify and work out existing problems. The writer assumed supervisory responsibility for the South County Area Office at this point.

The mushrooming of this unification process spread State-wide until there were approximately fifteen to seventeen supervisors administratively functioning under a Case Work Supervisor, and called Assistant Supervisor by title. They headed units roughly comparable to the present Districts. The Case Work Supervisor later became Administrator after the Administrative Act of 1939 brought the assistances under one Division of Public Assistance. She functioned from a Central Office in Providence. Gradually the areas were being created in the normal process of building good organization. Out of the group of supervisors, certain individuals who had demonstrated qualities of leadership and who had had extensive background in several

The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes the need for transparency and accountability in financial reporting. The second part details the various methods used to collect and analyze data, including surveys, interviews, and focus groups. The third part presents the findings of the study, highlighting key trends and insights. The final part concludes with recommendations for future research and practical applications of the findings.

years of experience, were selected to fill the positions of Area Supervisors when the five Areas were officially announced by the Director of the Social Welfare Department August 8, 1940.\* Further description of this process of setting up is developed in Chapter III.

This review points out some of these over-all basic objectives of the division--(1) integration of Assistance programs for a sounder determination of eligibility; (2) decentralization of administration which had built up to almost a bottle-necked centralization at one point; (3) strong program of staff development (a) in-service training to supplement professional education, and along lines of (b) knowledge of all forms of assistance with accompanying laws, policies and regulations, and (c) professional training and generalized knowledge of the skilled social worker to raise standards of performance which spell competence on the job; and (4) less superimposition of methods and rules from the State level upon the Local Directors of Public Welfare and their staffs.

This last objective needs a bit of elucidation. The only program prior to 1936 where these thirty-nine Directors of Public Welfare had an opportunity to participate in administration was that of State Unemployment Relief. The thirty-nine municipalities needed the State's financial assistance when by referendum vote the citizens approved the setting up of Relief Funds in 1931, 1932 and 1933. In 1933 the Governor appointed the aforementioned State Unemployment Relief Commission.

At the State level rules and regulations were developed very rapidly in the emergency period. If the Towns and Cities wished the

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\*See Appendix No. 1, pp. 115-116.

The first part of the document is a letter from the Secretary of the State to the Governor, dated the 10th of January, 1862. It contains a report on the state of the treasury and the public debt, and a statement of the receipts and disbursements of the State for the year 1861.

The second part of the document is a report from the Auditor General, dated the 15th of January, 1862. It contains a statement of the receipts and disbursements of the State for the year 1861, and a statement of the public debt.

The third part of the document is a report from the Auditor General, dated the 20th of January, 1862. It contains a statement of the receipts and disbursements of the State for the year 1861, and a statement of the public debt.

The fourth part of the document is a report from the Auditor General, dated the 25th of January, 1862. It contains a statement of the receipts and disbursements of the State for the year 1861, and a statement of the public debt.

The fifth part of the document is a report from the Auditor General, dated the 30th of January, 1862. It contains a statement of the receipts and disbursements of the State for the year 1861, and a statement of the public debt.

The sixth part of the document is a report from the Auditor General, dated the 5th of February, 1862. It contains a statement of the receipts and disbursements of the State for the year 1861, and a statement of the public debt.

The seventh part of the document is a report from the Auditor General, dated the 10th of February, 1862. It contains a statement of the receipts and disbursements of the State for the year 1861, and a statement of the public debt.

The eighth part of the document is a report from the Auditor General, dated the 15th of February, 1862. It contains a statement of the receipts and disbursements of the State for the year 1861, and a statement of the public debt.

State to reimburse the five-elevenths possible, then they had to accept and abide by the Commission's rulings. There was not time to allow for using the democratic process of finding out the ideas of all the local communities and welding these into an administrative pattern. There were some excellent relationships, but not everywhere. These were emergency measures adopted for emergency needs--the resulting antagonism, still reverberating, from the violation of the Home Rule principle in New England Town and City Government has been exceedingly difficult to cope with. Thus, with the waning of dire emergencies the necessity of a speedy, uniform close control had diminished to a point where it behooved the Administrator--if he desired to do a sound, far-reaching, real service job--to start at the "grass roots"<sup>1</sup> and make sure that democratic methods and principles served as a rudder in steering the course.

There was a bit of participation enjoyed by those Directors of Public Welfare who happened to be also the Local Director for Aid to Dependent Children, which was true in many instances. These Local Directors met with and assisted in planning, for the dependent children in their own communities, the executive of the beginning Aid to Dependent Children program. Subsequently this office of Local Director Aid to Dependent Children was eliminated.

The Directors of Public Welfare long objected to the local share of expense without the right to administer the program, and they also objected to not receiving any share of the Federal reimbursement for administration since they had the job of making out and mailing the

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1 Unpublished speech, Clemens J. France, February 1944.

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Old Age Assistance and Aid to Dependent Children checks locally. Later plans relieved them of handling the Aid to Dependent Children checks. Recent legislation has removed the local cost of Aid to Dependent Children but thoughtful administration has developed their real participation in the planning job. This has been a two-fold development. First, the Administrator has been working directly with the State-wide Director of Public Welfare Association, founded in 1894, answering their complaints, giving help and advice--seeking cooperation in total planning but also in equitable and efficient social legislation--outlining this social philosophy and these basic objectives to demonstrate the synonymy of the State and Local fundamental purposes; and fostering the growth of good will and mutual trust and confidence. Secondly, through the use of administrative channels and lines of organization, to the Area Supervisors has been delegated the task of working on the day-by-day job in closer relationships to the local officials, to assist in the realization of harmony between the State and Local Departments.



CHAPTER II  
PURPOSE, METHOD AND SCOPE

Purpose

The Administrator has been posing some questions concerning the whole organization of the division--reasons for functioning as it does-- suggestions for more streamlined and efficient operation--and scrutiny of the basic objectives. Therefore, in line with this recent discussion within the Division of Public Assistance it develops that this study concurs with the present re-examination of the policies, procedures, and practices. Since its inauguration the original definition by the Civil Service Specifications and the State Plan of Functions have served as the only written guides as to what comprised the job of Area Supervisor and where this job should be heading. It seems fitting and timely to try to estimate where the Area Supervisors have been and just how the job has operated in actuality rather than on paper. This study participated in by all the present persons on the job should clarify many questions for the future organization and administration of this job. The basic purpose, then, is to point up what is being done in order to improve the total job performance. Special values of this job will show up through this process of objectively summarizing these present operations, as well as some ideas of what directions may be taken in administrative planning for the future.

Also, there is the purpose of serving each Area Supervisor by the



collection of material from all the Areas so that each may have the opportunity to read about the ideas, plans, aims and problems of all the others. Time is at such a premium that there has not been sufficient for doing this to any large degree. A former Area Supervisor took time before starting for her Educational Leave last year to set down a brief statement in much the same spirit as this study--to define, if possible, the job itself and describe her impressions of it, after operating within its framework for three years. She has given permission for quoting some of this, which will be done later.

Further specific purpose for this writing is to stimulate cooperative thinking from the Area Supervisors to the end that this may form a basis on which to start the establishment of Standards of Performance for this particular position.

Since a revision of the Civil Service Specifications is in order at this time, the present list having expired February 10, 1944 and future provisions being necessary in preparation for future examinations, this study may also serve the purpose of highlighting any changes to be made from the first list of Job Duties.<sup>1</sup>

No particular plan has been formulated for the orientation and induction of Area Supervisors. This study can serve as an introduction to the job for incoming Area Supervisors.

#### Method

Since the main emphasis will be placed on the way that the job is actually operating, the method reduces itself to two main components:

(1) interviews with the Area Supervisors, and their answers to a

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<sup>1</sup> See Appendix No. 2, pp. 117-119.



schedule of questions from their knowledge of present performance; and (2) examinations of (a) minutes of Area Supervisors' meetings with the Administrator and Chief Supervisor in Central Office, (b) quarterly reports submitted by the Areas, (c) administrative memoranda issued since the job started to function, (d) the mechanics of originally setting up the job classification through Social Security Board Correspondence, (e) the State Plan material already approved by the Social Security Board and the Rhode Island State Civil Service Personnel Classification Division, and (f) the Administrative Reviews of cases now completed in all Areas by the Social Security Board. Source material furnishing a broad theoretical approach to the factors comprising job operations, such as administration per se, supervision per se, such as listed in the accompanying bibliography serves as a guide or signpost for streets of interest where this study may find itself wandering.

In addition, there has been an opportunity to consult with the present Acting Administrator to gain some knowledge of the road ahead according to Central Office planning, and to help align the operations outlined from interviews, schedules, and other sources with administrative planning.

#### Scope

The scope is readily defined as it is limited to the State of Rhode Island geographically, and, in time, to the period of actual operation from August 15, 1940 to July 1, 1944, plus the brief period prior to the job's establishment during which plans were set up and approved by the Social Security Board. There seems little value in comparison with other states



as variations of administrative organization within States are great, and largely determined by the State Plan--as the letter of March 1939 to the State Departments from Oscar Powell, Executive Director, Social Security Board, Washington, D. C. says, "In deciding whether a plan provides for administration adequate to insure efficient operation in conformity with the Federal Act, the Board relies in a large measure upon an evaluation of the methods of administration outlined in the plan."

Recently the Division of Public Assistance conducted a Seminar in Supervision for the purpose of improving administration through supervision. This was attended by the Area Supervisors, and the District or Case Work Supervisors. During the seminar Miss Cordelia Trimble, Technical Consultant in Training for the Bureau of Public Assistance of the Social Security Board, brought forth the factors which determine the content of the job as (1) Civil Service Specifications, (2) the definition and interpretation lent by the Administrator in his initial interviews with the person about to take on the responsibility, and (3) the special interests and particular emphases given the job in performance by the person operating it because of his natural inclinations, his background and experiences, his special skills and capacities wherein he is likely to secure the most satisfaction from his performance.



Note: For convenience a few abbreviations will be used from here on:

PA for Public Assistance

GPA for General Public Assistance

OAA for Old Age Assistance

ADC for Aid to Dependent Children

AB for Aid to the Blind

SSB for Social Security Board

DPW for Director of Public Welfare (in municipalities)

SUR for State Unemployment Relief



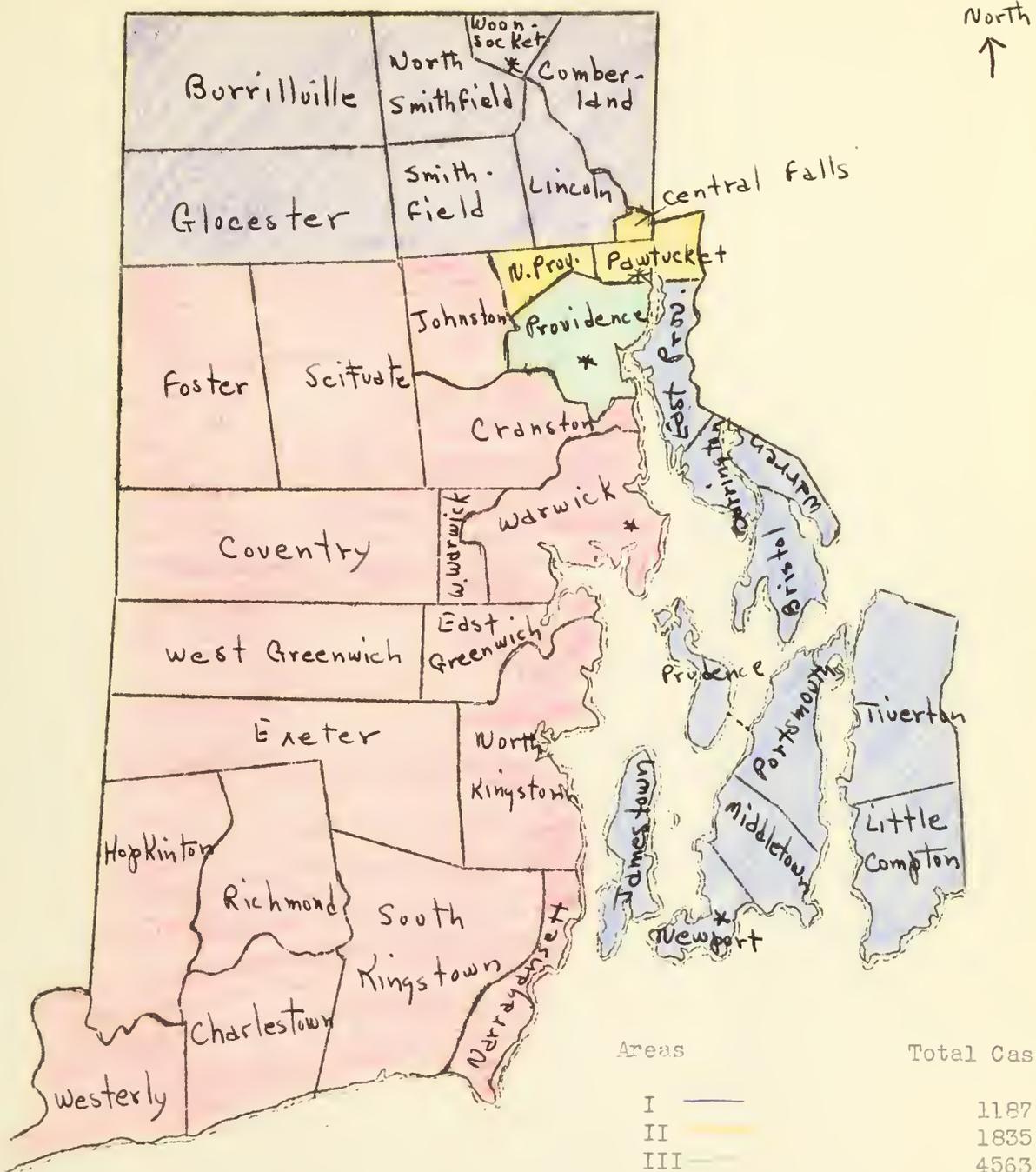
### CHAPTER III

#### DESCRIPTION OF PRESENT AREA SETUPS

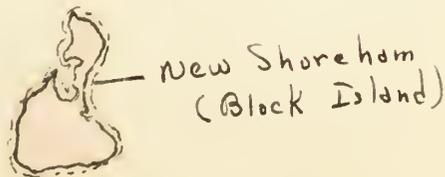
Any description of each Area Setup should be prefaced by the presentation of a few items about the whole State program. This will include the program of over-all integration of the four types of relief (Old Age Assistance, Aid to Dependent Children, Aid to the Blind, and General Public Assistance). The discussion of integration will lead into the plan of allocating caseloads. Since this was all done with the help and cooperative planning of the local Directors of Public Welfare it will be necessary to say something about how they fit into the picture. There are many variations in experience and background in this group so further description of the whole group will follow.

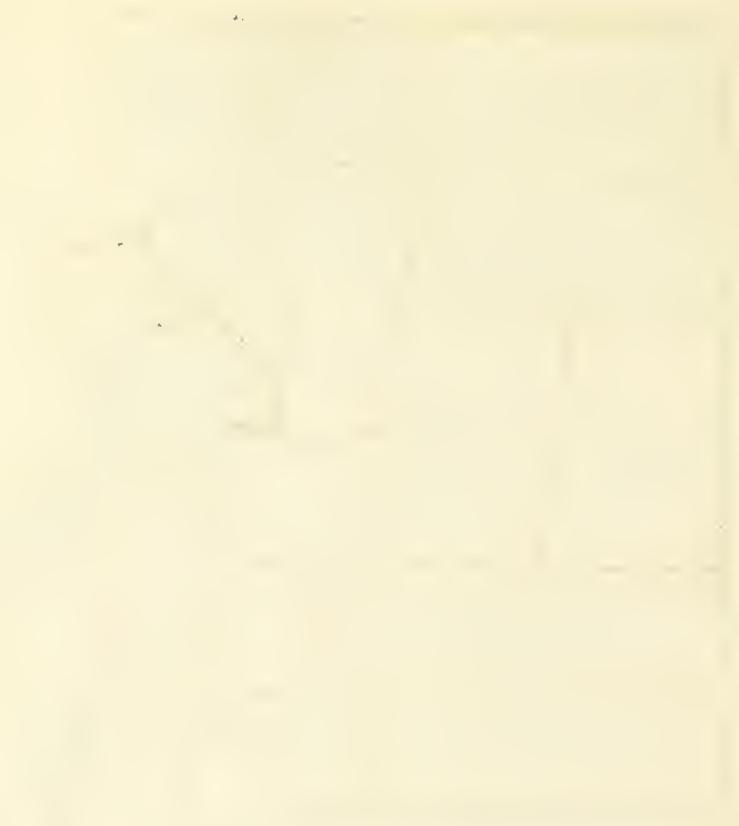
The best way of describing the present Area setup within each Area is to present a series of administrative charts submitted by the Area Supervisors, indicating the line of organization, the consultative lines, the number of Districts, the number of social work and clerical personnel both on the PA and GPA staffs, since integration determines that they work as a unit. Along with these charts a series of colored maps will show the breakdown of Areas into Districts, the sizes and geographical relativity to each other and to the State. A series of tables inserted in the text will depict a few selected descriptive characteristics of the communities contained in the respective Areas. The items selected for description include (1) date of incorporation as a Town or City, (2) area per square miles, (3) total population, (4) per capita wealth according to the



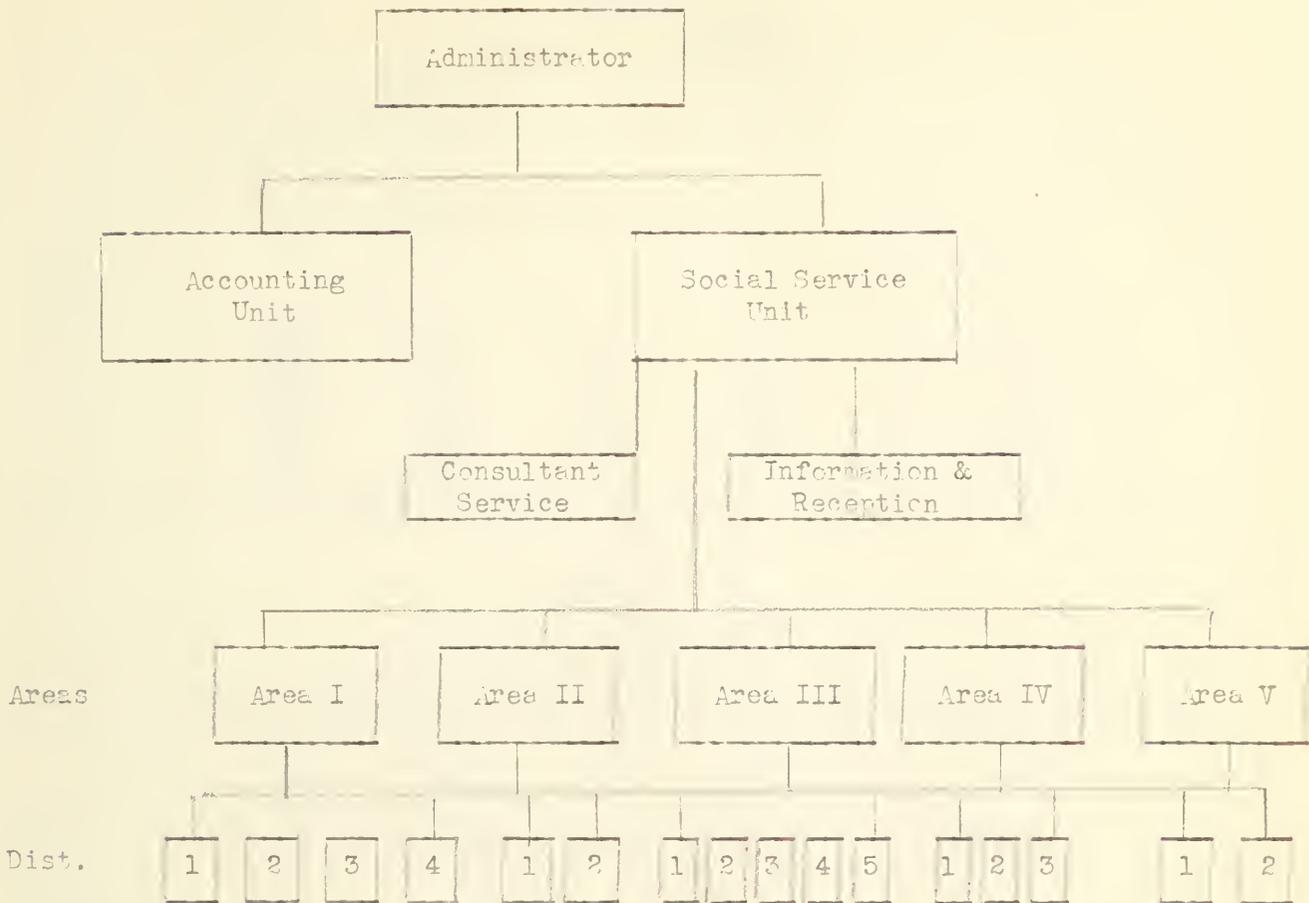


\* Area Offices  
 \*\* June Issue - R. I. Welfare





ADMINISTRATIVE ORGANIZATION  
DIVISION OF PUBLIC ASSISTANCE  
RHODE ISLAND STATE DEPARTMENT OF SOCIAL WELFARE



AREA I.

- District 1. Woonsocket \*
- 2. Burrillville  
Glocester
- 3. Smithfield, Lincoln
- 4. Cumberland, North  
Smithfield

AREA II

- District 1. Pawtucket\*, North  
Providence
- 2. Central Falls

AREA III

- PROVIDENCE\*
- District 1. 421 Hope Street
- 2. 126 Somerset Street
- 3. 126 Pellevue Avenue
- 4. 40 Fountain Street\*
- 5. 20 Kelly Street

AREA IV.

- District 1. Warwick\*, West Warwick  
Coventry
- 2. Cranston, Scituate  
Foster, Johnston
- 3. East Green., N. Kingstown,  
Narragansett, South Kings.,  
Charlestown, Westerly,  
Hopkinton, Richmond, Exeter,  
West Greenwich, New  
Shoreham

AREA V

- District 1. Newport\*, Johnston,  
Tiverton, Little Compton  
Middletown, Portsmouth
- 2. Warren, Barrington  
Bristol, Ea. Providence

\*Indicates location of Area Offices



TABLE 1  
AREAS BY CASELOADS

	OAA	ADC	AB	GPA	Total Cases
State:	7200	1094	90	2109	10,493
Area:					
I.	866	102	8	211	1187
II.	1187	201	14	433	1835
III.	3008	512	40	1003	4563
IV.	1314	144	19	295	1772
V.	825	135	9	167	1136

TABLE 2  
AREAS BY OBLIGATION

	OAA	ADC	AB	GPA	Total
State:	\$225,130	\$70,194	\$2,605	\$57,636	\$355,565
Area:					
I.	24,631	6,223	231	6,263	37,348
II.	39,012	13,586	442	11,614	64,654
III.	98,915	33,422	1,140	31,009	164,486
IV.	36,388	8,259	519	5,411	50,577
V.	26,184	8,704	273	3,339	38,500

assessed valuation of taxable property, and (5) the racial distribution of native white, foreign-born white, negro and others. A note will be made of the per cent of total foreign-born and native-born of foreign-born parentage to show the three predominant race groups in the cities. These figures are all quoted from the Providence Journal Almanac, 1941, a reference book for the State of Rhode Island, which has the 1930 United States Census figures for the native-born of foreign parentage group;

TABLE

Year	1900	1905	1910	1915	1920
Population	100	105	110	115	120
Area	100	100	100	100	100
Per Capita	1.00	1.05	1.10	1.15	1.20

TABLE

Year	1900	1905	1910	1915	1920
Population	100	105	110	115	120
Area	100	100	100	100	100
Per Capita	1.00	1.05	1.10	1.15	1.20

The following table shows the population and area of the United States in 1900, 1905, 1910, 1915, and 1920. The population in 1900 was 100, in 1905 it was 105, in 1910 it was 110, in 1915 it was 115, and in 1920 it was 120. The area in 1900 was 100, in 1905 it was 100, in 1910 it was 100, in 1915 it was 100, and in 1920 it was 100. The per capita population in 1900 was 1.00, in 1905 it was 1.05, in 1910 it was 1.10, in 1915 it was 1.15, and in 1920 it was 1.20.

and from the 1944 Providence Journal-Bulletin Almanac, also a reference book for the State of Rhode Island. Tables 1 and 2 showing Areas by Caseloads and by Obligations respectively are drawn from a monthly record of the activities of the Rhode Island Department of Social Welfare compiled by the Research Division, Rhode Island Welfare of June 1944, Volume IV, Number 6. This is also the source of the figures on Caseloads.

With this State being one of the well-known centers of war production it is almost redundant to point out that the above-mentioned population figures are currently incorrect because of the influx of migrant defense workers. The greatest effect of this war industry, of course, is the lowering of the numbers of unemployed on the GPA lists.

For the general picture then, integration is the first item. Within the last few months integration has been worked through to the point where all workers are shared alike on local and state work. The local DPW's and the PA District Supervisors refer to them all as "our" social workers. This has meant a prodigious effort in the redistribution of caseloads, and in the division of the municipalities into small geographical sections embracing a small enough number of cases so that it would be readily transferable from one social worker's caseload to another's. In some instances the United States Census Enumeration Districts formed a practicable unit. This job was done with the consent and approval of the local DPW's plus the cooperative effort of the Area Supervisors and the Supervisor of the Research Division. Theoretically each worker has her own territorial unit within which her caseload ranges from 80-160 cases which are receiving any one or all of the four types of assistance.



A long-term program preceded this plan of integration wherein the thirty-nine local DPW's discussed the pro's and con's with the Administrator, Area Supervisors, and District Supervisors. When the point was reached where each DPW in his own turn came to the realization of the resultant harmony in program, efficiency of operation, better service to the clients, more uniform methods of work, better coordination and sounder administration all round--then each initiated the move to integrate. As before stated, this process was begun as early as 1938 in South County or what is now known as District III in Area IV, and it has progressed very slowly until this last year when it has been finally rounded out theoretically. Practically, it will still take another year or two to work out the intricacies in adjustment and to gear the program to the most satisfactory course of functioning. It would be neither fitting nor fair to name these cities and towns in the order of their starting the integrated programs, as incorrect assumptions might be drawn as to the reasons for the slow progress; actually the reasons are innumerable and vary widely from instance to instance. The main item is that total integration has been accepted State-wide--no one has had it superimposed--and all grant that the benefits are mutually shared, State and locally. A sample of how different interpretations may be made is clearly demonstrated in a recent incident. After he had initiated the integration of his city, and after an administrative memo had been issued to clear up the responsibilities of the local DPW and the PA Supervisors, this DPW felt that the whole plan had not been really consummated because each application had not come over his desk. The PA Supervisors had felt that the fullest



cooperation was enjoyed as each social worker talked over her cases with the DPW, on a consultant basis if it was a PA case, and to gain his authoritative decision if it was a GPA case. It was a simple matter to change the practice so that the District Supervisor routed the applications over the DPW's desk in such a manner that any information he had was able to be utilized by the social worker before she made her first home visit. To him this was the only way to proceed, but to others this would not be necessary. It varies with each DPW. It is imperative that all the staff--to the last individual--understand that in no way does this course of planning run counter to the local official's wishes--and that the ultimate purpose, as far as the State is concerned, is to enable the local Director to have an over-all knowledge and sense of responsibility for the total caseload in his community if he wishes. Rhode Island is probably not peculiar in that in most municipalities the local government and the community leaders are not aware of the importance of the job they have assigned to their DPW and so pay little or no attention to what he is doing and the large place he should be filling in the community life until something goes wrong. Part of the State program is dedicated to the attempt, through community organization, to make this job's significance fully realized and to point out what a contribution this person could make to constructive community planning if sufficient recognition and support were given him. Providence pays an adequate salary to its welfare director. Other cities have given raises within very recent years, but the fact still remains that most of them are underpaid. Only forty per cent are employed on a full-time basis. In the smaller towns they receive as little as



twenty-five dollars (\$25.00) yearly. Many of them run their own businesses or hold other full-time jobs as would be expected when the remuneration for welfare work is so slight. This naturally means that although they are interested and do the best they can under the circumstances they can devote only passing consideration to this job. The State program offers to those who have either less time or inclination, the same services for their communities as is the right and due of all citizens of the State.

In a few isolated instances,<sup>\*</sup> local Directors, usurping their privilege of free choice, and retaining some of the vestiges of the old-time antagonism from the day of the State's superimposition of methods of administration, have held off in the use of public assistance social workers with their small caseload in GPA. This is only where the community is not large enough to support a GPA social worker in addition to the local Director. Even these two or three, however, maintain a good working relationship with the State staff working in the localities on OAA, ADC, and AB. In the whole State only three towns have elected not to function under the General Public Assistance Law, Chapter 1212 of the Public Laws of 1942, Rhode Island. These towns still feel that once they "let the State get in" then they will have to "let the State tell them what to do." Those PA staff working in these places feel that they are not wrong in prognosticating the ultimate participation of these communities, if on no other basis than that the DPW can save the town some money by so doing.

A good way to demonstrate fine intentions on the part of the Division of Public Assistance was afforded when the above-mentioned GPA law

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\* Barrington, Coventry, Scituate, West Warwick.

The first part of the document is a letter from the Secretary of the State to the Governor, dated the 10th day of January, 1862. The letter is addressed to the Governor and is signed by the Secretary of the State. The letter contains the following text:

Sir, I have the honor to acknowledge the receipt of your letter of the 9th inst. in relation to the application of the State of New York for the admission of the State of New York to the Union. I have the honor to inform you that the same has been forwarded to the proper authorities for their consideration.

I am, Sir, very respectfully, your obedient servant,

Secretary of the State

The second part of the document is a report from the Secretary of the State to the Governor, dated the 10th day of January, 1862. The report is addressed to the Governor and is signed by the Secretary of the State. The report contains the following text:

Sir, I have the honor to acknowledge the receipt of your letter of the 9th inst. in relation to the application of the State of New York for the admission of the State of New York to the Union. I have the honor to inform you that the same has been forwarded to the proper authorities for their consideration.

I am, Sir, very respectfully, your obedient servant,

Secretary of the State

went into effect July 1, 1942.\* The way in which this initial functioning was brought about has built a solid basis for mutual respect, trust and confidence in those municipalities electing to participate in the program. Even with the State reimbursing seventy per cent, which fostered the anticipation of State dominance, the whole procedure was set up and carried out in a truly democratic fashion. The securing of this legislation conformed to the practice of presenting new ideas to the DPW's fifteen days prior to the submission of new policies to the Governor for the approval-- which practice gave assurance of no surprise moves from the State agency. Every DPW thus had the right to disagree and the privilege to suggest changes prior to the inauguration of each contemplated change. The law was written and approved by the DPW Association and the Administrator of the Division of PA before it came to the Legislature.

A large part of the success in this process lies in (1) the small size of the State, (2) the very close, respectful, and cordial relationship which the Administrator, Mr. Glen Leet, had with the whole group of Directors of Public Welfare, and (3) the broad social philosophy of the Director of Social Welfare in the State Department who has contributed much to the thoughtful planning from his own background of interests and education in the social sciences.

Thus verbal agreements later set forth in administrative directives could be verbally transmitted quickly to the Area Supervisors who tried to transmit them, in turn, as soon as possible to staff so as to immediately take advantage of the bits of advice and information given the Administrator

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\* See Appendix No. 3, pp. 120-124.



in his meetings with the Association of DPW's. From such close cooperation the PA staff has had the benefit of knowing at first hand which parts of the staff were not performing according to previously stated regulations and established rulings. Since the Area Supervisors were within easy distance the Administrator could give the local DPW's some assurance that whatever was misunderstood would be taken up with those immediately in the picture. Many times this has ironed our problems at their source and has been the inspiration for clarifying the State's objectives and philosophy with the staff in short order.

To date it has not been possible to direct all the local officials to the Area Supervisors for this immediate straightening out process. This stems largely from the fact that in the past many of the same supervisory staff were the ones who had to work out the afore-mentioned superimposition of State policy with the local officials.

Now that considerable time has been <sup>spent</sup> by the Administrator himself and the Directors have had the satisfaction of consulting and being consulted by Central Office, it seems that the next step is pointed to planning within the Areas about the mutual State and local problems. This has already started in some localities. There will always be some individuals in the local picture who can be satisfied only with talking to the "Big Boss," and there may still continue to arise problems which can be solved only at the top administrative level, as they may affect total agency policy.

The attitudes of local officials, the types of community, the gaps in social services for the whole community, etc., will always vary within



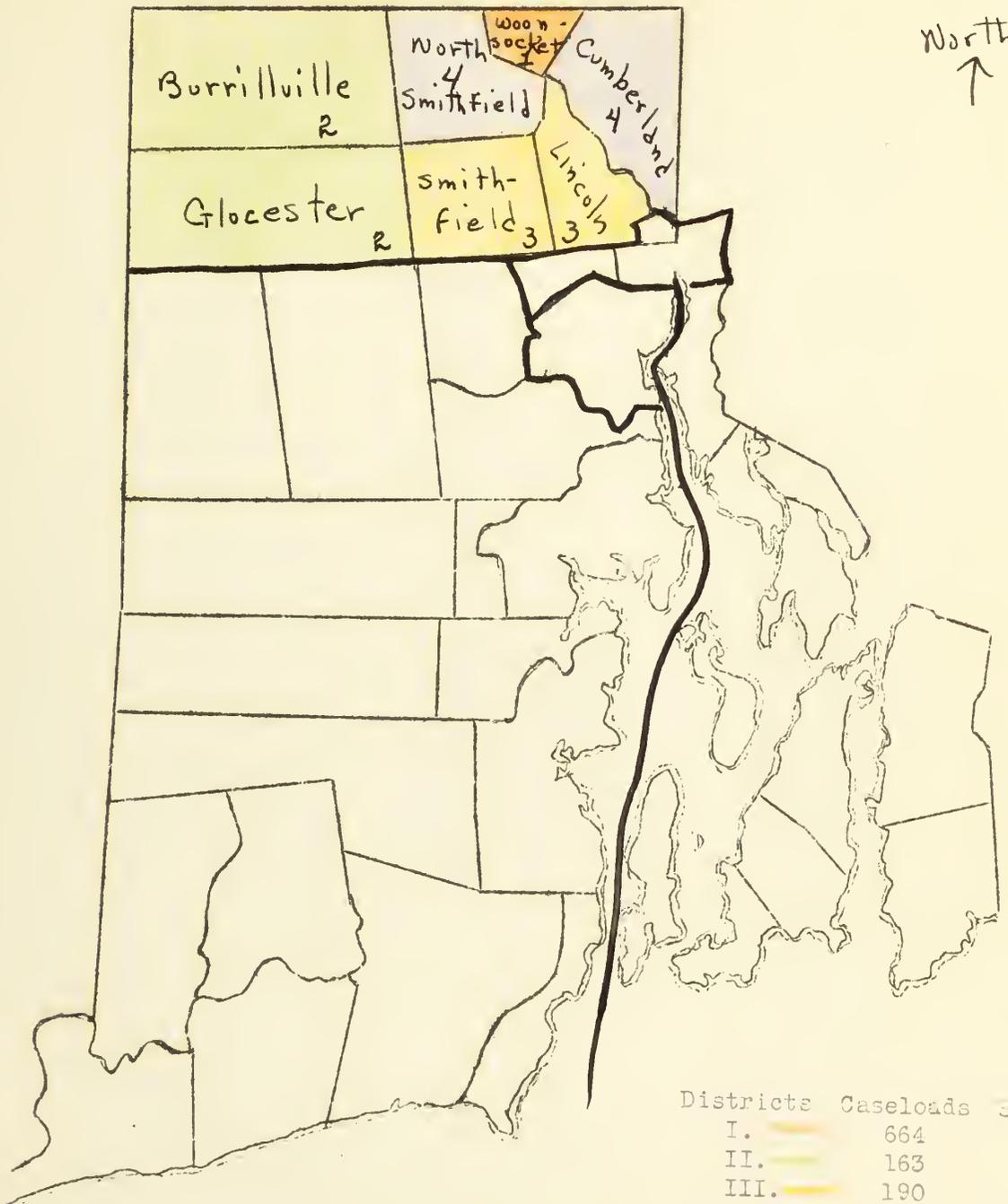
the Areas as they are so closely dependent upon factors inherent in the local picture, e.g., population, types of industries, per capita wealth, local political structure, problems surrounding the interweaving of differing race cultures and mores, etc.

Next will follow sections describing the individual Areas. Since there are only five Area Supervisors the effects of the personalities, backgrounds, and particular interests and abilities of each has a large place in determining what the job content has been. Because of this fact there is a brief account of the length of time on this work, the type of previous job experience, and the educational features in each background.

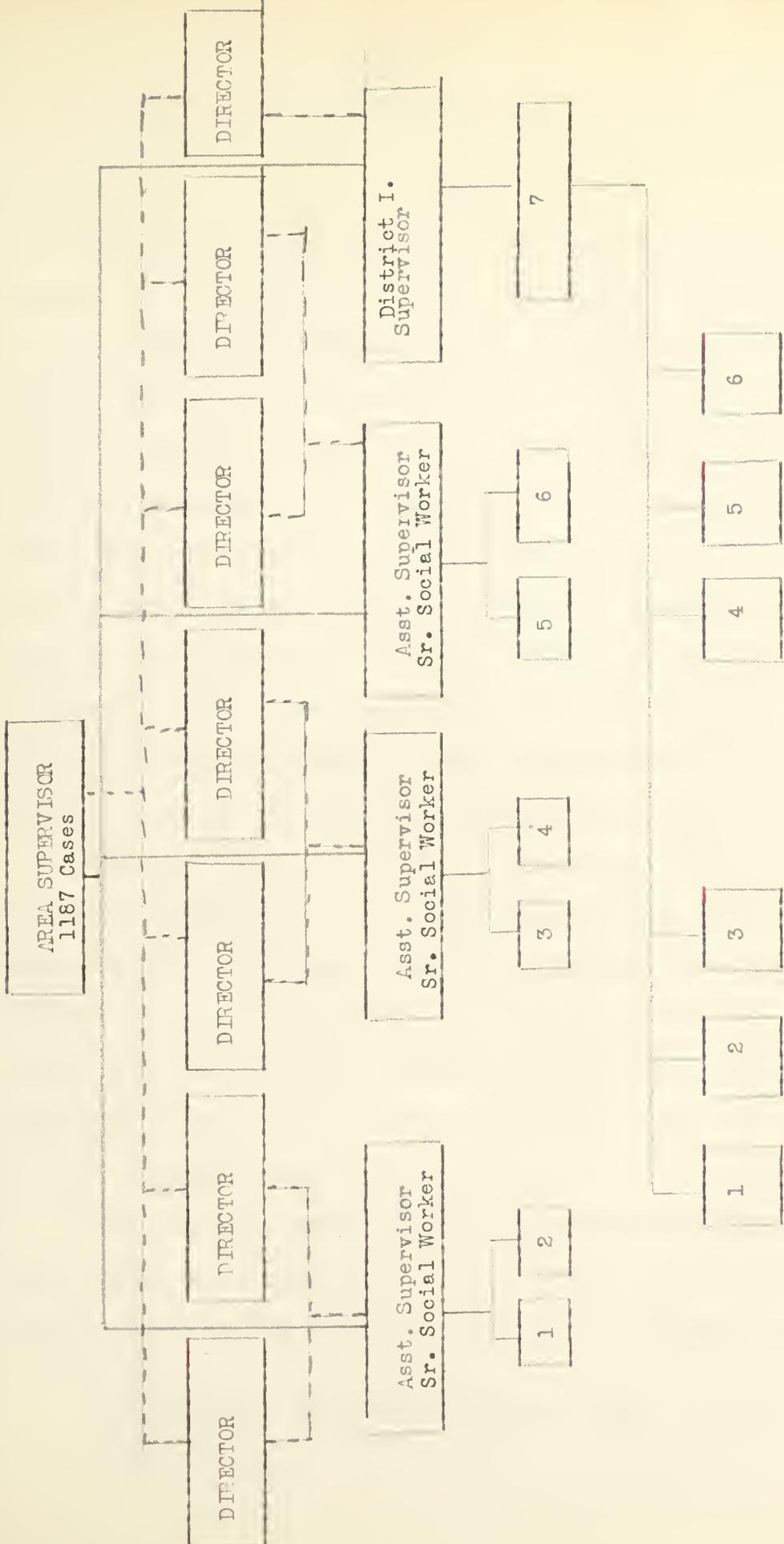
In each section the Administrative Chart and the Map showing the breakdown into Districts will precede the text. The tables are more useful if inserted in the descriptive material.



1 City  
6 Towns







----- Consultant  
 \_\_\_\_\_ Line of Organization



### Area I

This Area is located in the northern portion of the state and encompasses seven municipalities. There are six towns, Burrillville, Glocester, Cumberland, Lincoln, Smithfield, North Smithfield. There is one city, Woonsocket, with a population of 49,303.<sup>1</sup> This city is a center having in all about 105<sup>2</sup> mills and factories engaged chiefly in the manufacture of woolen goods such as yarns, textiles, etc. There is a large foreign-born group here most of which is French-Canadian. This amounts to 30.5 per cent of the total but when the group of foreign parentage is added the total reaches 55.7 per cent. This means that a large group in the community speak a foreign language most of the time; and that there are many schools of a parochial nature in which French is the mother tongue although English is sometimes used for teaching purposes.

The rural towns are made up of a sprinkling of small villages built up around a manufacturing site. Many farms are found in these towns. Some of them are very large, covering hundreds of acres and offering considerable employment opportunity. It is in this northern high altitude that the State maintains its sanatorium for tubercular patients. As is readily seen below in the table these towns have almost three quarters<sup>of the population</sup> in each case of native-born white groups.

This Area has recently planned for four District Offices instead of the former three. At present there is only one District Supervisor in the whole Area, and she functions in the city of Woonsocket, supervising

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<sup>1</sup> Providence Journal Almanac, 1941, p. 202.

<sup>2</sup> Ibid., p. 101.

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TABLE 3\*

## AREA I--SELECTED DESCRIPTIVE ITEMS

City or Town	Founded or Incorporated	Area Square Mile	Population	Per Capita Wealth
Burrillville.....	1806	57.59	8,185	\$ 839.88
Cumberland.....	1867	28.64	10,625	1,591.15
Glocester.....	1730	56.51	2,099	1,186.87
Lincoln.....	1871	19.36	10,577	1,041.11
North Smithfield..	1871	25.38	4,196	1,630.77
Smithfield.....	1730	27.60	4,611	1,590.84
Woonsocket.....	1867 Town 1888 City	8.00	49,303	1,496.34
Total.....		223.08	89,596	\$9,476.96 or 1353.85% Aver.

\* Providence Journal-Bulletin Almanac, 1944. A reference book for the State of Rhode Island. Published by the Providence Journal Company.

TABLE 4

## AREA I--RACIAL GROUPS--FOREIGN-BORN, NEGRO, AND COMBINED FOREIGN- AND NATIVE-BORN OF FOREIGN PARENTAGE FOR CITIES

City or Town	Native White	Foreign-Born White	Negro & Others
Burrillville.....	6,916	1,243	26
Cumberland.....	8,371	2,238	16
Glocester.....	1,897	189	13
Lincoln.....	8,072	2,462	43
North Smithfield.....	3,341	751	14
Smithfield.....	3,684	922	5
**Woonsocket.....	37,219	12,001	83
Total.....	69,590	19,786	200

\*\* Combined Foreign-Born and Native-Born of Foreign Parentage

French	55.7	From the U. S. Census of 1930
Irish-English	10.2	figures quoted from Providence
Slavs	7.8	Journal Almanac, 1941.

Table 1

Summary of experimental results

Run	Time (min)	Temp (°C)	Pressure (atm)	Yield (%)
1	10	100	1.0	85
2	15	110	1.2	90
3	20	120	1.5	95
4	25	130	2.0	98
5	30	140	2.5	100

Notes: All runs were conducted under identical conditions except for the parameters listed above. The catalyst used was 5% Pt on activated carbon.

Table 2

Reaction conditions and product distribution

Run	Time (min)	Temp (°C)	Pressure (atm)	Product A (%)	Product B (%)	Product C (%)
1	10	100	1.0	70	20	10
2	15	110	1.2	75	25	15
3	20	120	1.5	80	30	20
4	25	130	2.0	85	35	25
5	30	140	2.5	90	40	30

Notes: Reaction conditions are the same as in Table 1. Product distribution is based on gas chromatography analysis. The catalyst used was 5% Pt on activated carbon.

a staff of six social workers (three PA, two GPA and one State Service, paid by the State but 30 per cent of salary deducted and charged to the towns). In charge of the outlying Districts are two Senior Social Workers and one Social Worker (who has qualified on the Senior List in Civil Service). Each of these persons is responsible for the caseloads in two townships, and may supervise one or two social workers. They work very closely with the local DPW's. The Area Supervisor directly oversees the work in each of these Districts and the head of each District reports to him on a regular weekly conference basis.

In the city of Woonsocket the Mayor as well as the local Director is intensely interested in the service his people are getting, and should get. The relationship with the District Supervisor is excellent, so that many of the local problems can be handled at the local level. In event that there should arise any matter which involves policy making the Area Supervisor is called into conference. Because this relationship also has been worked through to the mutual satisfaction of the State and local set-ups, usually the situation is adequately settled here. The community has been keenly interested in post-war planning and received additional inspiration from this spring's Northern Welfare Conference when the Syracuse Plan was outlined for them. The Mayor and City officials attended the dinner meeting and participated extensively in the questions and discussion following the exposition. The Area Supervisor was responsible for the planning and execution of this whole conference, especially for bringing the story of the Syracuse Plan to Woonsocket and seeing that arrangements were made so that the City officials could attend. This effort brought into



play the rich experience he has from his extensive background in social work.

This Area Supervisor brings to the job a long, varied, and rich background, most of which is within the field of social work. He has been with the PA division in this capacity since March 16, 1942 succeeding on the job the man first appointed who now works in the employ of the city of Woonsocket. For four years the present Area Supervisor was the Personnel and Training Officer with the Rhode Island Unemployment Compensation Board. Following that he took a position as Administrator in the Federal Emergency Relief Administration in Louisiana where the caseload in his section was 34,000, and continued with the Works Progress Administration as District Director with 18,000 unemployed individuals. Both of these jobs lasted for about three and a half years. His forty-four years experience includes in addition the organization of the Providence Council of Social Agencies, a period of eight years as Executive Officer of the Providence Community Fund, Executive of the Family Agency, War Camp Community Service, Social Settlements, Transient Men's Home, Boys' Clubs, and lastly, some service as a Probation Officer, and as a Director of Summer Camps.

He jokingly states that since there were no Schools of Social Work in 1900 he, after receiving his B.A. degree, attended a Graduate Theological Seminary. Subsequent searching for knowledge led him to the University of Minnesota for a year in Social Economics, and to the University of New Hampshire for a short Seminar in Social Security. Many seminars were accumulated in Community Organization, Case Work, Supervision,

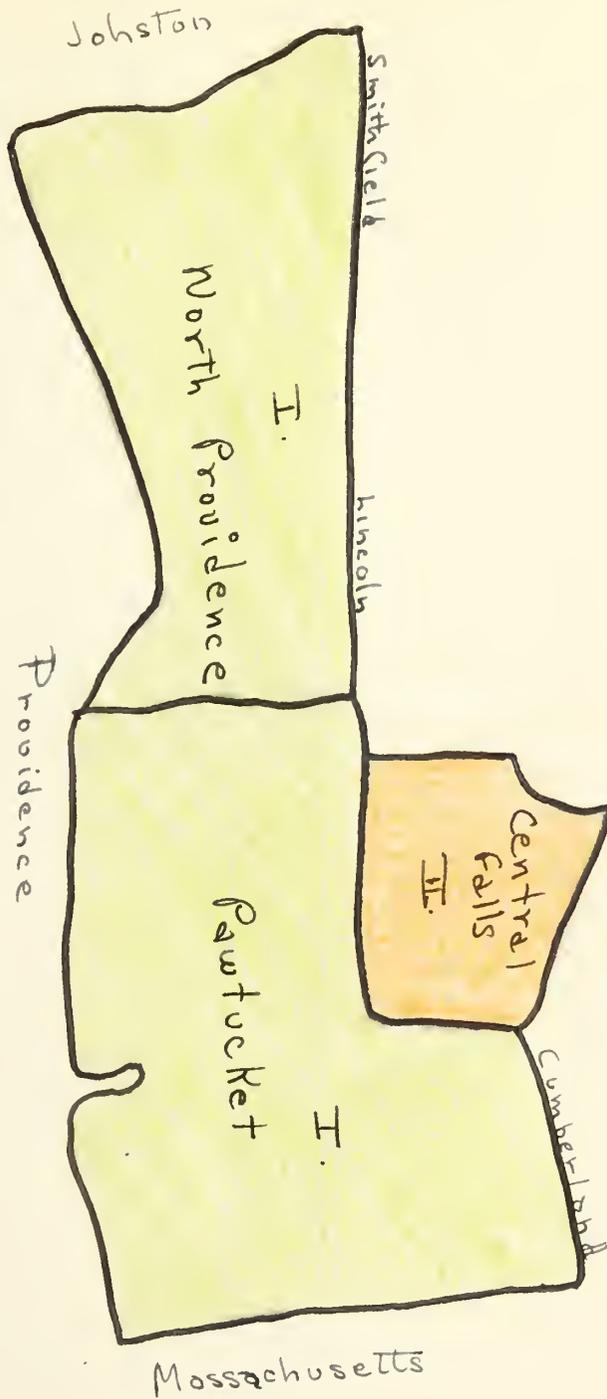


Personnel and Training, etc., not to exclude, as he puts it, innumerable National, State, and Local Social Work Conferences. It may be added that he also has nourished a lively sense of humor within the framework of his broad and lengthy perspective. He exercises in his reporting a brevity of style that packs paragraphs into sentences and from a welter of questions under discussion demonstrates signal ability to pin points down to specificity.

No setting or description of same would be complete without some explanation of the physical surroundings within which the Area Supervisors must operate. The Area I Office is housed in a partly remodeled red-brick public schoolhouse in Woonsocket, removed by three blocks or so from the business and shopping center. The first floor is used at present by the OPA Rationing Board. The second floor houses the offices of the local Director and the District Supervisor, clerks, etc. On the third and top floor is the office of the Area Supervisor. It is large, light, and well-ventilated. There is room enough so that the heads of the three outlying Districts have adequate desk space, although they do not have individually walled private offices. Needless to say the privacy of separate offices would lend greatly to their ability to concentrate when doing the necessary desk work. The outlying offices are visited by the Area Supervisor on the average of once every two weeks. This gives him the chance to "chat" or confer with the several local DPW's.



2 Cities  
1 Town

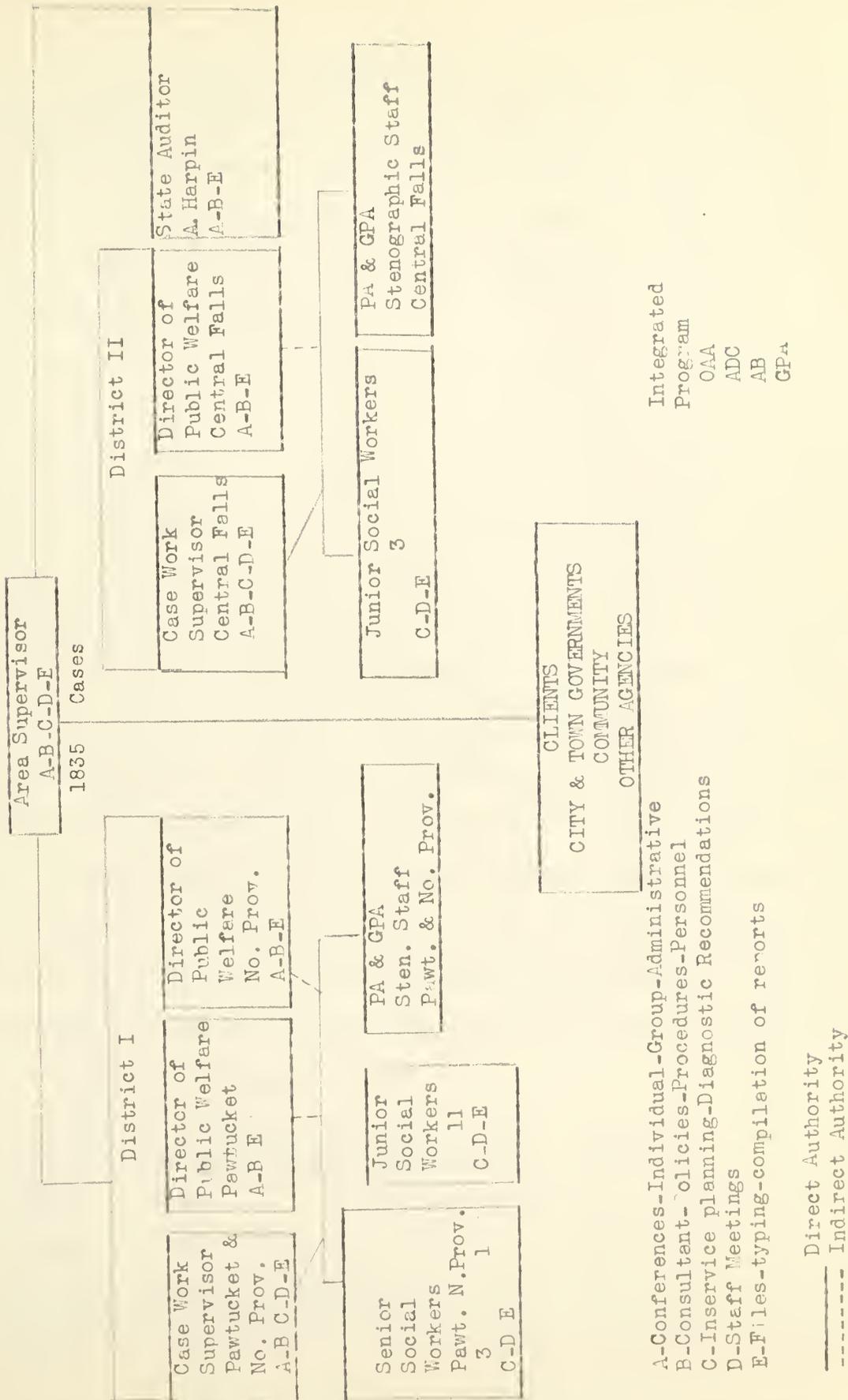


District I.  
District II.

Caseload	No. of Social Workers	No. of District Supervisors
945	15	1 assisted by 2 senior workers
231	3	1



AREA II  
 DISTRICTS 1-2-3  
 Pawtucket-North Providence-Central Falls



- A-Conferences-Individual-Group-Administrative
- B-Consultant-olicies-Procedures-Personnel
- C-Inservice planning-Diagnostic Recommendations
- D-Staff Meetings
- E-Files-typing-compilation of reports

----- Direct Authority  
 ----- Indirect Authority



## Area II

This Area with a total population of 113,201<sup>1</sup> consists of two cities and one town, three of the most densely populated communities in the State. It lies on the northern boundary of Providence above the mid-point between the northern and southern ends of the State. These are highly industrialized municipalities.

Pawtucket boasts of 205<sup>2</sup> manufacturing concerns. It is the home of those of Irish-English descent with the accent on the Irish. The widely publicized Mayor maintains close political control of the city government. One of the proudest points of interest is the famous Narragansett Race Track which enjoys the visitation in droves of all kinds and sorts of people whose pursuit in life is "following the track." This naturally has advantages and disadvantages, but means that much money is spent in Pawtucket providing a source of income to tavernkeepers, hotels, rooming houses, restaurants, etc. One section is closely connected with the finest residential section of Providence. In history Samuel Slater in 1790 brought renown as having built and operated the first cotton manufacturing business in America. The city's population is 75,797,<sup>3</sup> with a combined foreign-born and native-born of foreign parentage totalling 77.1 per cent.<sup>4</sup> The predominant race groups are Irish-English 24.3 per cent, French 19.6 per cent, and Slavs 7 per cent.<sup>5</sup>

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1 Providence Journal-Bulletin Almanac, 1944, p. 202.

2 Ibid., p. 101.

3 Ibid., p. 202.

4 Providence Journal Almanac, 1941, p. 202.

5 Ibid.



Central Falls, the other city, closely adjoins Pawtucket, and in addition to having its own industries furnishes a good-sized residential section for Pawtucket workers. The racial representations here are French 41.5 per cent, Irish-English 21 per cent, and Slavs 13.3 per cent in the combined groups of foreign-born and native-born of foreign parentage.<sup>1</sup> As in Pawtucket the local officials work under close supervision from the city government.

North Providence divides up into small communities built up around factories, comparable to those described in Area I in the outlying sections. It is still governed by the town form of government although its population exceeds the 10,000 amount which the Rhode Island statute demands before incorporation to city government may be started.

As may be noted from the following table the per capita wealth according to the assessed valuation of taxable property by classes, in the city of Pawtucket is nearly twice that of the adjoining towns.<sup>2</sup> With an assistance caseload of 1833 this means that the ratio to the total population is about 1.5 per cent.

This Area Office covers two Districts with 945 cases in one District and 231 in the other.<sup>3</sup> With only one District Supervisor in District I much of the supervision has to be delegated to the Senior Social Workers who can assist her. A better plan would seem to be to add another District in the city of Pawtucket. The Area Supervisor has already requested this

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1 Ibid., p. 67.

2 Ibid., p. 202.

3 Public Assistance Operations, apc#5 Research Division, R.I. Dept. of Social Welfare, June 14, 1944.



as she frequently has to "pinch-hit" under the pressure of work here. While this flexibility is commendable as it points toward the objective of service to the clients, it may be questioned if it is necessary over a period of time. District II with the small caseload and three social workers is easily handled by the District Supervisor.

TABLE 5\*

## AREA II--SELECTED DESCRIPTIVE ITEMS

City or Town	Founded or Incorporated	Area Square Mile	Population	Per Capita Wealth
Pawtucket.....	1862 Town 1886 City	8.68	75,797	\$2,155.68
Central Falls.....	1895	1.32	25,248	1,143.57
North Providence..	1765	5.90	12,156	1,356.20
Total.....		15.90	113,201	\$4,655.45 or 1551.83%

\* Providence Journal-Bulletin Almanac, 1944. A reference book for the state of Rhode Island. Published by the Providence Journal Company.

TABLE 6

## AREA II--RACIAL GROUPS--FOREIGN-BORN, NEGRO, AND COMBINED FOREIGN- AND NATIVE-BORN OF FOREIGN PARENTAGE FOR CITIES

City or Town	Native White	Foreign-Born White	Negro & Others
**Pawtucket.....	58,390	17,092	315
**Central Falls.....	19,049	6,172	27
North Providence....	9,233	2,851	72
Total.....	86,672	26,115	414

\*\* Combined Foreign-Born and Native-Born of Foreign Parentage

<u>Pawtucket</u>		<u>Central Falls</u>	
Irish-English	24.3	French	41.5
French	19.6	Slavs	13.3
Slavs	7.0	Irish-English	21.0



The physical setting of the District I Office is far from attractive or suitable. It is housed in the old Post Office Building, so old that it needs new paint and in places replacement of plaster. The partitions only partially separate the so-called private offices as they are about ten feet high in a large room that is easily three times that. The Area Supervisor has one small corner which is well-lighted and well-ventilated. The furniture is made up of odd pieces from various old bits of equipment that the city discarded. Plans were initiated by the Area Supervisor some time ago and will soon be in process for redecoration and improvement of the premises.

The Area Supervisor is very active in the community; in fact she moved out to Pawtucket four years ago when assigned there, in order to really become a part of the community life. At present and for the four years she has been there she is the Chairman of the Council of Social Agencies. She is also on the Crippled Children's Committee of the Kiwanis Club; she is actively engaged in cooperative effort with the local public utilities company in the preparation of a pamphlet to be used on a community-wide basis in recipes for inexpensive cooking. She serves on numerous other committees, and has presented various members of her staff to the community in such a way that they too have been invited to participate.

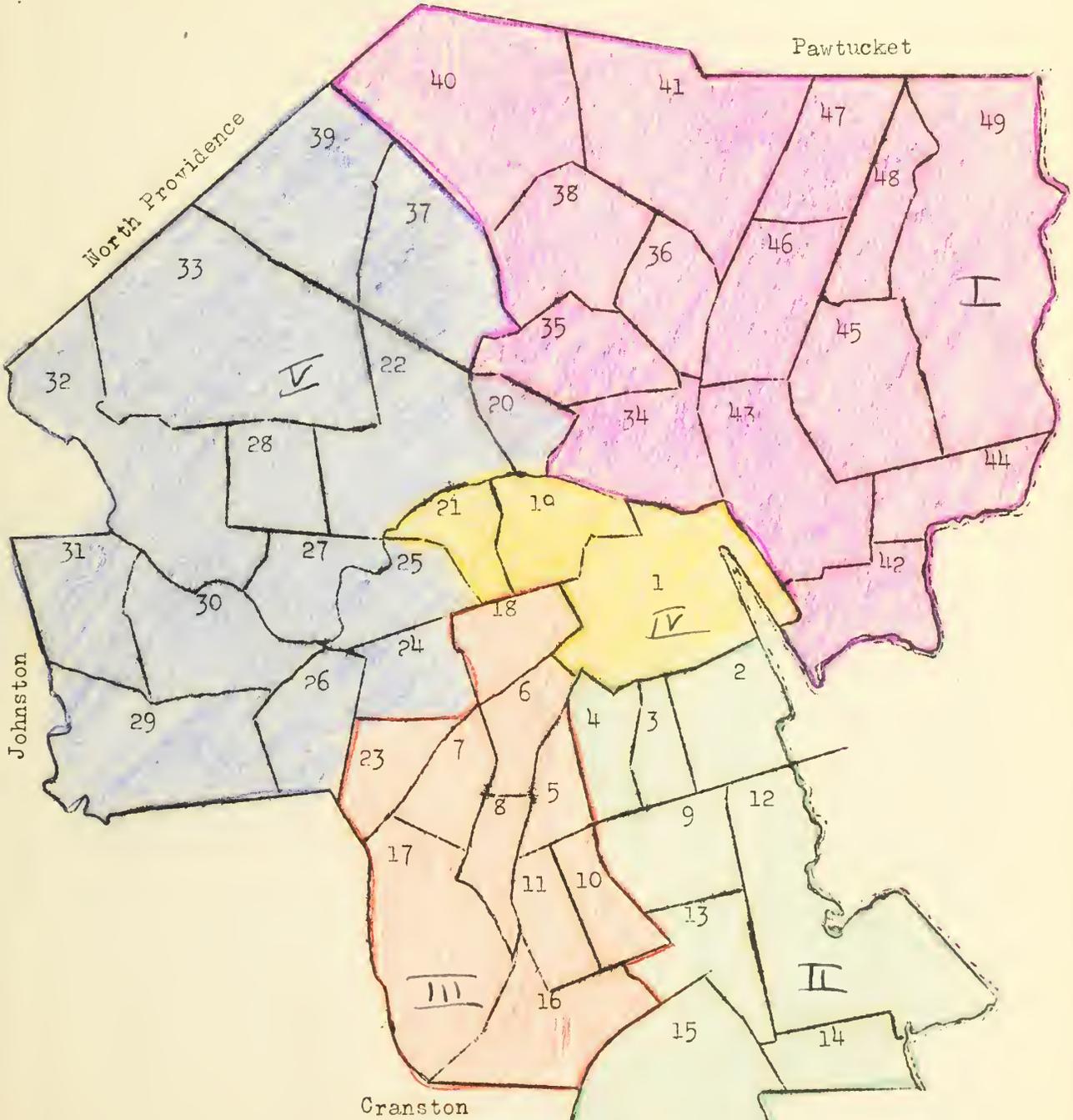
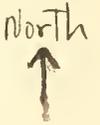
She brings to the job nearly twenty years' experience on the State staff, beginning in 1925 with a job as Assistant Superintendent for the Reformatory for Women. Later she served as Social Worker and Senior Social Worker respectively for the State Welfare Commission and for the State



Department of Public Welfare in Settlements, Soldiers' Relief and Outdoor Relief. In 1933 she was loaned to the Emergency Relief, where she later became a Supervisor for State Unemployment Relief. From there she took over the duties of Area Supervisor in 1940. From her educational background she lends to the job knowledge accumulated from extension courses at Brown University, from Providence College social studies courses, from Rhode Island State, from Simmons College School of Social Work, and from Boston College School of Social Work--to the tune in all of twenty semesters, about four months each, of study. As a personality she contributes boundless enthusiasm and energy to the job through the influence of her ebullience. At times she seems almost ubiquitous, having a definite flair and talent in the matter of arranging for and planning group meetings. She displays a rather remarkable ability in getting people to join in and do things, making this a pleasure by her own cheerful and cooperative spirit.

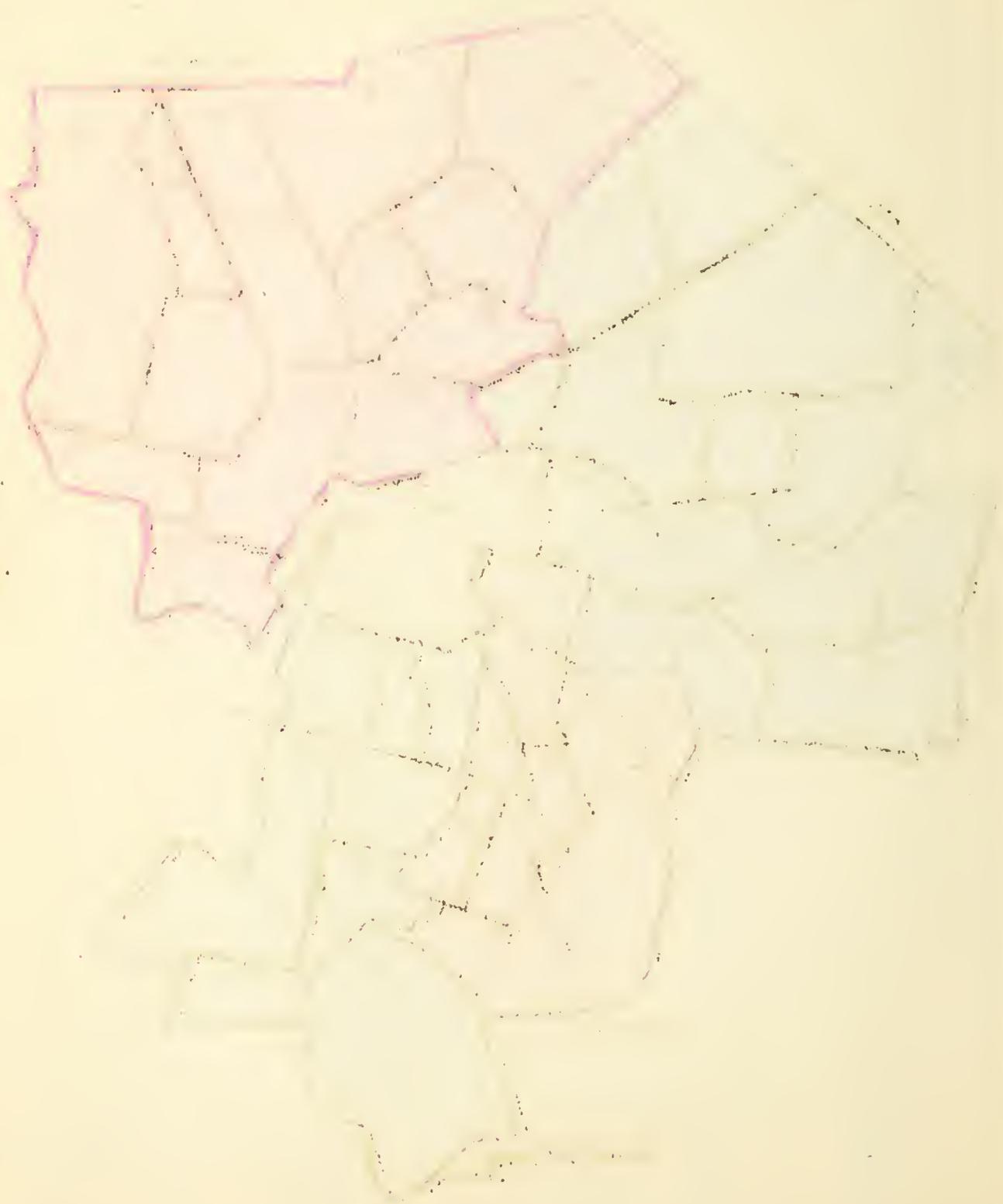


PROVIDENCE  
By Census Tracts  
1 City  
5 Districts

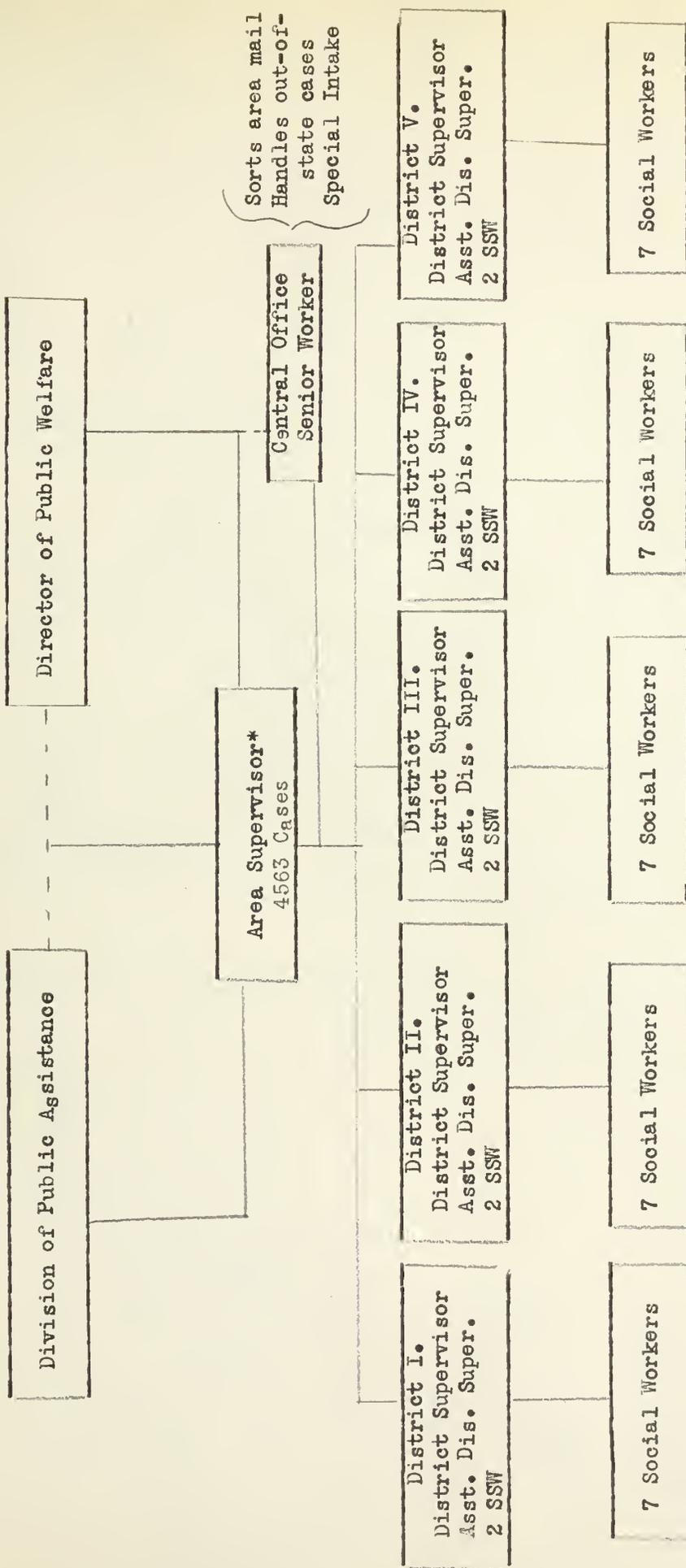


Districts	Caseloads	Social Workers	Supervisors
I. <span style="color: pink;">—</span>	699	8	1 plus Assistant plus 2 sr. worker
II. <span style="color: lightgreen;">—</span>	690	7	1 " " " 2 " "
III. <span style="color: lightorange;">—</span>	719	7	1 " " " 2 " "
IV. <span style="color: yellow;">—</span>	686	7	1 " " " 2 " "
V. <span style="color: lightblue;">—</span>	716	9	1 " " " 2 " "

Roger Williams  
Park



AREA III



\* 5 uncovered caseloads in Area as of 6/19

2 for educational leave

2 on indefinite temporary leave from GPA - to be replaced

1 GPA to be replaced



### Area III

Providence alone constitutes Area III. It is situated at the head of Narragansett Bay. In the past it was a famous port, and although shipping is still carried on to a considerable extent some of the fame has departed. The heart of the city is built on the deltas of the Moshassuck and Woonasquatucket rivers. These rivers furnish water power for the large number of industrial establishments found in Providence along their banks. To quote the Providence Journal Almanac, 1944:

Settled in 1636. Named Providence by Roger Williams "in gratitude to his supreme deliverer." Originally comprised the whole county. City incorporated by act passed November 5, 1831 which act went into operation on the first Monday in June 1832. Portions of the town of Cranston were reannexed to Providence June 10, 1868, March 28, 1873, and July 1, 1892, portions of North Providence were annexed June 29, 1767....

Providence is widely known as a center of jewelry, textile and machine tool manufacturing. Most of these businesses are converted to war production. The three predominant race groups are Irish-English 26.3 per cent, Italian 21.2 per cent, and Slavs 8.3 per cent, or a total of 67.7 per cent in the combined foreign-born and native-born of foreign parentage. The Negro population is about 6,000. Total population is quoted at a quarter of a million in the 1940 Census figures. This of course does not take into consideration the swelling of population due to the war industries. The Walsh-Kaiser Shipyard, a large war-production business has had employees totalling 25,000, thousands of whom came to Rhode Island for jobs.

Here also is the seat of learning for the state of Rhode Island. Such institutions are found as Brown University, Providence College, Rhode Island School of Design, Rhode Island College of Education, and numerous

CHAPTER

THE HISTORY OF THE UNITED STATES

The history of the United States is a story of growth and change. From the first European settlements to the present day, the nation has expanded its territory and diversified its economy. The early years were marked by the struggle for independence and the establishment of a new government. The middle years saw the westward expansion and the industrial revolution. The late years have been characterized by the challenges of the world wars and the civil rights movement.

The United States has a rich and diverse cultural heritage. It is a land of immigrants, where people from many different backgrounds have come to seek a better life. This diversity has shaped the nation's identity and has made it a more tolerant and inclusive society. The American dream, the belief that anyone can achieve success through hard work and determination, is a central theme in the nation's history.

The United States has played a leading role in the world. It has been a champion of democracy and human rights, and it has led the world in the fight against communism. The nation's military and economic power have made it a superpower, and it has been instrumental in shaping the modern world. The United States has also been a leader in the space age and in the development of new technologies.

The United States is a nation of opportunity. It is a land where people can start their own businesses and create jobs for themselves. It is a land where people can move from one part of the country to another in search of a better life. The United States is a land of hope and possibility, and it is a land where the future is bright.

The United States is a nation of freedom. It is a land where people can speak their minds and express their opinions. It is a land where people can practice their religion and follow their own beliefs. The United States is a land of freedom and democracy, and it is a land where the rights of all people are protected.

other schools. The description of this city could go on endlessly since it is a large city of many and varied points of interest, but space does not permit.

TABLE 7\*

## AREA III--SELECTED DESCRIPTIVE ITEMS

City or Town	Founded or Incorporated	Area Square Mile	Population	Per Capita Wealth
Providence.....	1831	18.91	253,504	\$2,794.35

\* Providence Journal-Bulletin Almanac, 1944. A reference book for the state of Rhode Island. Published by the Providence Journal Company.

TABLE 8

## AREA III--RACIAL GROUPS--FOREIGN-BORN, NEGRO, AND COMBINED FOREIGN- AND NATIVE-BORN OF FOREIGN PARENTAGE FOR CITIES

City or Town	Native White	Foreign-Born White	Negro & Others
**Providence.....	195,696	51,208	6,600

\*\* Combined Foreign-Born and Native-Born of Foreign Parentage

Irish-English	26.3	From the U. S. Census of 1930 figures quoted from <u>Providence Journal Almanac, 1941, p. 202.</u>
French	16.2	
Italian	14.3	

Foreign-Born White by Country of Birth (U. S. Census 1930)

Great Britain	Canada	France Belgium	Canada-- Other	Norway Sweden Denmark	Russia-- Poland	Italy
12,508	3,303		2,782	1,855	6,194	17,010

The Area Office is in the same building as the City Welfare Department. Throughout the city at scattered points according to a carefully planned division are five District Offices. Until this year there were



in some sections separate offices for the GPA and PA staffs. A long and slow process of evolution has taken place in the integrating of these caseloads. It has taken a long time to suitably house and equip these Districts; in fact the task has not yet been completed but all the plans are laid. The Area Supervisor has been faced with gigantic problems in this Area, especially in the integration of such a large staff with no loss in service to such a large number of clients. There are two rather unusual staff jobs arranged for by the Area Supervisor. One is that of a Senior Social Worker in the Area Office who is responsible for all the Out-of-State cases, sorting the huge pile of mail and properly routing it, interviewing for Area Office Intake those who come to the Area Office instead of going to one of the Districts. The City Department has always maintained a social worker for Out-of-State cases, as there used to be a large volume of business in settlement work. Another special arrangement is the placement on a temporary basis of a social worker from the PA staff at the Charles V. Chapin Hospital (Communicable Diseases) so that some study of Intake there could be helpful to the future joint planning of these two agencies. This is to be discontinued after July 1, 1944 as the State appropriation of \$200,000 has been planned to take care of the needy patients who cannot pay their own hospitalization. Neither the local communities nor the patients in need will have to pay.

Within each District there is a District Supervisor who is directly responsible to the Area Supervisor, and under her is an Assistant. Two Senior Social Workers assist in the supervision of the social work staff, in addition to carrying a small caseload. Besides these are forty-eight on

The text on this page is extremely faint and illegible. It appears to be a standard page of prose, possibly a chapter or section from a book. The content is mostly lost due to the low contrast and blurriness of the scan. There are some faint markings that could be the start of paragraphs or section headers, but they cannot be transcribed accurately.

the social work staff, making a total of sixty-three for whom the Area Supervisor has administrative responsibility. This does not include the various office staffs of clerical personnel. Needless to say Area III has suffered greatly from the rapid turnover of staff, at present having five replacements to make.

Since Providence is the center of activity for long-established social agencies of all descriptions, there is a good deal of inter-agency, community and public relations work to be done, especially in the service on committees. These duties are allocated by the Area Supervisor to various members of the staff from the senior worker and supervisory levels, according to their interests and abilities.

The Area Supervisor brings to her job a ten to eleven year background of experience in the Providence City Relief setup and in the State Public Assistance division. She has been on the job since August 1943. There were two previous Area Supervisors. The first left this post to become the Chief Supervisor in PA, and the second resigned to finish her graduate study. Both of them worked closely with the present incumbent and were responsible for training her for this position. Now she also is leaving to take over the position of Consultant in Policies and Procedures in Central Office of State PA. This is a temporary plan, and succeeding her in the Area will be a series of three appointed for periods of three months apiece. By then it is possible that further Civil Service Examinations for this job will have been given so that further appointment may be made from a Civil Service List. The prior list legally expired on February 10, 1944.

The first part of the document discusses the general principles of the proposed system, which is designed to be both efficient and cost-effective. It outlines the objectives and the scope of the project, emphasizing the need for a comprehensive approach to the problem at hand.

The second part of the document provides a detailed description of the system's architecture and components. It explains how the various elements of the system are interconnected and how they work together to achieve the desired results. This section includes a flowchart illustrating the overall process flow.

The third part of the document discusses the implementation and testing of the system. It describes the steps taken to ensure that the system is properly installed and configured, and the results of the various tests conducted to verify its performance. This section also includes a comparison of the system's performance against the requirements and expectations.

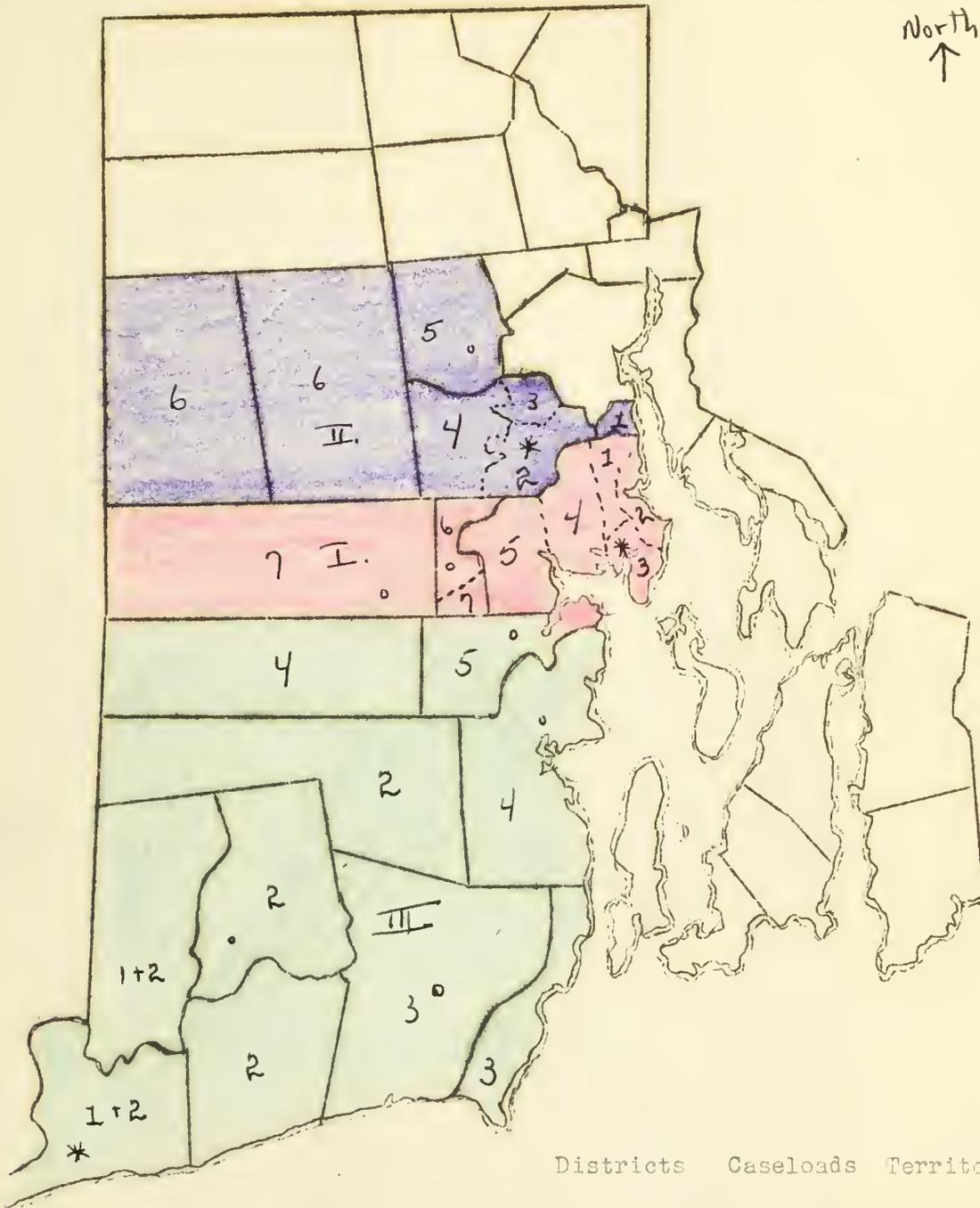
The fourth part of the document addresses the future work and conclusions. It identifies the areas where further research and development are needed, and provides a summary of the key findings and lessons learned from the project. The authors express their confidence in the system's ability to meet the needs of the organization and its stakeholders.

In conclusion, the proposed system represents a significant advancement in the field of [specific field], and its successful implementation will have a positive impact on the organization's operations and performance. The authors thank the management and staff for their support and cooperation throughout the project.

This Area Supervisor has brought to her job a naturally easy way of relating herself to any and all persons with whom she comes in contact. Also she has demonstrated unusual ability in organization in the past year's planning and integration of programs. Her ease of manner presages an objectivity in viewpoint that holds for all types of problems. Besides her undergraduate degree at Brown University in 1931, she has taken courses in professional Schools of Social Work, namely, Simmons College, New York (now affiliated with Columbia University), and more recently with the Rhode Island Branch of Boston College in Providence. In the past she has achieved prominence in the Rhode Island Social Worker's Club. Her outstanding personal characteristics are an equable disposition and an evident and appreciated sense of humor.



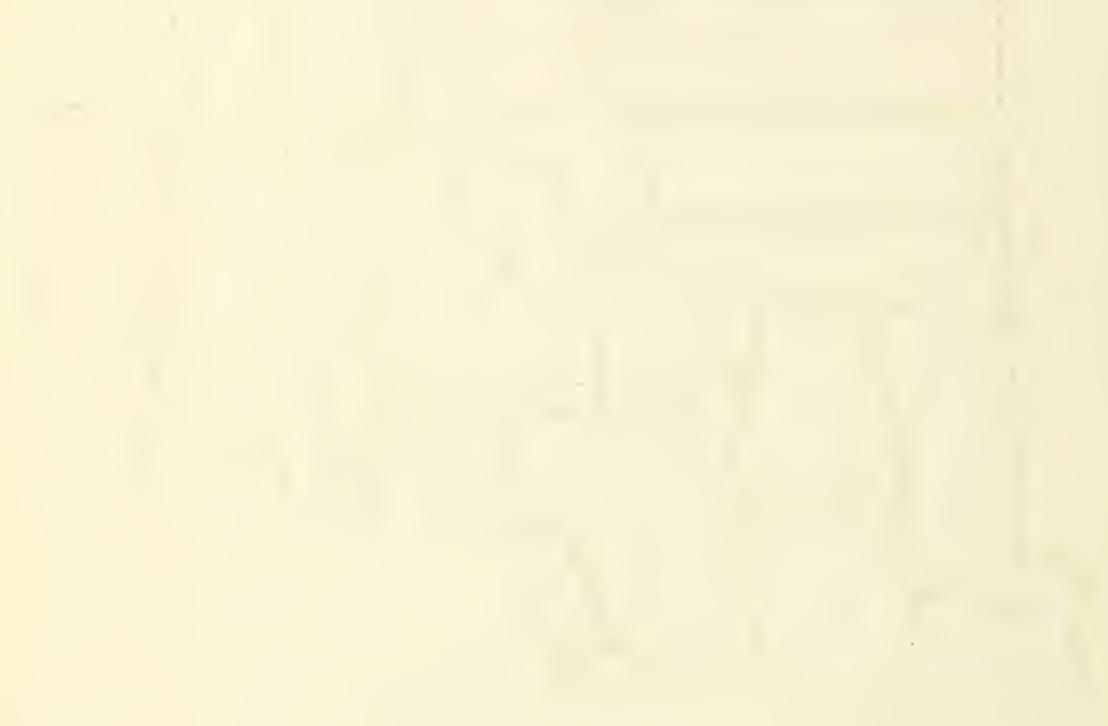
MAP #5 - AREA IV  
 R. I. PUBLIC ASSISTANCE DISTRICTS AND TERRITORIES  
 2 Cities  
 16 Towns



Districts	Caseloads	Territories	Soc. Wks.
I. —	741	1, 2, 3, 4, 5, 6, 7	6 <sup>1</sup>
II. —	537	1, 2, 3, 4, 5, 6	6 <sup>1</sup>
III. —	495	1, 2, 3, 4, 5	4

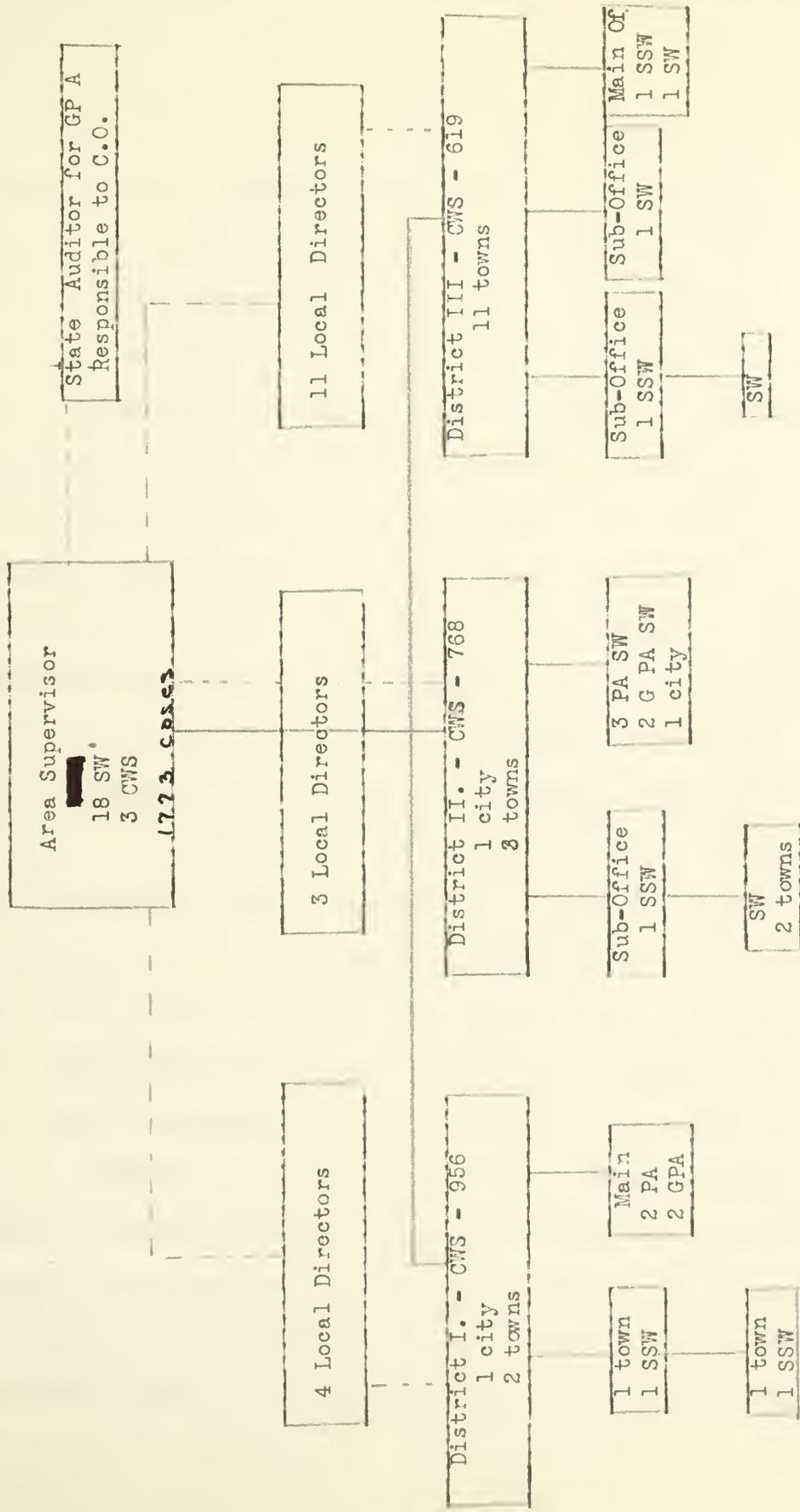
- \* District Offices
- o Sub-Offices
- 1+ Replacements needed





8

AREA IV.



SW- Social Worker  
 SSW- Senior Social Worker  
 : 2 Social worker replacements necessary



#### Area IV

This Area is made up of sixteen towns and two cities. The towns include Charlestown, Coventry, East Greenwich, Exeter, Foster, Hopkinton, Johnston, Narragansett, New Shoreham, North Kingstown, Richmond, Scituate, South Kingstown, West Warwick, West Greenwich, and Westerly. Cranston and Warwick are the two cities. Neither of the two is comparable to Providence, Pawtucket, or Woonsocket in that they have no single business or shipping center, but are divided into scattered community centers within the city boundary lines. For instance, Warwick has twenty-three small population centers between which are stretches of sparsely settled areas. Each of the towns, on the other hand, with the exception of Foster and Exeter seem to have one central point where stores, post offices, etc., are clustered. They also have other outlying villages built up like the northern section of the State around industries. These dot the landscape from one end of the State to the other. It is interesting to note that most of these towns were incorporated and founded in the 1600's and 1700's with two exceptions of towns which separated, in the 1900's, from the larger town with which they had been united. The total percentages of foreign-born and native-born of foreign parentage run perceptibly lower than in Area II and Area I since the per cent is 58.7 and 51.9 for the cities of Cranston and Warwick respectively. Although figures for the towns are not available it is safe to assume that these percentages would run lower for the rest of the Area. It is interesting to note that the proportion of Negro population runs much higher in the eight towns in the southeastern portion than anywhere else in the State except Providence and



Newport. This probably is attributable to the fact that the early settlers of wealth were located here and bought slaves when they were brought by ship to the shores. When the slaves were freed they settled themselves in small communities close by their places of original abode, and later because of the lack of equal opportunity in employment and industry were not attracted to highly industrialized sections. One such community in South County posed a big problem a few years ago in that for several generations these Negroes had been living in a wooded, isolated spot and had kept to themselves. Living conditions were extremely primitive, wages were small from seasonal farm labor, and considerable inbreeding had taken place. The health needs were great and yet fear, ignorance and superstition prevented real treatment. Two social workers selected this community for a project. Today the increased demands for labor without color restriction plus the continuous giving of adequate assistance in relief has straightened out most of the problems. The younger generation now presents a new problem in their cockiness and belligerence as a result of the new-found wealth.

Anyone who visits Rhode Island remarks upon the special flavor of the people and countryside in what is popularly called "South County." The residents frequently refer to themselves as "Swamp Yankees," which carries with it a connotation inherited from the early settlers, of square dealing, frugality, shrewd bargaining and forthrightness. The proximity of Cranston and Warwick to Providence determines their being largely residential suburbs of that city.

The westernmost portion of the Area, i. e., Foster, Coventry, West



Greenwich, and Exeter are the most rural sections. They closely resemble adjoining towns in the state of Connecticut. They are largely farming and woodland area. Their populations do not grow as the younger generations are attracted to the quick and easy earning of income from factory employment in preference to the long arduous hours of farming.

TABLE 9\*

## AREA IV--SELECTED DESCRIPTIVE ITEMS

City or Town	Founded or Incorporated	Area Square Mile	Population	Per Capita Wealth
Warwick.....	1647 Town 1931 City	36.26	28,757	\$1,555.63
West Warwick.....	1913	8.18	18,188	973.53
Coventry.....	1741	62.87	6,998	888.94
Cranston.....	1754 Town 1910 City	28.20	47,085	1,617.83
Scituate.....	1730	55.28	2,838	3,108.57
Foster.....	1781	52.15	1,237	1,052.95
Johnston.....	1759	25.09	10,672	886.81
East Greenwich....	1677	16.07	3,842	1,484.33
North Kingstown....	1674	44.15	4,604	2,716.89
Narragansett.....	1901	14.42	1,560	7,081.71
South Kingstown....	1722	61.17	7,282	1,773.83
Charlestown.....	1738	38.46	1,199	2,174.13
Westerly.....	1669	29.16	11,199	1,999.37
Hopkinton.....	1757	9.76	3,230	1,035.34
Richmond.....	1747	41.82	1,629	1,298.84
Exeter.....	1742	59.21	1,790	559.65
West Greenwich.....	1741	51.47	526	1,121.53
New Shoreham.....	1672	10.95	848	1,099.11
Total.....		734.67	204,484	\$32,458.99 or 1803.27%

\* Providence Journal-Bulletin Almanac, 1944. A reference book for the state of Rhode Island. Published by the Providence Journal Company.



TABLE 10

AREA IV--RACIAL GROUPS--FOREIGN-BORN, NEGRO, AND COMBINED  
FOREIGN- AND NATIVE-BORN OF FOREIGN PARENTAGE FOR CITIES

City or Town	Native White	Foreign-Born White	Negro & Others
**Warwick.....	24,361	4,176	220
West Warwick.....	14,553	3,622	13
Coventry.....	5,846	1,051	1
**Cranston.....	38,598	8,214	237
Scituate.....	2,652	174	12
Foster.....	1,064	173	
Johnston.....	8,563	2,097	12
East Greenwich...	3,324	475	43
North Kingstown..	4,279	285	40
Narragansett.....	1,298	188	74
South Kingstown..	6,184	614	484
Charlestown.....	991	127	81
Westerly.....	8,928	2,039	232
Hopkinton.....	2,916	276	38
Richmond.....	1,456	173	
Exeter.....	1,638	84	68
West Greenwich...	435	88	3
New Shoreham.....	780	47	21
Total.....	127,866	23,893	1580

\*\* Combined Foreign-Born and Native-Born of Foreign Parentage

<u>Warwick</u>		<u>Cranston</u>		
Irish-English	24.8	Italian	21.5	U. S. Census 1930,
German	8.9	Irish-English	21.3	<u>Providence Journal</u>
Italian	8.1	German	8.6	<u>Almanac, 1941.</u>

West Warwick, located in the Pawtuxet River Valley where water power facilities have occasioned the establishment of many industries resembles Area I and Area II closely, with the predominant racial groups again the French and Slavs.

North Kingstown was chosen for the site of the world's largest Naval Air Base at Quonset. Nearby is the very large Seabees base at Davisville. The influx of population has brought about some acute



social problems such as the shortage of housing, overcrowded schools, and increasing juvenile delinquency, etc. Government housing has helped considerably. The town of Narragansett has been the center of Coast Guard activities.

For this, the largest Area geographically, the Area Office is located in Warwick. The three District Offices are in (1) Warwick, (2) Cranston, and (3) Westerly. Because of the multiplicity of towns to be served, it is necessary to maintain several sub-offices at convenient points. Transportation is a great problem in the Area, especially for clients, but also for social workers, and supervisors. Because of the distances it becomes practically impossible for many of the local DPW's to reach either the Area Office or Central Office; therefore a major portion of the task of maintaining good relationships with the local officials rests with the contacts these people have with the locally employed social worker, the District Supervisor, and on occasion with the Area head.

Some of the leading figures in the DPW Association function in this Area. These include the President, Mr. Will E. Wilcox of Warwick; the Secretary, Mr. John A. Hamilton of Cranston; and the Chairman of the Legislative Committee, Mrs. Susan A. Lamb of West Warwick. Mr. Hamilton is a former President, and was in the State Legislature for ten years. He is nationally known as the oldest, by point of service, of all the local Directors in America, and has been annually elected to this post for thirty-five consecutive years. Proudly, he tells all that he is seventy-three years of age, that he was here before any of these State and Federal people came and he will be here after they go. For several years he found the



battle for Home Rule pretty strenuous, but with the present understanding and cooperation between the State and local setups he has dropped the fight in that region and carries it on in the matter of general improvement of public assistance. Mrs. Lamb also spent some years in the Legislature. Mr. Wilcox had considerable experience in the United States Employment Service. In Westerly, Coventry, East Greenwich, South Kingstown, and other places there are also DPW's who take an active part in their community picture. All this makes this Area an interesting and stimulating one in the matter of planning with local municipalities. It was largely this group of DPW's who promoted and backed Rhode Island's now famous "No Settlement" Law (Chapter 1212 of the Public Laws of Rhode Island in 1942), and who sponsored the recent re-codification of all the public assistance laws as compiled by Glen Leet, in what is known as the "Public Assistance Act of 1944"<sup>1</sup> (Chapter 1505 Public Laws 1944), approved April 23, 1944 and effective July 1, 1944. They are intensely interested in promulgating uniform practices in public assistance on a State-wide basis in the PA and GPA social service units. Recently they have organized a committee to try to iron out among the Directors' groups the various kinks in their practice, following the famous abolition of settlement. This is not so much an effort to try to maintain the old settlement legislation as it is to study any problems that might result in unfair uses between towns in moving people from one to the other.

The Area Supervisor directly supervises three District Supervisors who in their turns are responsible for a District. The integrated program

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<sup>1</sup> See Appendix No. 8, pp. 144-149.



is in effect. Community relationships have been closely established by the District Supervisors, one serving as Chairman of a Council of Social Agencies, another heading a committee on Family Welfare within a different Council, and the third also serving on Council programs. Just this month one District Supervisor was elected President of the Rhode Island Social Workers' Club. The Area Supervisor serves on the executive committee of one Council and on the Family Division of another, besides being on other community activities' lists. Close cooperation is planned with other individual social agencies also functioning in the Area, both by joint meetings and by case conferences.

This Area has had two Supervisors, one who served from August 1940 to September 26, 1943, and the present one who has been there since then. The former brought to the job twelve years or more experience in the social work field, starting in the Providence Family Welfare Society. In 1936 she was released to help in the newly set up administration of the Social Security Division. She took over the District in Warwick in 1939 as Case Work Supervisor. She served a period as Chairman of the Warwick Council of Social Agencies, as well as serving on numerous other committees in the community of a general social work nature. These include member of the Board of Family Welfare Society, member of the Committee for the Society of Prevention of Cruelty to Children, etc. In addition to her Ph.B degree from Brown University she has taken many extension courses and professional courses with Boston University School of Social Work and the Simmons College School of Social Work. She left for Educational Leave in September 1943 to finish the requirements for her Master's degree in Social Service



at the New York School of Social Work, affiliated with Columbia University. Prior to social work, she had a short period of teaching experience in secondary schools. She brought to the job a keenly analytical mind, untiring, unflagging zeal and interest in the promotion of efficient administration and public relations. In 1940 and through to 1942 she served as Chairman of the Membership Committee for the American Association of Social Workers, and was appointed Chairman of the Case Work Division for the Rhode Island State Conference in 1942.

The present Area Supervisor after obtaining her B.A. from Wellesley College in 1929, held a position for three years as Dean of a Junior Business College where she taught English, Advertising, and Public Speaking in addition to counselling the students. Then followed a three-year period in Adult Education with Leisure Time Activities, Inc. in Providence, leading group discussions in Personality Development, and teaching Public Speaking. For six years she stayed in group work, chiefly with girls and women in places such as the Y. W. C. A. and the Girls' City Club, Tefft Business Institute Alumnae, the Bureau for the Handicapped, Director of Program at one summer camp, and Director of Dramatics at another. In 1935 she attended the School of Library Science at Columbia University preparatory to entering the course of training with the Providence Public Library and leading toward a graduate degree in that field. But the Librarian at the Providence Public Library was approached about loaning her for a year to the Education Division of the Works Progress Administration to set up the Adult Education Project in Rhode Island. This loan became permanent within a year. Later she transferred over to the National Youth

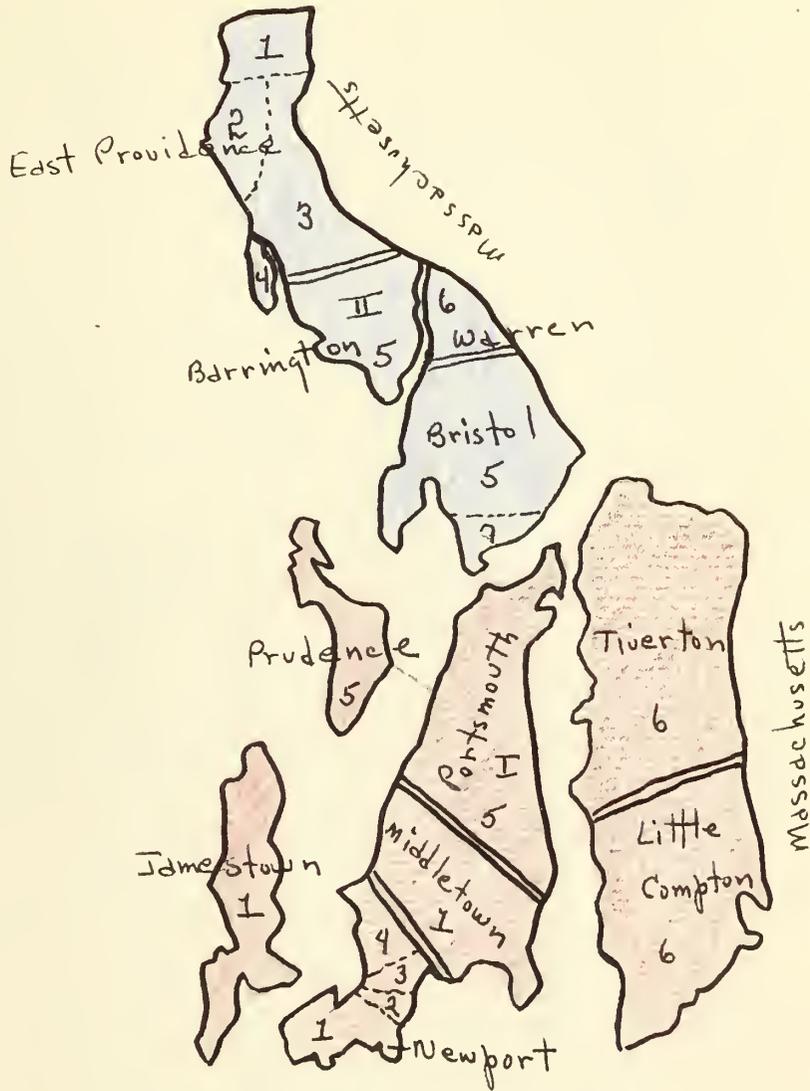


Administration with her immediate superior who was made the State Director. Here Counselling and Guidance services were organized under her as Associate Director. In January 1938 she became the State Unemployment Relief social worker or "Home Visitor" as then named, in the town of South Kingstown. In October 1939 she took over the position of Assistant Supervisor under the State PA program when the integration was just beginning. This Area in South County covered the eleven towns now in District III of the present Area IV. After the Civil Service examinations, January 1941, she was transferred to Cranston as a Senior Social Worker, where six months later she supervised three SUR workers. In the fall she took over the whole supervision of this sub-office, supervising also another three PA workers, carrying a small caseload as well. This lasted until she took Educational Leave September 1942. Her Educational Leave was to attend Boston University to work towards the Master's degree in the Science of Social Service, she having already acquired some graduate credits from the New York School, and Simmons College School. Shortly after her return in September 1943 she was appointed from the Civil Service List to the job of Area Supervisor in Area IV, to replace the person who was leaving for Educational Leave. Since her predecessor has now been assigned to a new position in Central Office she will remain. She brings to the job a tremendous interest in and love of people, along with a friendly, social philosophy. Her special interests lie in psychiatry, administration through supervision, and public relations.

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AREA V.  
Districts and Territories

1 City  
9 Towns



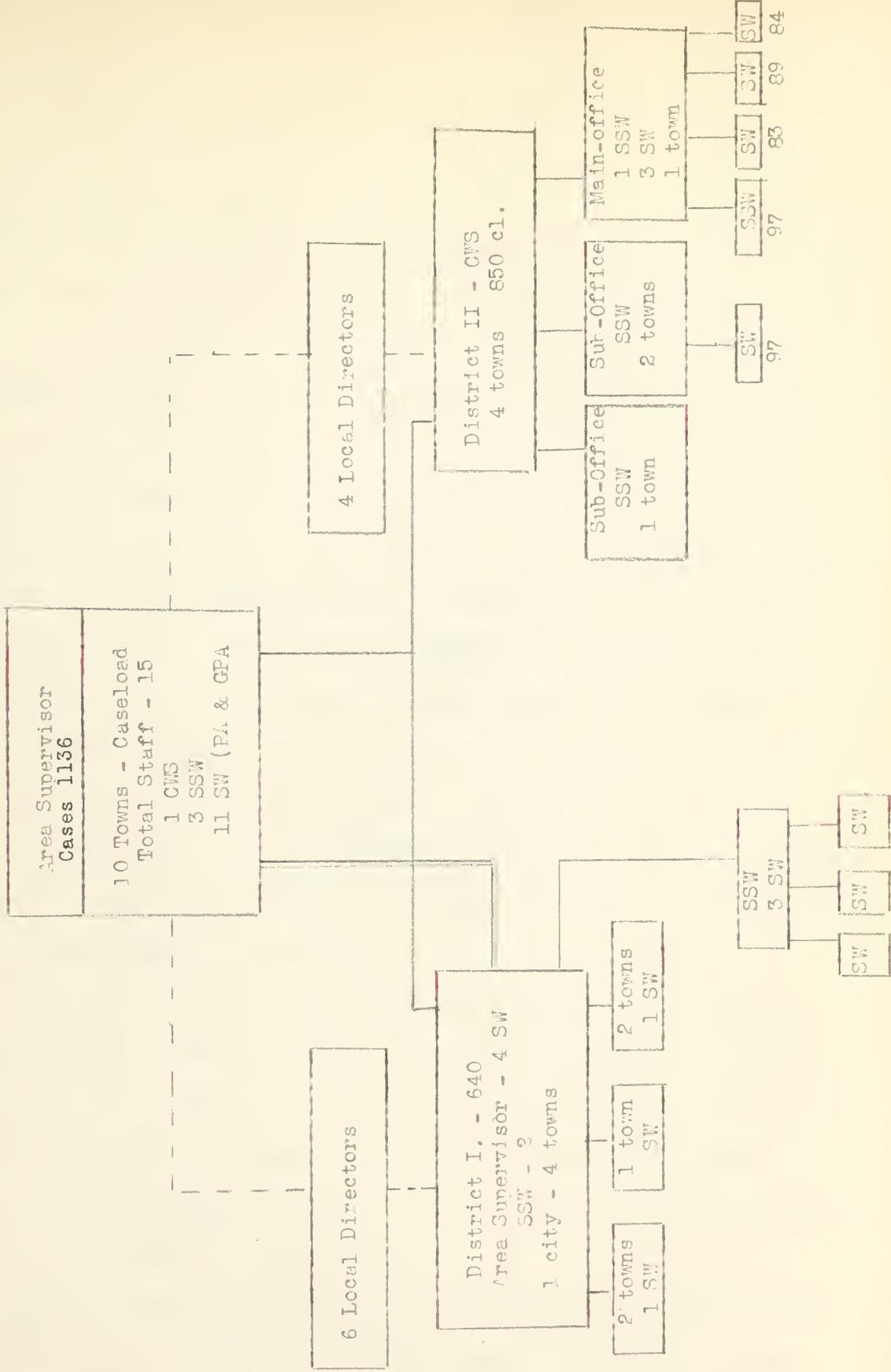
District I. —  
District II. —

	District Supervisors	Caseloads	Social Workers	Territories
I.	0	487	6	6
II.	1	650	7	7

— Town Boundaries  
- - - - Territory Per Social Worker



AREA V.



Straight line or organization  
 - - - - - Consultant  
 - - - - - Plan to change with CWS



### Area V

Like Area IV, this Area in the southeastern part of the State--largely composed of islands and shore lands--was one of the earliest settled parts of Rhode Island. Shore areas also spell vacation land, and many summer residents. Newport has long been a fashionable social colony. This is the only city in Area V. Newport preceded the other six cities in the State in incorporation as such by nearly fifty years, in 1784. Although settled three years after Providence, Newport within a year had its own Governor--William Coddington--long since famous in the annals of Rhode Island history. The spirit of independence engendered here, then, still thrives. No doubt, long ago, it contributed to Rhode Island's taking its lone stand in its long delay in joining the federation of States. Here is the home of the Naval Torpedo Station. The Navy has been a part of Newport for many long years, but the Naval people have increased in numbers greatly since just before the War. War-related activities have brought an increase in civilians as well.

Besides the city of Newport there are nine towns--East Providence, Barrington, Bristol, Warren, Jamestown, Portsmouth, Middletown, Tiverton, and Little Compton. The Area embraces two Counties, Newport and Bristol by name, and includes East Providence from the County of Providence. In turn one town is in Newport County but not in the Area, namely New Shoreham or Block Island which is in Area IV.

In Newport the three predominant race groups are the Irish-English 30.8 per cent, Negroes 6 per cent, and Portuguese 5.7 per cent. These latter people are largely in the fisherman's trade.



TABLE 11\*

## AREA V--SELECTED DESCRIPTIVE ITEMS

City or Town	Founded or Incorporated	Area Square Mile	Population	Per Capita Wealth
Newport.....	1784	7.94	64,696	\$2,420.83
Jamestown.....	1678	9.76	1,744	3,158.32
Tiverton.....	1746	31.43	5,018	1,360.46
Little Compton....	1746	21.94	1,492	3,987.36
Middletown.....	1743	13.45	3,379	2,505.63
Portsmouth.....	1639	23.84	3,683	2,586.81
Warren.....	1746	6.56	8,158	1,350.87
Barrington.....	1746	8.46	6,231	2,463.33
Bristol.....	1746	9.89	11,159	1,424.52
East Providence....	1862	13.85	32,165	1,557.36
Total.....		147.12	137,735	\$22,815.49 or 2781.56%

\* Providence Journal-Bulletin Almanac, 1944. A reference book for the state of Rhode Island. Published by the Providence Journal Company.

TABLE 12

## AREA V--RACIAL GROUPS--FOREIGN-BORN, NEGRO, AND COMBINED FOREIGN- AND NATIVE-BORN OF FOREIGN PARENTAGE FOR CITIES

City or Town	Native White	Foreign-Born White	Negro & Others
**Newport.....	24,771	4,045	1,716
Jamestown.....	1,487	233	24
Tiverton.....	4,175	838	5
Little Compton...	1,336	153	3
Middletown.....	2,819	559	1
Portsmouth.....	3,095	576	12
Warren.....	6,467	1,656	35
Barrington.....	5,242	977	12
Bristol.....	8,424	2,709	26
East Providence..	26,281	5,006	878
Total.....	84,097	16,752	2,712

\*\* Combined Foreign-Born and Native-Born of Foreign Parentage  
 English-Irish 25.3 From the U. S. Census of 1930  
 Portuguese 15.0 figures quoted from Providence  
 German 3.4 Journal Almanac, 1941.

1911  
 THE UNIVERSITY OF CHICAGO  
 DEPARTMENT OF CHEMISTRY

NAME	RESIDENCE	EDUCATION	DEGREE	DATE
ALBERT A. BROWN	CHICAGO, ILL.	UNIVERSITY OF CHICAGO	B.S.	1911
ALBERT A. BROWN	CHICAGO, ILL.	UNIVERSITY OF CHICAGO	B.S.	1911
ALBERT A. BROWN	CHICAGO, ILL.	UNIVERSITY OF CHICAGO	B.S.	1911
ALBERT A. BROWN	CHICAGO, ILL.	UNIVERSITY OF CHICAGO	B.S.	1911
ALBERT A. BROWN	CHICAGO, ILL.	UNIVERSITY OF CHICAGO	B.S.	1911

DEPARTMENT OF CHEMISTRY  
 UNIVERSITY OF CHICAGO

NAME	RESIDENCE	EDUCATION	DEGREE	DATE
ALBERT A. BROWN	CHICAGO, ILL.	UNIVERSITY OF CHICAGO	B.S.	1911
ALBERT A. BROWN	CHICAGO, ILL.	UNIVERSITY OF CHICAGO	B.S.	1911
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DEPARTMENT OF CHEMISTRY  
 UNIVERSITY OF CHICAGO

In Warren and Bristol many large manufacturing businesses are found. Warren's Polish population is large. Many Italians were also attracted to these two towns. In Bristol where there is more of a fishing industry, again the leading foreign-born race group is Portuguese. Bristol also boasts of boatbuilding and rubber industry.

The Area is divided into two Districts (see Map No. 6), District I including Newport north to Bristol and the islands of Jamestown and Prudence, District II including the four towns in the upper section. In District I there has been a problem in the supervisory setup. One Senior Social Worker has assumed responsibility for supervising some of the social workers and the Area Supervisor has supervised the rest. The District is securing the services of a District Supervisor very shortly. Integration will be reinstated when the new District Supervisor arrives. Previously the city of Newport had been at the point of integrating when the whole picture was changed by a completely new line-up in the political structure of the city government. New officials had to be made aware of the good reasons for such a move, and now that time has been taken for this interpretation by the Area Supervisor they are ready to proceed. In the meantime the two GPA social workers were instructed to work out of the DFW's Office instead of the District Office of PA.

A District Supervisor and seven social workers function in the other District Office. She is assisted by two Senior Social Workers who can take on the supervision of one worker or more while carrying their own caseload.

The most active local Directors are Dr. Finn of Newport (an



Osteopathic Physician and State Senator), and Mr. Newman of East Providence. Through its DPW East Providence has functioned as an experimental unit working out with clients a new method of operations in a medical care plan. The results of this six-month's experience will be released to the staff State-wide and to Directors of Public Welfare soon. The present quarters of the Area Office include those for the District I staff as well, so that in a corner of the basement of the Newport Court House, one small room is definitely overcrowded at this time. Arrangements are in process for moving to better and more spacious quarters.

The Area Supervisor has been on his job since August 1940. He brought to the position a background of ten years or more in relief set-ups, several years of the experience of managing his own business, and service in the Army during the last war. His educational training was mostly in Engineering at the Massachusetts Institute of Technology. Business acumen and engineering principles are readily discernible in application to the present job. Along with these he brings an innate sense of modesty, a quiet poise, and an even disposition which have been of great value in his public relations work. He always maintains a sense of perspective. He has belonged to the local service clubs, such as Lions, Rotary, etc., and keeps in close touch with all civic activities.

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be supported by a valid receipt or invoice. This ensures transparency and allows for easy verification of the data. The second part of the document provides a detailed breakdown of the financial data for the period. It includes a table showing the total revenue, expenses, and net profit. The data is presented in a clear and concise manner, making it easy to understand. The final part of the document concludes with a summary of the findings and a recommendation for future actions. It suggests that the company should continue to focus on improving its financial management practices and maintaining high standards of accuracy and transparency.

## CHAPTER IV

## HISTORICAL DEVELOPMENT OF THE JOB FROM 1939 TO PRESENT STATUS

For a study of how the job came to be and how it developed after its inception it was necessary to study the correspondence of the Director of Social Welfare, the Administrator of Public Assistance, the correspondence to and from the Social Security Board, to and from Civil Service and notes on various conferences<sup>1</sup> with the Board and Civil Service, prior to the first Civil Service Examination. Subsequent developments have been studied as they are written in revisions of the State Plan and as they have been set up by administrative memos. In order to obviate extensive and intricate footnoting, recognition of the sources of information will be cited in the text.

Originally the plans for administering Old Age Assistance, Aid to Dependent Children and Aid to the Blind were approved January 24, 1936. By December 1938 the Social Security Board had adopted Standards for Personnel Administration in State Public Assistance agencies which were issued to the States. The Research and Statistics Division in 1939 in writing up their proposed activities for the plan described a project which may have been the forerunner planning for the present line of organization. It was proposed to send for the study already done in Chicago. Mr. Glen Leet was then the head of Research and Statistics. No further mention was made in the material read by the writer to substantiate this idea, but this

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<sup>1</sup> See Appendix No. 4, pp. 125-128.



part of the plan was written in 1939 when consideration was being given to reorganization of the whole Public Assistance Division. By March 1939 Oscar Powell, Executive Director of the Social Security Board in Washington, issued a letter to the States (file 15 pg). This was forwarded from the Regional Social Security Board office in Boston by the Field Representative for the Bureau of Public Assistance there. A general outline of over-all planning was included, as follows:

#### General Outline of Plan

1. General Organization
2. Personnel Administration
3. Determination of Eligibility and Provision of Assistance
4. Financial Provisions
5. Statistics and Research
6. Legal Material

#### and under General Organization

State Agency (p 5--pt 1)

#### IV. Organization Chart

"flow of administrative authority" show in solid lines

"advisory relationships" show in dotted lines

#### VII. Division of Public Assistance (p 6--pt 1)

Describe in detail the division primarily responsible for each program to which plans pertain. Indicate by what authority each division and subdivision was created. Explain the relationships of each division, special consultants, etc. INCLUDE THE TOTAL PERSONNEL BUDGET FOR EACH DIVISION ENGAGED IN OR DIRECTLY RELATED TO THE ADMINISTRATION OF THE PUBLIC ASSISTANCE PROGRAM, LISTING THE NUMBER OF EMPLOYEES IN THE VARIOUS POSITIONS IN EACH DIVISION.

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be supported by a valid receipt or invoice. The second part outlines the procedures for handling discrepancies and errors, including the steps to be taken when a mistake is identified. The third part provides a detailed breakdown of the financial data, including a summary of income and expenses for the period.

Category	Item	Amount	Date
Income	Salary	12000	2023-01-15
	Interest	500	2023-02-01
	Dividends	300	2023-03-10
	Rent	800	2023-04-05
	Other	200	2023-05-20
Expenses	Utilities	150	2023-01-01
	Food	300	2023-01-15
	Transportation	100	2023-02-01
	Insurance	200	2023-02-15
	Medical	150	2023-03-01
	Education	250	2023-03-15
	Entertainment	100	2023-04-01
	Travel	400	2023-04-15
	Gifts	150	2023-05-01
	Other	100	2023-05-15

The final section of the document provides a summary of the overall financial performance. It shows a net income of \$10,000 for the period, after accounting for all expenses. The document concludes with a statement of the author's responsibility for the accuracy of the information provided and a signature block for the preparer.

Field Unit--Briefly describe the structural organization by which the central office of the State Agency maintains supervision over local operations.

The Rhode Island State Plan was submitted September 13, 1939 and has been subsequently revised twelve or more times to include program changes, legislative changes, changes in the form of the Social Security Board Plan Outline, etc. Miss Gordon, the Administrator at the time, recommended that Personnel Administration be omitted until a later date because the setting up of Civil Service was in progress and that would change any material to a large extent. In the meantime there was a big job ahead for the Division in deciding on and planning for the specifications for the positions of Social Worker, Senior Social Worker, and Case Work Supervisor, etc.

An additional section of the outline as requested by the Board read as follows: (This reads like the basis for the future planning for Area Supervision since Rhode Island did not have local administration in the categorical programs but was administering it in the State Agency by means of its Case Work Supervisors assigned to local offices.)

#### Local Agencies (p 7--pt 1)

Give the official title and a short description of the local agencies which deal directly with applications for and recipients of public assistance.

##### 1. Program activities

List the various programs of assistance and service for which the agency has responsibility, pointing out essential differences among localities.

##### 2. Governmental setting

Indicate the relationships of the local public assistance agency to other agencies of the local government, especially any agency with public welfare responsibilities. Discuss

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briefly the relationship of the local agency to the State Agency in charge of the public assistance program.

### 3. Organization Chart

Present diagrams of characteristic local units along lines similar to those suggested for the chart of the State Agency. Significant variations in local organizations (e.g. urban centers and rural communities) should be indicated, including the number of each type.

Board--(No local in Rhode Island)

Executive--A statement should be included regarding the administrative duties and responsibility of the chief administrative office of the local agency, his official title, method of appointment, prescribed qualifications, tenure, compensation, and relation to local board.

With the plan went a letter from the Director, Mr. Vincent Sorrentino, to Mr. Charles Alspach, Field Representative for the Social Security Board, stating that "this plan includes a statement of the present set-up, together with tentative plans for the proposed integrated program we expect to put into operation following the re-organization of the Department....more complete on Personnel Administration....available after January 1, 1940 when Civil Service becomes effective....Plan....effective since July 1, 1939....state wide...."

Not another word appears about Area Supervision until Mr. Sorrentino issued a memo on August 8, 1940<sup>2</sup> when he outlined the general duties of the job, sending announcements to Local Directors, Local Directors of Aid to Dependent Children, SUR Administrators, and Supervisors and Auditors. In the meantime Miss Gordon had left for a position with the Social Security Board, and Mr. Leet had become the Administrator. This original administrative memo setting up the new level in the line of organization very

<sup>2</sup> See Appendix No. 1, pp. 115-116.

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broadly defines the duties as "...the efficient operation of all of the Public Assistance programs in his or her area, and for maintaining harmonious working relationships with City and Town representatives....to general planning, and to problems that may arise."

Next came the problem of writing the specifications for setting up this classification under the Civil Service Act. The research for this entailed the Administrator writing the Social Security Board asking for copies of similar specifications in other States, conferring with officials from the Social Security Board and with the Personnel Classifications Head in the Civil Service setup, etc. Mr. Alspach sent some copies of specifications most closely resembling the Rhode Island job.<sup>3</sup>

At the same time consideration was given to the specifications for the jobs of Chief Supervisor and Administrator, as well as the immediately necessary ones for the Case Work Supervisor. In September 1940 the first set of examinations were given for Social Worker, Senior Social Worker, and Case Work Supervisor. Those for Senior Public Assistance Supervisor (Area job) were given December 27, 1940. The lists were published February 9, 1941 and have since legally expired on February 10, 1944.

Prior to the examination the specifications were sent to the Civil Service Personnel Division December 12, signed by the Governor as approved (which made them legal) on December 18, 1940.

As a result of the examinations one change had to be made in the original appointments. Another followed soon as the Area Supervisor in question qualified for the job as Chief Supervisor.

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<sup>3</sup> See Appendix No. 5, pp. 129-135.



The examples of duties contained in the specifications formed the basis for the job content. Later as legislation was passed new specific duties were added but only as they were consistent with those already stated. Administrative memos further defined the extent and limitations as well as enumerating additional new job duties because of requirements in an expanding and developing program. This further definition of the job through administrative memos is well within the Civil Service specifications and includes a few such items as below:

1. Case Review Method<sup>4</sup>
2. Complaints--Fair Hearings handled first in Areas
3. Production Reports<sup>5</sup>
4. Quarterly Reports<sup>6</sup>--Suggestion for Content
5. Civilian War Assistance
6. Area Handbook
7. Districting of Areas

To sum up, the job was set up in the natural course of reorganization within the Division of Public Assistance. Prior to the official memo on the Area Plan, decentralization was in process. Integration had been started. Later decentralization was defined to DFW's and PA Staff.<sup>7</sup>

The Administrator found it more efficient to work with a group of five who, in turn, assumed responsibility for their Areas--than with the group of seventeen Supervisors responsible for smaller units.

Later the Division of Public Assistance wrote tentative specifications for the Civil Service Personnel Classifications listing job duties and responsibilities.<sup>8</sup> These had been carefully prepared in conjunction

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4, 5, 6 See Appendix No. 6, pp. 136-140; No. 9, p. 150; No. 10, pp. 151-153.

7 See Appendix No. 11, pp. 154-155.

8 See Appendix No. 2, pp. 117-119.

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with those in the five positions.

Perhaps in passing it should be mentioned for the sake of history that Area IV was for a brief period divided into two Areas. This made caseloads so low and out of line with other Areas that the plan was changed again to five Areas.



CHAPTER V  
OPERATION OF THE JOB

Through interviews, before, after and during the compiling of answers to the schedule of questions, the six (five present and one former) Area Supervisors have given generously of their time and thinking for this description of actual operation. One has contributed a sample week's schedule and all have indicated their current plans of time allocation to the various aspects of the job. Besides the written answers to the schedule of questions it has been possible to consult the quarterly reports<sup>\*</sup> from all Areas for further substantiating material. In addition, the previous Supervisor of Area IV, besides giving answers to the schedule of questions, has consented to the use of a supplementary report which she submitted to the Administrator before leaving for further education. Six persons in all prepared answers to the schedule.

Civil Service specifications as quoted in the preceding chapter were carefully prepared by the Public Assistance Division as were the functions described in the State Plan:

There are established five Areas--in charge of each Area is an Area Supervisor who has immediate administrative responsibility with her Area for the effective administration of the Public Assistance program. Area Supervisors are responsible for:

1. Coordinating the total Public Assistance program in their respective Areas;
2. Conferring with and supervising Case Work Supervisors;

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\* See Appendix No. 11, pp. 154-155.



3. Supervising and guiding the development of staff training programs;
4. Being liaison person between each District and Central Office;
5. Supervising public relations work and as necessary, conferring with local officials and others in the community;
6. Maintaining adequate intake services, prompt and efficient determination of eligibility and authorization for grants through their Case Work Supervisors;
7. Providing case work services and making decisions on case work problems raised by subordinates;
8. For satisfactory planning for redetermination of eligibility;
9. For conducting complaint conferences which may make fair hearings unnecessary.
10. A generally sound administration of the program for which they are responsible.
11. Contributing to the formulation of the Division's policies and procedures and presentation of them in a manual;
12. Continuing evaluation and development of their programs in terms of the needs of their staff, clients and communities;
13. Requesting consultant and technical services for their Areas;
14. Reporting unmet needs to a superior and handling all complaints and requests for information which relate to their Areas, and/or providing an adequate system of control for insuring that all complaints are promptly and satisfactorily handled.
15. Case reviewing in the manner set forth in Appendix No. 6.
16. Serving as Field Representative of the Welfare Division of the State Council of Defense;
17. Preparing quarterly reports for the Chief Supervisor and Administrator in manner presented in Appendix No. 10.

However, no obvious attempt was made to place first things first.

There the main idea was the inclusiveness of the list; therefore, it was a next step in this examination of what the job is and how these functions are exercised to ask the present incumbents to arrange this list in

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accordance with their interpretation of the relative importance of the various items. Many of the verbal comments during the preliminary interview indicated that almost unanimously the Area Supervisors felt that there was considerable overlapping in the list as is. It was also felt that it was difficult to fix the degree of importance. In one reply the rearrangement resulted in grouped arrangement under certain items selected as heading the list as below:

Functions:

A (10) Sound Administration of Program

1. (1) Coordination--(15) Case Reviewing--(12) Continuing evaluation--(17) Quarterly Reports.
2. (2) Conferring with and supervising case work supervisors--(6) Maintaining adequate intake services, prompt and efficient determination of eligibility and authorization for grants through their Case Work Supervisors. (8) For satisfactory planning for redetermination of eligibility--(7) Providing case work services and making decisions on case work problems raised by subordinates; (3) Supervising and guiding development of staff training.

B (4) Liaison Person between Districts and Central Office

1. (14) Reporting unmet needs--(17) Quarterly Reports.
2. (11) Contribution to formulation of Division's policies.
3. (13) Requesting consultant services--(17) Quarterly Report.

C (5) Public Relations as Necessary

1. (16) Field Representative Welfare Division for Civilian Defense--(9) Complaint Conference.

The maximum amount of agreement occurred in considering as first the item listed as #1 in the State Plan List (Coordinating a public

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be supported by a valid receipt or invoice. This ensures transparency and allows for easy verification of the data. The text also mentions that regular audits are necessary to identify any discrepancies or errors in the accounting process.

In addition, the document highlights the role of technology in modern accounting. The use of software solutions can significantly reduce the risk of human error and streamline the workflow. It suggests that businesses should invest in reliable accounting software that can integrate with other systems, such as CRM and ERP, to provide a comprehensive view of the organization's financial health.

Furthermore, the text discusses the importance of staying up-to-date with the latest accounting standards and regulations. Compliance is a critical aspect of financial reporting, and failure to adhere to these standards can result in legal penalties and damage to the company's reputation. Therefore, it is recommended that accountants and financial managers regularly attend training sessions and seminars to stay informed about any changes in the industry.

Finally, the document concludes by stating that effective financial management is essential for the long-term success of any business. By implementing sound accounting practices and utilizing the right tools and resources, businesses can gain valuable insights into their financial performance and make data-driven decisions to drive growth and profitability.

assistance program in their respective areas). Five out of six listed this as item #1 or #2 in importance. The same amount of agreement occurred in one other item #16 (Serving as Field Representative of the Welfare Division, State Council of Defense) this being listed as the least important or next to the least important. Eight out of the remaining fifteen items showed agreement by four out of six, listed in importance as shown below:

1. Item #10 rated first or second on a generally sound administration of the programs for which they are responsible.
2. Item #5 rated fourth supervising public relations work and as necessary conferring with local officials and others in the community.
3. Item #4 rated fifth, being liaison person between each District and Central Office.
4. Item #3 rated seventh on the list, supervising and guiding development of staff training programs.
5. Item #6 rated about ninth on the list, for satisfactory planning for redetermination of eligibility.
6. Item #8 rated about tenth on the list, for satisfactory planning for redetermination of eligibility.
7. Item #14 rated about twelfth on the list, that is, reporting unmet needs to a superior and handling all complaints and requests for information which relate to their Areas, and/or planning an adequate system of control for insuring that all complaints are promptly and satisfactorily handled.
8. Item #15 rated thirteenth, case reviewing in the manner set forth in Appendix No. 6.<sup>1</sup>

On the other items the opinions seemed to be fairly equally divided. The most outstanding differences from the general agreement occur in three instances, one where the liaison aspects were rated first, another where the generally agreed and accepted importance of #1 item found disagreement

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<sup>1</sup> See Appendix No. 6, pp. 136-140.

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in one Area Supervisor's listing it as ninth. The third greatest point of disagreement was where one Area Supervisor listed as fifteenth item #7, providing case work services and making decisions on case work problems raised by subordinates.

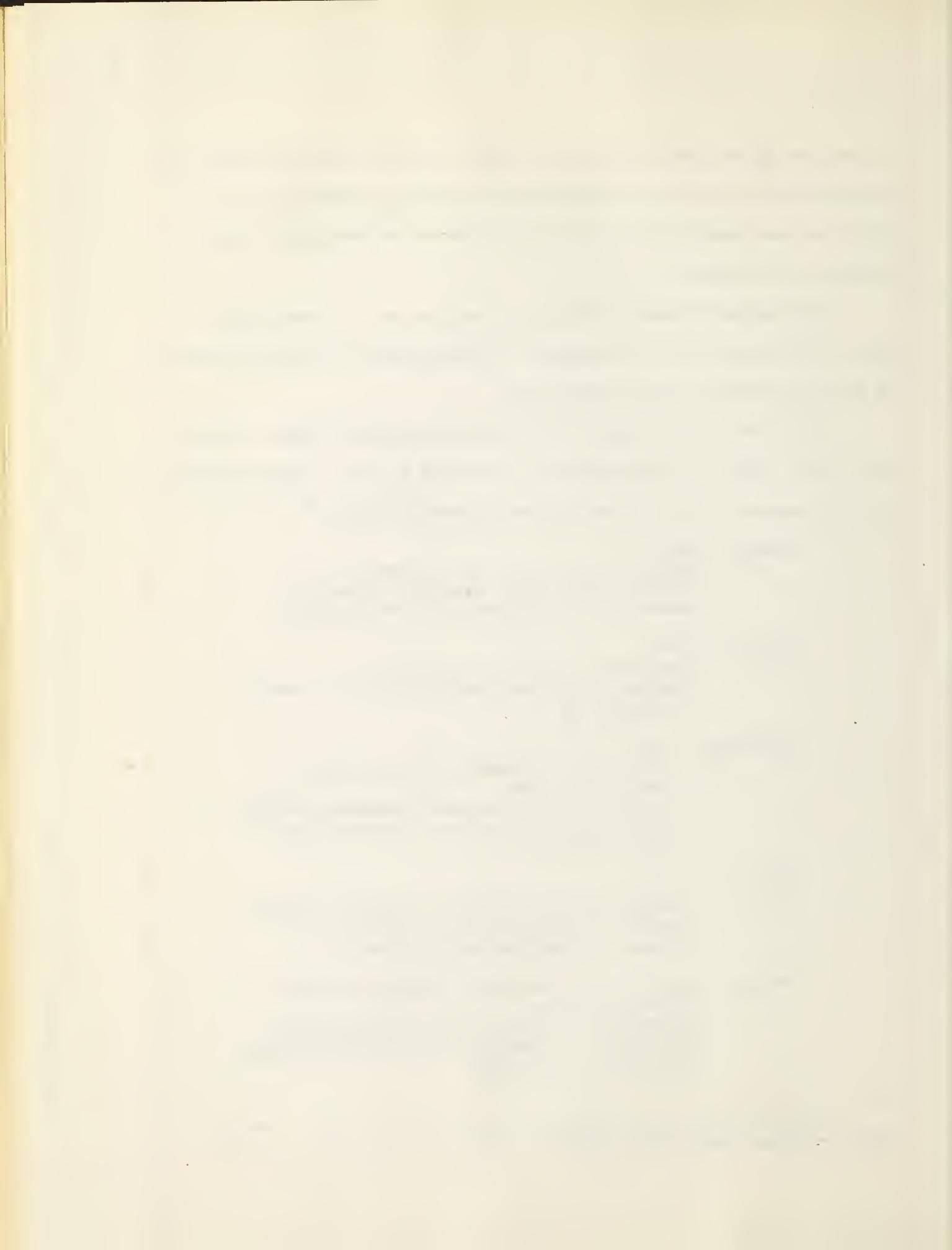
More agreement would probably have been evident if the list had been better coordinated to begin with. It seems rather unusual that there is as much agreement as was demonstrated.

As before mentioned, one Area Supervisor offered a sample schedule for a week's time, as a demonstration of time goes, much in the same spirit as Mr. Glassberg's article "Over the Administrator's Desk."<sup>2</sup>

- Monday: Mail;  
Meeting directors of visiting nurses;  
Emergency conference, Case Work Supervisor;  
Mechanics of job, planning for conferences;
- Tuesday: Mail;  
Conference, Case Work Supervisor;  
Meeting of Advisory Council Selective Service;  
Staff meeting;
- Wednesday: Mail;  
Conference, Director of Public Welfare;  
Mechanics of job;  
Council of Social Agencies luncheon meeting;  
Conference with Case Work Supervisor and  
Senior Workers;
- Thursday: Mail;  
Conference with Directors of Public Welfare;  
Meeting Advisory Council of Child Labor;  
Bureau for Handicapped conference;
- Friday: Conference with Director of Public Welfare;  
Review of records;  
Evaluation conference, Case Work Supervisor;  
Public Utilities meeting on fuel and utilities--  
figuring of exact costs.

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<sup>2</sup> Benjamin Glassberg, "Over the Administrator's Desk," American Public Welfare Association, 1940.



A study of the Area Supervisor's allocation of time to various aspects of the job shows that nearly all devote from one-third to one-half of their time to Supervision, either of the District Supervisors or of the Senior Social Workers who are supervising. This may be in individual conferences or in group meetings. Included in this estimate is the time consumed for travel between the Area and District offices. In Providence the time allocated is less because there is no need for extensive travel.

Roughly speaking, another quarter to a third is consumed in consulting with local Directors of Public Welfare. Again travel time is a large item except in Providence. The multiplicity of problems takes time, however, equal to the travel of other Areas.

Public relations--which includes contacting people in the communities or serving on committees, or inter-agency relationships accounts for another third of the week's thirty-eight hours on the job.

The rest is used for miscellaneous items such as planning for special meetings; Central Office conference; Area Supervisor's meetings; meeting with consultants; emergencies, if any; telephone calls--and what is left for reports and statistical studies.

Below are the questions asked in the schedule:

1. What is the purpose of Area Supervision?
2. What do you consider the scope?
3. What are the administrative aspects--such as statistics, controls, etc.?
4. What constitutes the Supervisory aspect.
5. Function--List furnished of State Plan (previously quoted)

What in the operation of the job do you consider your

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outstanding function to which the greatest amount of your time is allocated? And the reasons (may be specific needs of Area or setup).

6. Do you consider this the most advantageous operation of the job? Why or why not?
7. Please renumber the typed list of functions in order of their relative importance.
8. Were there any special emphases put on the job by the Administrator?
9. What constitute your own special interest in job content?
10. What special values do you believe this field job has in total administrative situation?
11. What plan of Public Relations do you work out?
12. What are your special recommendations for bettering performance of Area Supervisor--or any conclusions you may have reached different from presently defined functions or operations.

To identify the writers of the individual paragraphs in each set of answers has little value to this study so the quotations are not identified as to particular Area Supervisor from the answers furnished by the six persons involved.

The answers, if quoted, are in no special order--but are listed under the number of the schedule question.

1. There was general agreement as to the purpose of Area Supervision being to better the administrative job by decentralization.

The purpose of Area Supervision is to decentralize to insure efficient administration and to effect prompt and adequate service to the client through supervision of a workable unit (the District Supervisors), to administer soundly and efficiently all aspects of the categorical assistances and to supervise general public assistance by a close and helpful



relationship with the Directors of Public Welfare. Also, this job serves the purpose of shortening the distance between the Administrator and the staff actually working on the cases, enabling staff to have better interpretation of administrative policy and procedure, and enabling the Administrator to see the reflections of his policies and procedures, from practitioners. Through adequate leadership staff can be stimulated to better performance, to gain more knowledge, etc.

2. Scope includes: over-all responsibility for personnel assigned to the Area; responsibility for staff development and in-service training; furnishing leadership for the execution and development of State and local policies and procedures; advising Case Work Supervisors and workers in technical or difficult problems as requested or as required; responsibility for handling complaints expeditiously and objectively; promotion of public relations with especial attention to Directors of Public Welfare, or other public officials, inquiring individuals, social agencies, and civic organizations; review of reports and special requests, and the preparation of reports as requested; advising his superiors in relation to Area problems; assistance in the development of policies and procedures; maintenance of a critical and constructive attitude towards the program of assistance and service to clients; participation in community programs related to public assistance service, majoring councils of social agencies, post-war planning, community recreation, child welfare, juvenile delinquency and agencies devoted to helping people out of trouble; and in supervising, when necessary, a small group of social workers.

Scope includes the following major responsibilities in a specified

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Area: (1) Staff development; (2) general administration and planning; (3) personnel; (4) State and local relations; (5) community relations; (6) office management.

Scope includes giving indirect supervision to the Area through Case Work Supervisors, assuming administrative responsibility for operation of program, active as a liaison person between the Area and Central Office, as well as the aspects of teaching, supervision, and administration, and primarily providing leadership by which staff may operate most effectively in specific Areas such as case work.

3. Further development of the program and responsibility for any other related activity such as community relationships, service on a committee, on the Advisory Councils on Child Labor.

General administration and planning involves a certain amount of imposition of planning as well as work in conjunction with Central Office's auditing and accounting staff. Confers about procedures to expedite accounting staff.

This indicates the following:

- a. Arrangement of schedules for individual conferences and staff meetings with Supervisors in a working conference.
- b. The preparation of or allocation of responsibility for reports and statistics, for example, quarterly reports by committee method, compilation of general public assistance reports.
- c. Planning for special studies and surveys, case reviews, and the preparation of conclusions or results of such studies, whether alone or jointly with a committee comprised of Area staff. Example: Area Supervisor requested a study on the ten highest grants in the city.  
Example: Area Supervisor initiated arrangements with the City and with undertakers on a matter of funeral arrangements at the rate of \$60.00 to which amount the City was limited in budget.

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- d. Participation in the formation of policies and procedures by review and recommendation coming from within the Area.
- e. Responsibility for the effectiveness of the total program.
- f. Conducting preliminary fair hearings as requested and efficient and sound handling of complaints.
- g. Responsibility for setting up administrative lines in the Area and for assisting each Supervisor in developing sound administrative lines within each District and a full appreciation of her own responsibilities in the District and Area setup; for example, in one District real clarification is necessary with the Supervisor regarding the evaluation of one worker in justice to the total staff.

Administrative aspects are public relations, supervision of Case Work Supervisors, planning and organization, personnel management, to a degree and under general Central Office direction.

Submitting of regular reports, supervisory controls of things like out-of-town inquiries, ledgers, general public assistance, over-all responsibility for running records in the town; knowledge of local loads. (In one city public assistance records are in the Area Office and general public assistance records are in the local City Hall. Integration will unite these.)

4. Staff development is accomplished through planned conferences with District Supervisors and provision for Supervisor's meetings, considering as an integral part of staff development help with case work problems, and the provision of case work services through interpretation and discussion of policies and procedures. Since the Area Supervisor's special function is to provide effective service by the staff to the client, she should place emphasis on the individual client rather than on policies and procedures. In other words, by focusing on the client in discussion,

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she can help supervisors in the use of policies and procedures and obtain from them recommendations that may lead to changes in these which will make for more effective service.

The Area Supervisor's relationship with District Supervisors is an indirect supervision of total program. It is important to establish the relationship first. The relationship of the Case Work Supervisor to the Social Worker is the same, basically, as that of the Area Supervisor to the Case Work Supervisor. The difference is in the aspect and content of supervision. The main idea is to help her with her problems in supervision, evaluation, office management, etc. It is fundamental that the division of responsibility between Area and District Supervisor should be clearly defined in the job content so as to avoid duplication and overlapping.

Community contact should be kept as much as possible with the Social Workers and the District Supervisor, although the Area Supervisor may have to first initiate the establishment of better relationships or new services in local communities.

For example, when the Division of Public Assistance instituted the Hospital Agreement--whereby the Agency and the Hospital jointly agreed to specific items--it was an agreement which was not satisfactory to a few of the outlying small community hospitals. It was necessary for the Area Supervisor to meet with the Superintendent of this one hospital--and also with the members of the Board to interpret the policy and to clarify the processes by which the plan could function. From the time this was done and the individual hospital signed the agreement, the Supervisor picks up the threads on the contact and follows through with the final touches in



specific cases covered by the agreement.

Another supervisory aspect is in general staff meetings occurring in the total Area once a month, in Districts once a month, or maybe twice a month in one District. The Area Supervisor attends these and general staff plans the material for discussion. The staff wants to listen to advice and interpretation and then talk over their own problems.

5. The primary job is that of liaison person between the Area and Central Office. As representing the State in Public Assistance Service he is responsible for carrying out the State Plan within his Area. It is doubtful if any one of the functions mentioned can be considered the most important, but I suggest number 4 because all others are dependent upon the relationship between the Area and Central Office.

In the function of staff development a rotating plan is used to spread the responsibility for planning so that staff may participate. The rotating responsibility starts off with the (a) Area Supervisor; (b) one Case Work Supervisor; (c) Senior Social Worker group; (d) Social Worker group; (e) ~~planned by~~ the other Case Work Supervisor. Discussions result from these and a good deal of discussion about intake has been happening recently. The objectives in carrying out this function are first of all interchange of thought, second, discussion of common problems, development of staff attitudes, and lastly, study of the practical carrying out of policies and procedures. Outside speakers are also called in to discuss closely related services such as child guidance clinics, etc.

Functions are the same as outlined in the major responsibilities under scope. Under personnel, additional breakdown entails:

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(a) Area Supervisor has responsibility for advising and requesting State and local plans regarding allocation of clerical workers; (b) interviews applicants for positions as general public assistance social workers; (c) has responsibility for allocation of workers and caseloads; (d) for discussion of evaluation reports as necessary with District Supervisors who help in development of individual staff members.

At present, the Area Supervisor, because of restricted personnel, is not able to put the emphasis on what is considered the primary function, namely in relationship to the local Directors and to the Supervisors, and in community development. For instance, in one rural town the relationships locally between community leaders need a lot of tying together which the Area Supervisor could do if there were time.

Another very necessary place where the function of bettering community relationship development could be exercised is in interpretation between a local Hospital Director and the Director of Public Welfare, as the Area Supervisor could then present a third viewpoint, that of the Agency, which would perhaps bring the other two into better alignment.

6. Two Area Supervisors at this point feel that they could operate more efficiently if they each had additional personnel. This would relieve them of the task of doing what they now consider case work supervision, and allow them to have more time to give to the field of relationships and community planning. The others thought that although they could improve performance the method of operation was correct. The majority wanted more guidance from Central Office in regard to their own performance.

8. There were some special emphases put on the individual Area jobs

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by the Administrator. For instance in two Areas the State local relationships for a period of years had been very bad, in that the community completely rejected all State planning. As a result, clients suffered. Service was poor. These two Areas had managed to change the personnel which the State sent to their communities as frequently as possible, finding all sorts of odd and peculiar things wrong with whatever person was allocated to their sections. The present Area Supervisors have been in both of these Areas for some time now. In his emphasis on public relations the Administrator stressed trying to gain a foothold in the communities--so as to get the chance to bring about mutual understanding. This has been a difficult problem, but they have worked towards this end. At this point they can say without fear of contradiction that they have attained their purpose. They feel that the administrative emphasis was well placed.

Integration, its benefits and the resulting efficiency have been stressed in all Areas. Also stressed was the plan of geographically dividing Areas into Districts; then Districts into Social Worker's territories on the basis of census enumeration Districts where they could be used; in units small enough so that the common denominator of 10 was usable in shifting caseloads from one worker to another.

Also emphasized in most Areas was the idea that by pinching pennies no good will was going to be established, and that to spend wisely meant to spend as really needed instead of with the thoughts of "saving money for the State." This was based on the social work principle that to help clients adequately means restoring them sooner to the state of self dependence and <sup>reestablishing</sup> their ability to manage by themselves. This emphasis was

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accompanied by administrative planning toward larger appropriations in order to make this possible. In previous years the monetary restrictions in budgeting practice in Public Assistance social work had been largely due to the State's awareness of the limited funds appropriated for function.

9. Special interests lie in training for professional development, public relations, assistance and service to clients, and most effectively administrating the State program.

Furthering flexibility in using policies is one Area Supervisor's special interest. Another special interest is in community organization. There has been a good deal of planning with the Local Welfare Council. A year ago a conference was held on the problems of children in war time, which resulted in the City Hall calling meetings and the Mayor appointing a Committee on the Problems of Children in War Time. Good personnel was chosen on a sound basis and for the first time within the history of the City a good recreation playground was established for children. Another result was that the Mayor, who never before had been interested in social work, gave a long speech at a political gathering emphasizing the fact that no politics should be brought into social work. In addition, this Area Supervisor rewrote the constitution of the Council and as Chairman of the Membership Committee revised their list and later replaced the Program Chairman and carried on from there.

Special interests of most of the other Area Supervisors lie in the field of public relations, and as described above, in the field of improving case work services.

The use of supervision to administer the program is the special



interest in one Area--improving the Area Supervisor's own supervision as well as that of District Supervisor.

10. The job is basic to effective administration. Decentralization of administration in a big organization having infinite detail involving human welfare is a fundamental principle of good organization. The Administrator said "no supervisor should have the responsibility for more than five subordinates."

Another special value is in bringing unmet needs to the Central Office. The main value is to "straighten out the bumps" since the working out of relationships will solve most problems for the State, and already has obviated the old system of moving families bodily from place to place just to get rid of them, and various other bad practices.

The Area Supervisor becomes a sort of right-hand man to the Administrator, a sort of miniature Administrator. He is a two-way channel and functions two ways--represents Administrator in Areas, and Areas with Administrator, disseminating his special body of knowledge up and down the line of organization.

11. Public relations are fundamental to any organized agency or business. In public assistance the following are important in the Area plan:

- a. Consultation and cultivation of appropriate public officials, such as Directors of Public Welfare, Mayors, Town Clerks, Treasurers, Police Chiefs, Senators, and Representatives.
- b. Development of cooperative relationships with social agencies both public and private, labor unions, industrial organizations and leaders, educational leaders, etc.
- c. Constantly impress the staff with the fundamental importance of public relations.

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Another Area Supervisor says it is well to be always available on an unlimited time basis. Right now a project is underway in the working out of exact costs of fuel, heat and light, with the client, the staff and the utilities company so that a realistic set of figures may be submitted to the Budget Committee.

Another plan representation of staff to represent local and State agencies in meetings, conferences, and other relations in the community, such as Council of Social Agencies and other social agencies.

The Area Supervisor should plan with both the local and State agencies for a definite publicity program to acquaint the community with public assistance service as well as the purpose and function of the Agency. The Area Supervisor in her position would appear to be in a better position than anyone to set up planned publicity program subject to approval and participation of State and local agencies. This is true because of the Area Supervisor's knowledge of State philosophy, local problems, and the attitudes of both. It is probable that she might delegate actual carrying out of such a program to another person, but she would and should be directly participating and active in planning.

It is imperative not to work out plans too far ahead. There must be no rigidity in planning, as this changes rapidly demanding flexible and open mind. Primarily the Area Supervisor must establish sound working relationships with local communities and their leaders, along with frequent contacts with local officials. It is wise to speak at gatherings whenever the opportunity affords. Another channel where careful planning should be done because of the resulting public relations, is that of the District's

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responsibility for letters and memoranda sent from its office. There is real concern also in the type of person serving as receptionist and the attitude this person might have towards clients and visiting interested people.

In October 1942 the Administrator instituted the practice of writing quarterly reports. These were to be done by each Area Supervisor "on the activities within his or respective Areas...as an administrative tool in obtaining program objectives through the development of Area operations ....As probably no two Areas are struggling under the same pressures at the same time it seems that a spontaneous and individualized reporting procedure will be of the greatest to Central Office....Central Office hopes to find the quarterly report a means of receiving objective criticism of its administration so that it may promulgate policies and procedures which will result in the more effective operation of all the various facets of public assistance programs."<sup>3</sup>

Due to shortages in clerical and supervisory personnel all Areas have not been able to submit seven quarterly reports commencing October 1942. At least three of the Areas, however, are complete in reporting and the others have reported sufficiently for the purposes of this thesis to furnish a picture of operations.

A great deal of freedom was used in outlining and compiling these reports. Each person seemed to develop his or her own way of outlining. Because these are so interesting the outlines will be quoted; main topics of the outlines are below:

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<sup>3</sup> See Appendix No. 10, pp. 151-153.

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First of all the most comprehensive one:

I. General Trends--Whole Caseload

Specific problems  
Housing, dependents of men in armed services  
Food stamps  
Working mothers and day nurseries

II. Organization and Personnel

Redistricting  
Integration of caseloads  
Category production  
Staff turnover  
Staff development programs  
Administrative review  
Social surveys  
Volunteers

III. Special Services Developed

Testing and counselling service  
Project with Bureau for the Handicapped  
Project with U.S.E.E.  
Project with rehabilitation department of education

IV. Existing Problems and Needs

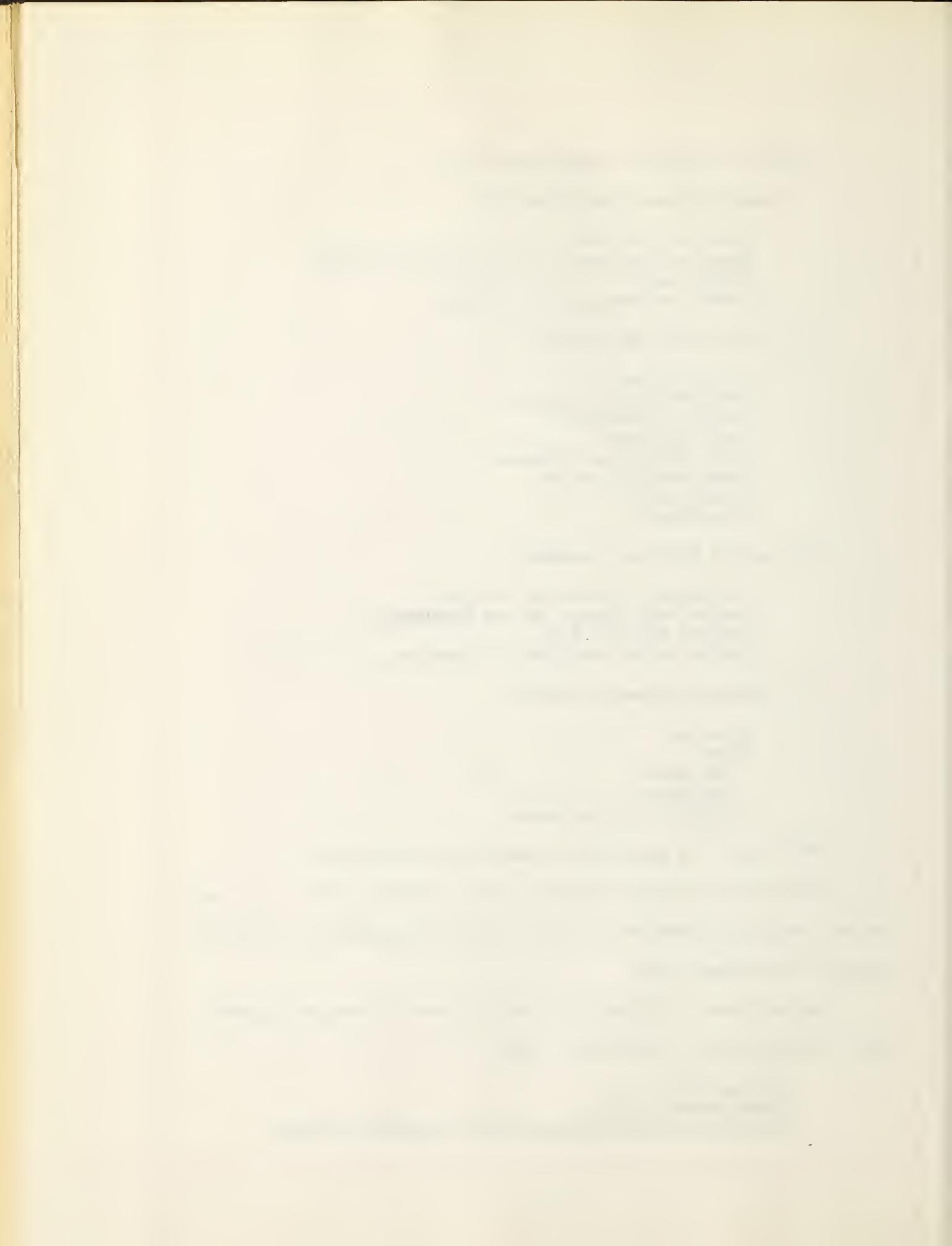
Physical  
Other  
    Personnel  
    Equipment  
Recommend other services

This report was compiled by a committee from the Area.

The subsequent reports follow the same general outline, each one of course listing additional projects and additional problems as they arise within the individual Area.

Another plan of outline is a little briefer in form but covers about the same material and that is this:

Integration  
State Service Plan  
Area Supervisors' Participation in Community Affairs



Medical Care Program Worked Out With City  
 Study of Institutional Care of the Aged  
 Problems with State Infirmary  
 Administrative Review  
 Budget Review  
 Translation of OAA into French  
 Gaps in Program  
   Convalescent homes  
   Establishment of guardianship

A still further method used in another Area:

I. Significant Developments Within Area

Medical Care In Town  
 Integration  
 Roving Worker  
 Health Survey In City  
 Development Program In An Island Municipality\*

II. Problems

Hospitalization With Two Different Hospitals In Two Different Towns

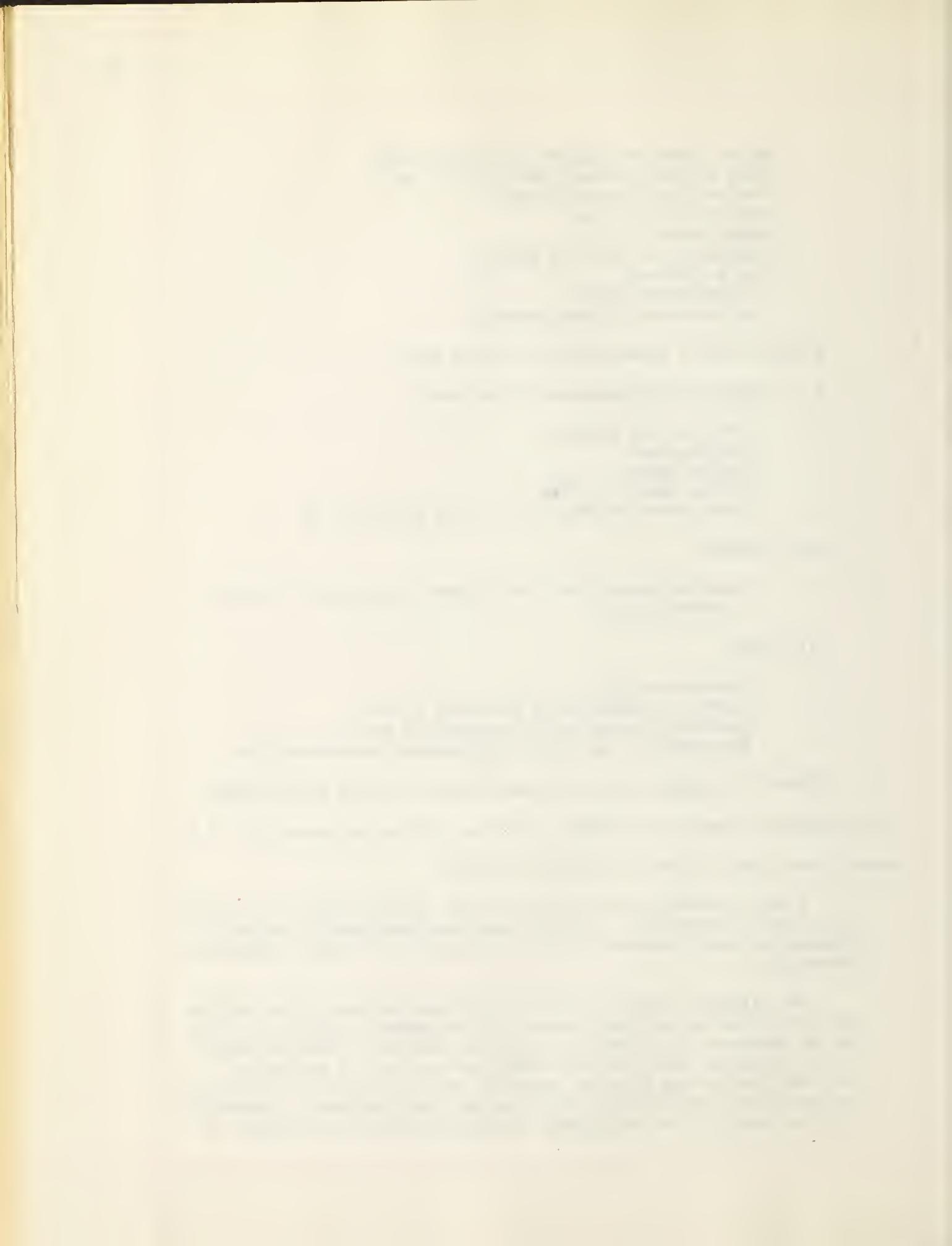
III. Goals

Extension of GPA  
 Further Interpretation Where GPA Is Used  
 Complete Integration Throughout the Area  
 More Emphasis Upon Staff Development and Supervision

\*Since this project is a fine demonstration of the way in which Area Supervisors can help to develop services within the community, it is quoted here directly from the quarterly report:

A very productive field trip was made to Block Island during the first part of September. At that time, the Town Council adopted a Standard Hospital Agreement which they had not previously understood thoroughly.

The Islanders asked our help in securing emergency plan service and additional nursing facilities. At the present time, there is no way of transporting a civilian in need of immediate operative care to the mainland, except by such small boats as may be available. This has resulted in needless suffering and the Islanders are anxious to resume the plane service which they enjoyed previously. There is only one physician at the Island. He is old and poor in health, he



does not feel able to take on home confinement cases. He is seriously concerned about the lack of nurses on the Island and about what would happen in case of an epidemic.

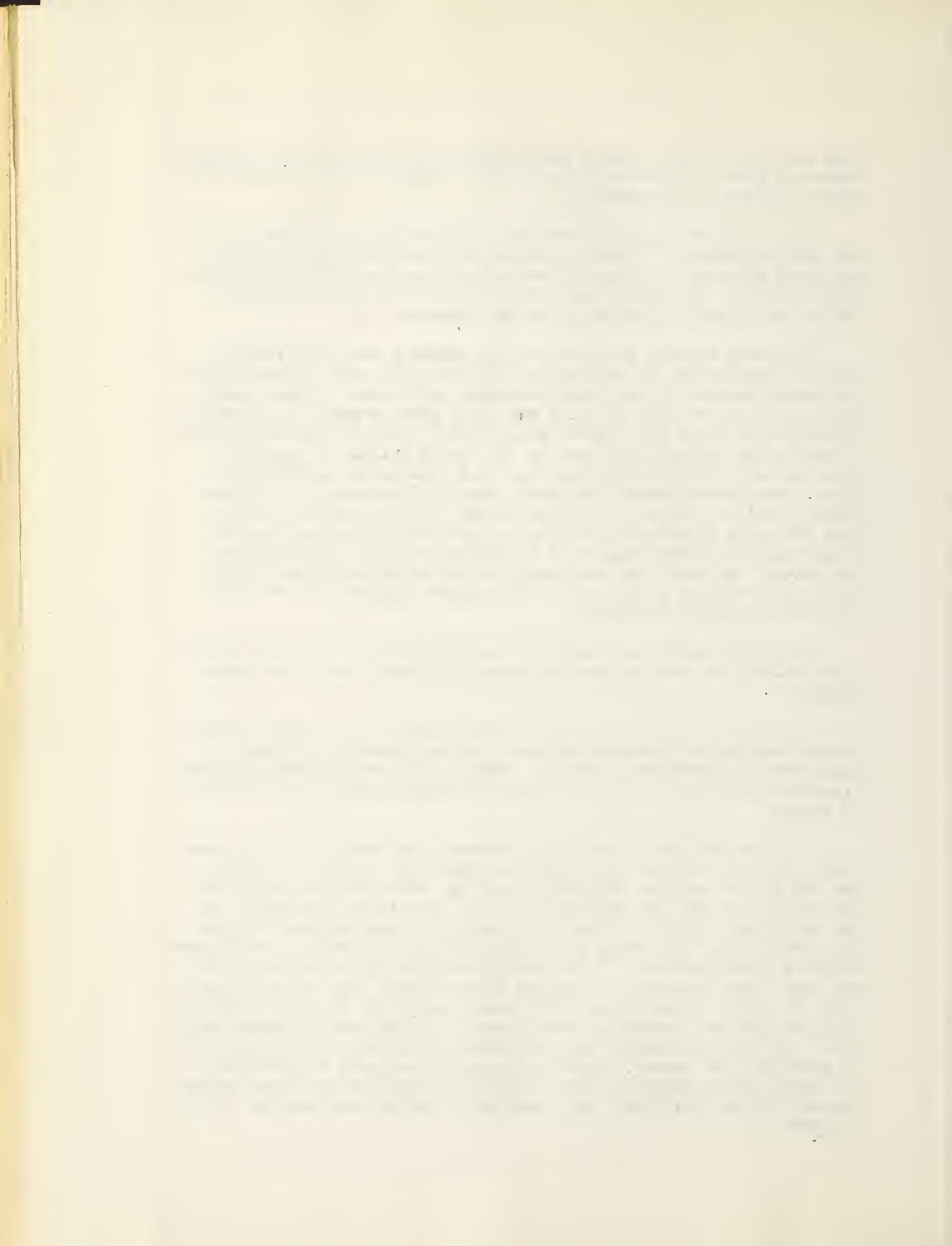
There are two trained nurses on the Island who are married and do not wish to practice. There is no District Nursing Association and the State nurse who previously covered the State service has left the State service. Her successor is overburdened with work and cannot get to the Island as frequently as the Islanders wish.

Following through the problems, conferences were held with the field representative of the American Red Cross at Fort Wetherall and the Superintendent of the State Department of Health. These people cannot think of any way by which the plane service could be resumed. It was discontinued by military order. They were sure, however, that in case of an epidemic the Army or Navy would release an emergency plane through the Red Cross and also send a nurse on an emergency basis. The Superintendent suggested that the president of the Town Council contact the head of the Providence District Nursing Association who would undoubtedly be able to give them advice and suggestions regarding establishment of a district nursing association on the Island. He felt that this would be the solution of their difficulty. Accordingly a letter containing these suggestions was sent to the Town Council President.

A solution which may come from our conference is the transfer of Block Island from the Newport Red Cross to a South County Red Cross chapter.

Red Cross of Newport brought out the difficulty of servicing the Island from Newport because the boats are not running. If South Kingstown and Narragansett Chapter took on this service, home nursing classes could be given on the Island which would relieve the shortage of nurses.

While on the Island the labor shortage was brought to our attention, forcibly, by Town Officials and community leaders. The young men are in the service, the middle aged men have left the Island for the mainland to go into defense work, and the old men, according to the officials, are all on OAA. Our recipients have refused to take odd jobs feeling that their grants would be discontinued in accordance with our former policy. It has been impossible to get anyone to do any work. As a cooperative measure it was agreed that our recipients would be told, as their reinvestigations were made, that they could take odd jobs and earn small sums a month, without fear of discontinuance. It was felt that if they succeeded in earning a sizeable amount of money by next summer, they would be more than glad to have their assistance discontinued as they are most independent by nature on the Island. It was felt that this plan would relieve the labor shortage somewhat.



The Area Supervisor discussed with the President of the Town Council the possibility of having a qualified person take the next Civil Service Examination, for social worker. It was felt that if such a person could be hired by the State a great deal could be accomplished in terms of social planning for the Island...He had sent the name of a person who is a college graduate, to us; this will be followed through by the case work supervisor and social worker.

There is a serious dental problem among our recipients of OAA and we have been working with the medical consultant of public assistance and the Dental Advisory Committee in an effort to make plans for a dental clinic next summer. A social worker is surveying the dental needs of our caseload....

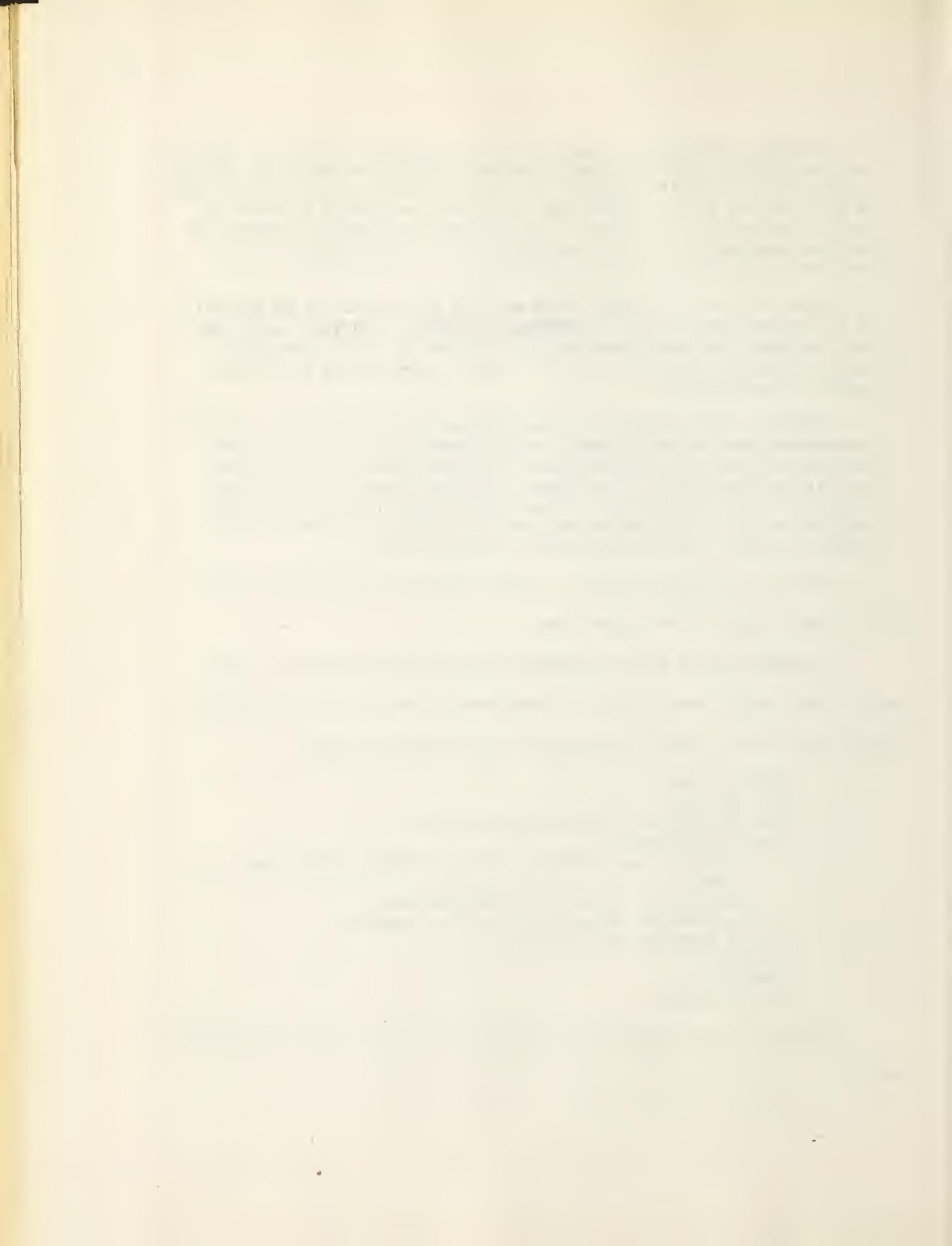
Recently a food price survey was made on the Island with a view to determining whether our standard food allowances were adequate. We had been told by many officials that the prices were so much higher that it was impossible to get along. This was carried out with the help of a nutritionist from the Health Department and, although not complete as yet, it indicates that there is a wide variance on some items and that a special allowance may be necessary.

Thus in these field reports a clear picture can be gained of just what is being done in Area operations.

The following is another general outline prepared with a little more of the "peppy" touch which is occasioned by the full participation of total staff in the project of preparing this quarterly report.

- Staff turnover
- This and That
- Our "Pet Grieve"--Repairs and furniture
- Staff Development
  - Request for more contact between Central Office heads and staff
  - Paper by social worker on Interviewing
  - Professional education by staff at present
- Out of State Hospitalization
- Integration
- Intake
- Case Reviews

The last type of outline is quoted below and is perhaps the briefest of all.



New GPA Law  
Hospital Agreement  
Personnel  
Caseloads  
Staff Development  
Surveys  
Professional Education

One Area presented an interesting suggestion resulting from the Area Supervisor and staff participation in community committees for different social agencies. The presentation by these agencies of annual reports at annual meetings made very interesting material. It seemed that in Public Assistance the same type of thing might be possible within each municipality on a yearly basis, as a means of reporting to the interested taxpayers in each community just what was being done by their own program with their own money.

A sort of summing up of the thinking of the Area Supervisors is found in the Supplement to her last Quarterly Report submitted by a previous Area Supervisor.

The Area Supervisor has general responsibility for the coordination and direction of the activities of the entire program within the area. This implies a close working relationship with her own staff, public officials, and community leaders in several communities. The methods that she uses to perform this function are many and varied. Those used in rural communities are not those used in urban communities. They are sometimes so informal and intangible that it is difficult to translate them into formal social work terminology. It is a sort of Dr. Jekyll and Mr. Hyde existence--never may the terminology mix. The fundamental principles in rural work are that the program will develop only after the agency representatives have been accepted by the community and only to such an extent as the community will accept the program. Much community interpretation is necessary through organized groups, public officials and key individuals. It is necessary to have a person who is free to contact these communities frequently participate in community activities, and make herself a part of community life. Accessibility is a major factor in the functioning of the program and this is particularly difficult in a wide spread area such as Area IV.

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From an administrative standpoint the Area Supervisor has a most important duty in her function of liaison person between Central Office and 18 communities. It is necessary that she evaluate problems and bring to the Administrator those which involve a change of policy, procedure, or law on a state wide basis or those which are serious enough to be beyond the scope of the area personnel. This evaluation involves judgment, a sense of finesse, and an intimate knowledge of local personalities and communities. The fate of the supervisor who underestimates her local personalities is uncertain. Another factor in her liaison capacity is to keep the Administrator aware of all progress and programs within the area. This is invaluable information for him when a local official drops in to pass the time of day at Central Office. This is accomplished by means of individual area conferences, written reports and surveys, and quarterly reports. Staff problems and progress take a considerable time to discuss, both with the Area and at Central Office and are included in the liaison function of the Supervisor. She has the difficult task of evaluating the evaluations of workers completed by Case Supervisors and interpreting them to the Chief Supervisor. The many intangible factors entering into the supervisory relationship make us still more anxious to continue our search for objective criteria.

Laws can be liberal and humane only when the personnel administering them is convinced that they are created to be interpreted in their broadest sense. Here again the area setup is invaluable to the Administrator as a means of ensuring that his philosophy penetrates the thinking of the entire staff. His procedures and policies lose considerable value when not accompanied by uniform interpretation. One aspect of this position is to provide a uniform means of interpreting for the staff through Area and District staff meetings. Policy revisions are effective only in so far as the staff is convinced of their value, interprets them in a liberal manner, and feels instrumental in effecting the change. It is possible to create this atmosphere within a smaller group, such as an area staff more successfully than a larger group, which does not foster free discussion.

We have not considered the Area Supervisor's activities within the area in relation to the supervisory personnel or staff. Needless to say she is active by means of individual conferences, Case Supervisor's meetings and Area Staff meetings in providing leadership and stimulation. The pressure of public relations makes it impossible to give as much thought to supervision, as such, as might be desired. A person at Central Office, having the responsibility of in-service training and the development of a uniform suggested program for staff meetings of all types would be, I believe, invaluable.

We conclude, hopefully, that the Administrator feels that the Area Supervisory personnel is the source of any needed information about a particular portion of the State: that she is aware of community gaps in social planning, current problems, and the current status

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of the division's program in her territory. In addition to an awareness we assume a more active role in bringing the Administrator in direct contact with the area when the occasion arises. In other words, she pulls together, evaluates, and crystallizes for the Central Office, public assistance in her territory.

In conclusion, much more could be said in favor of the area setup. Many usual duties of the Area Supervisor herself have not been emphasized or discussed. The position is most interesting and worthwhile. This is due not to the nature of the position alone, but to the unequalled quality of leadership provided by our Administrator which stimulates the staff to greater heights in the face of, sometimes, unsumountable obstacles.

To verbalize about a job extemporaneously while operating it is a difficult thing but, to sit down, reflect, draw from the past quarter the highlights and developments as well as to thoughtfully plan ahead for the next three, is a process which crystallizes heretofore unorganized sets of ideas. A reading of the Quarterly Reports reflects the growth of the whole Division of Public Assistance and truly shows how the job really has, is and will operate.

On the other hand a reading of the minutes of the Area Supervisor's meetings in Central Office shows not how the job operates, but the genesis of ideas to and from the Administration. It reflects from the agenda, just how the Administrator uses this area group as a kind of sounding board for his ideas. Also evident is the educational aspect in Central Office's group meetings for Area Supervisors. This is comparable to the educational process involved in the staff group meetings with Areas, where ideas are passed along, stimulation takes place, and discussions clarify foggy areas in thinking.

Area Supervisors and Central Office express the hope of developing these meetings into total agency planning conferences of an even more dynamic nature than at present.

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be clearly documented and supported by appropriate evidence. This includes receipts, invoices, and other relevant documents that can be used to verify the accuracy of the records.

The second part of the document outlines the various methods used to collect and analyze data. It describes the process of gathering information from different sources and how this data is then processed and analyzed to identify trends and patterns. This section also discusses the importance of using reliable and valid measurement tools to ensure the accuracy of the data.

The third part of the document focuses on the interpretation of the results. It explains how the data is analyzed and how the findings are used to draw conclusions. This section also discusses the importance of considering the limitations of the study and the potential for bias or error in the data. It emphasizes that the results should be interpreted in the context of the overall research objectives and the current state of knowledge in the field.

The fourth part of the document discusses the implications of the findings. It explains how the results can be used to inform policy and practice and how they can be used to identify areas for further research. This section also discusses the importance of communicating the findings in a clear and concise manner to a wide range of stakeholders.

The fifth part of the document provides a summary of the key findings and conclusions. It highlights the most important results and discusses their implications for the field. This section also includes a list of references to the literature cited in the document. The references are organized alphabetically and include both primary and secondary sources.

The final part of the document is a conclusion that summarizes the overall findings and discusses the implications for the field. It emphasizes the importance of continuing to research this area and the need for further data and analysis to fully understand the complex issues involved.

In conclusion, this document provides a comprehensive overview of the research process and the findings. It discusses the importance of accurate record-keeping, the methods used to collect and analyze data, the interpretation of the results, and the implications of the findings. It also includes a list of references and a conclusion that summarizes the overall findings and discusses the implications for the field.

## CHAPTER VI

## LOOKING AHEAD WITH ADMINISTRATIVE PLANS

Social Security Board Administrative Reviews have been done at least once in each of the Areas and in certain Areas, twice. A reading of the Reviews brings to light the need for future planning and great emphasis on staff development in the light of case work principles. Already this has been discussed with the Area Supervisors in the individual Areas, but staff letters outlining basic objectives and attempting to define the same<sup>1</sup> are being distributed currently to all members of the staff, for the purpose of setting a starting point which is the same for all as well as goals to work towards.

The Administrative Reviews of the Social Security Board also pointed out needs for improvement of physical facilities. These have been improved and plans are laid for the continuance of this improvement program.

From the last meeting of the Area Supervisors with the Administrator and Chief Supervisor in Central Office the way may be pointed to future administrative planning:

1. Thinking will be done under the stimulation of Miss Trimble's Seminar on Supervision attended by District or Case Work Supervisors and Area Supervisors so that definite plans will be made as to what the next steps will be in carrying out some of the principles under discussion.

2. The Plan was outlined for the revision of the Manual.

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<sup>1</sup> See Appendix No. 7, pp. 141-143.



This will follow the general plan of a loose-leaf model. It is hoped that there may be a copy for each member of the staff. One section will be concentrated upon at a time. From the discussion it was decided that perhaps the first section to be treated would be that on determination of eligibility, including intake practices and with some thought to "streamlining." It was welcome news to hear that there will be no more "memos," rather additional elements of the manual will be sent to the Areas in the form of revised pages.

3. A project is in store in the immediate future of developing two lists of duties, one for Area Supervisors and one for Case Work or District Supervisors. These may be used on a continuing basis with persons on the jobs making contributions.

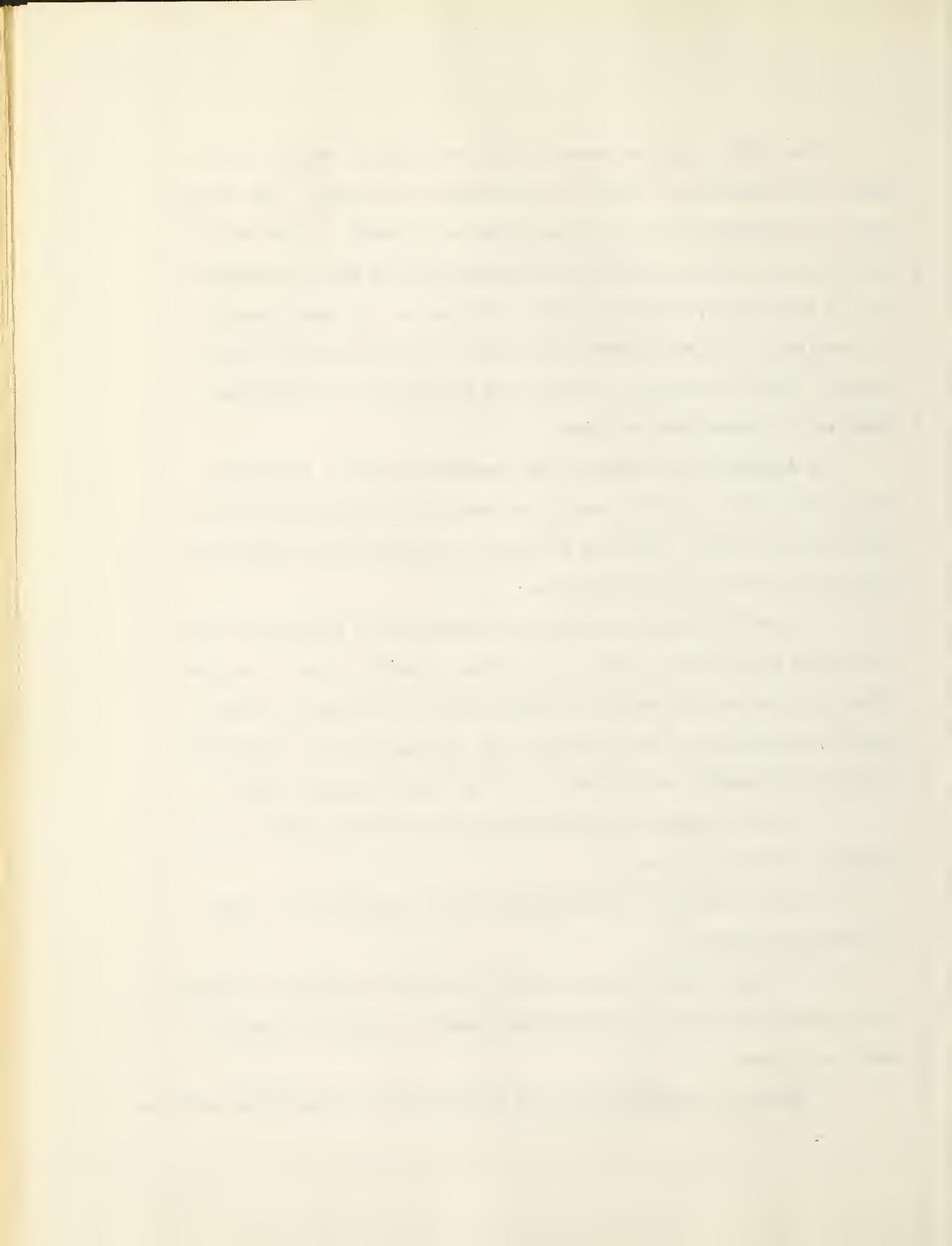
4. A two-day working conference is planned for a definition of the position of Senior Social Worker. For this, September 11 and 12 are set aside; it is hoped that the senior social workers themselves will make further contribution to this thinking, with the supervisory group knowing all about it; material may be sent in for the date of August 4, 1944.

5. A social worker group conference will be held; details of planning will be worked out later.

6. Also in process is preparation for the orientation of a group of new social workers.

7. The Area Supervisors are asked to do some thinking on the purpose and content of their job on an individual basis and thinking in terms of their daily jobs.

8. Further description was given of the new job of Field Representative



which is designed to examine practice and to turn up ways to better practices, to help Area Supervisors in their operation. This has been defined as a staff and not a line of organization job.

In conference with the Acting Administrator future plans were described as putting emphasis on "purpose." A project to be considered is working with the Chief Supervisor on specifications for all professional classifications. The future classification of each job will be done through staff participation. It is hoped that Standards of Performance will be set up soon in each classification with provisions for raising the standards at the rate possible.

Another project for the future will be the revision of Organization and Communications Flow Chart. In preparation also is a Personnel Hand Book for Central Office.

One of the questions posed was whether or not the present decentralization plan of administration will extend to the point where the Area Supervisor will have the responsibility for setting up an Area unit division comparable to that of Central Office. The answer to this question was that it is more efficient in Rhode Island because of the accessibility of Central Office personnel, including the business management under an Administrative Assistant; that this will not be necessary. It is conceivable that the Medical Consultant might become a Supervisor of Medical Social Service and supervise medical social workers in Area setups. It is also conceivable that some type of a Research Assistant could be developed within each Area.

With this view of future administrative planning it is possible to



look ahead in Area Supervision for a long time to come, seeing what may become reorganization or extension of the present setups.

The Lists of Functions mentioned, supra, by the Administrator were obtained from the Chief Supervisor who had just finished the first draft. Although later discussion may change the wording some, the list does represent the basic items in the Area Supervisor's job. They are quoted infra:

Functions of Area Supervisors:

An Area Supervisor should:

1. Be administratively responsible to the Chief Supervisor and Administrator.
2. Have responsibility for coordinating and directing all administration in his area subject to direction of Chief Supervisor and Administrator, by means of individual and group conferences on a planned and scheduled basis.
3. Be the liaison officer between the field and Central Office and vice versa, reviewing, channeling, interpreting all matters of policy and procedures, etc., in each direction, relating himself to State staff and area.
4. Have responsibility for teaching:
  - a. the purpose, philosophy, objectives and policies of his own agency so thoroughly that he may
    - (1) through planful effort, stimulate and develop his staff.
    - (2) evaluate the development of the agency and the staff.
    - (3) evaluate his area's progress.
    - (4) be aware of obstacles to the efficient development of the over-all programs in his area.
  - b. the purpose of other community programs, extent of use by staff and teaching maximum effective use of them.
  - c. how they, other community programs, and this agency may operate together for the most satisfactory social

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development in that community and in that area.

5. Have complete responsibility for all area personnel--case work supervisors, workers, clerks--staff development--planning over-all individual and group conferences--evaluations, changes and transfers in personnel.

6. Be responsible for participating in policy formulating and continued improved practice by noting

- a. special approval within areas which means change in policy (research, over-all perspective).
- b. case reviews which show needed revisions, modification of regulations and procedures.
- c. information obtained at preliminary fair hearings.

7. Be responsible for public relations, serve on community committees, determine unmet needs in area, confer with local director on problems and policies, community relationships, office management, and the services to individuals in need, strengthening the work of the director by interpreting and suggesting various ways and means of achieving results, but encouraging the assumption of responsibility by the director for making his own decisions.

8. Have immediate supervision of case work supervisors, help make consultative service available, report to case work supervisors of Central Office, and in field reports make known to Central Office activities of entire staff.

9. Carry out special assignments under supervision of Chief Supervisor on conjunction with Field Representative and Consultants.

10. Develop within himself skills, allowing for constant adaptation of knowledge to practice in view of the purpose and objectives of the agency.

In Rhode Island the State Division of Public Assistance Area Offices administer the Social Security Categories in consultation with the Local Directors of Public Welfare, and only exercises supervision in a general way over local administration of general public assistance through approval of the reimbursable amounts. In New York State the State Department does not administer but does exercise direct supervision over local

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be clearly documented and supported by appropriate evidence. This ensures transparency and allows for easy verification of the data.

In the second section, the author outlines the various methods used to collect and analyze the data. These methods include direct observation, interviews, and the use of specialized software tools. Each method is described in detail, highlighting its strengths and limitations.

The third part of the document presents the results of the study. It shows that there is a significant correlation between the variables being studied. The data indicates that as one variable increases, the other tends to decrease, which is consistent with the theoretical model proposed at the beginning of the paper.

Finally, the document concludes with a series of recommendations for future research. It suggests that further studies should be conducted to explore the underlying mechanisms of the observed relationships. Additionally, it recommends that practitioners should be aware of the implications of these findings in their own work.

administration of assistance programs. In spite of the differences in approach there seems to be a remarkable amount of agreement in philosophy and practice in the functions listed above and Mr. Guyler's list in his paper published by the American Public Welfare Association. Especially in items 5, 8, 9 and 10 of the following:

Mr. Guyler lists functions of Area Office--those which he "considers to be of major importance at this time....those which seem to be most important in terms of our area offices and our present needs. Specifically, state supervision is expressed in the following manner:"

1. Observation and enforcement of all aspects of Public Welfare Law, the State Charities Law, and related statutes.
2. Establishment of rules and regulations, as well as general policy, by the State Board of Social Welfare.
3. Establishment of standards of personnel and administrative practice by the Department of Social Welfare upon approval by the State Board.
4. Establishment of a planning, policy interpreting, and consulting service in the central office in Albany as represented by the deputies, bureau chiefs, and special service consultants (such as consultants on medical care, resources, dietetics, etc.).
5. Establishment of area offices to make effective by close, friendly relationship with local welfare units and work done in establishing rules and regulations.
6. Establishment of a field service to carry out the work of the consulting service in terms of the needs of individual communities.
7. Establishment of orderly financial procedures in the local units through the services of area accountants who are equipped to advise on questions relating to reimbursement and audit by the state comptroller.
8. Establishment of a case review process by the area office staff by means of a spot check of relief and service rendered to individual clients.



9. Establishment of a regular system of statistical reporting which provides the basis of research, review, evaluation and administrative control. (In conjunction with this service the department summarizes and makes available to the local units collected information and the crystallized experience of local, state, and national agencies in public welfare.)
10. Establishment of a leadership, education and interpretative relationship with local commissioners and their staffs through such means as the New York State Association of Public Welfare Officials, regional conferences, fellowship grants, and in-service training.
11. Establishment of similar services in relation to child welfare, inspection of institutions, hospitals, dispensaries, and all other departmental activities.<sup>2</sup>

Integration of all State social services is not as complete in Rhode Island as New York--and there is no plan for merging Children's Services or Institutional Service, etc., except in the Director's New Alignment of the Social Welfare Department's Divisions, which in June 1943 placed the Administrator, Mr. Glen Leet, in the position of Assistant to the Director, and responsible for the Divisions of Public Assistance, Probation and Parole, for Children's Services, Soldiers' Relief, Bureau for the Blind and Social Service Index.<sup>3</sup>

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<sup>2</sup> Guyler, Content and Method of Supervision. American Public Welfare Association, 1939.

<sup>3</sup> R. I. State Department of Social Welfare, Ninth Annual Report, 1942-1943.

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## CHAPTER VII

## CONCLUSIONS

The conclusions drawn divide into several main groups--in the light of the purposes stated in the beginning; in the light of the State Plan List of Functions and the new list from the Chief Supervisor; those reached as a result of the Area Supervisors' own thinking reflected in their answers to the schedule of questions and interviews; and lastly in the light of future planning. The major conclusion is that the job created in the cause of bettering organization has played a happy role in improving the administration of the Public Assistance program and in really establishing the vitally necessary good state-local relationships.

This description of the Area job seems to serve the purposes previously outlined. There is enough material to answer the question of how the position was created; and to show what kinds of things the Area Supervisors are doing in job operation. The specific reflections of the Area Supervisors' thinking point up suggestions for preparing new Civil Service Specifications. Anyone being inducted into the position should be able to use the information gathered here to acquaint herself with its operation of this particular job as well as its place within the total agency setting. Finally the actual operation of the job does not seem to vary appreciably from the originally outlined functions in the State Plan, nor from the description of job duties in the first Civil Service Specifications. However emphasis has been placed on certain aspects more than others. Some of this emphasis is the product of the needs of the local communities,

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such as the importance of Public Relations in the Area having eighteen municipalities; the item of Staff Development takes precedence in another geographically concentrated Area because of the large size of the staff.

The new list of functions from the Chief Supervisor is a more accurate and more clearly defined presentation than the former list. The Area Supervisors' lack of agreement on the relative importance of the State Plan list causes one to conclude that clarification of "purpose" as the Administrator plans will fill an apparent need. After discussion there will probably be closer agreement and clearer understanding about what these specific functions mean. The Administration can help in the selection with regard to their relative importance. In the Chief Supervisor's listing the order of importance is followed. Terms become bothersome in any list of this sort. The terms "administration" and "coordination" really cover most of the subsequent items in both lists since "supervisory conferences" involve "coordinating" and "administration." Then "Staff Development" also comes under "administration" as an aspect; as does "establishment of adequate services." "Responsibility for public relations" seems to imply stepping over into a new field of endeavor, although admittedly it overlaps with "administration" as well.

Four main aspects under the broad term of administration seem to be:

- a. Leadership--in staff performance--through supervision.
- b. Coordination--by means of statistics, reports, case reviews, etc.
- c. Liaison relationship--channelling, a two-way process of disseminating information up and down the Line of Organization.

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- d. Public Relations--with local Directors of Public Welfare, community leaders, and other social agencies.

From the thinking of Area Supervisors--and from their answers to the questions presented--several conclusions are reached.

From an examination of the backgrounds of the present Area Supervisors, it is easy to see that each in his or her own experience brings to the job and to the agency some fine elements from both past experience in the same field and past experience in different fields which enriches the whole program.

In the literature on administration per se there seems to be found two schools of thought, one that administration is a specialized field in itself, not demanding background in content of the agency or enterprise administered, but only in method.

The other school of thought is that one must, to be a good administrator in a specific field, have a thorough knowledge of the content. "Training and experience in case work should fit a person preeminently to carry out the duties of administration, rather than make him less fit. Only a person who knows and understands the service can administer the agency which renders that service. Moreover, case workers know something of human beings which should be useful in any area of the work in administration."<sup>1</sup> All the present Area Supervisors have had experience and education in the field of Social Case Work, either in practice or previous administrative positions.

Out of the individual Area Supervisor's own thinking come the

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<sup>1</sup> Anita Faatz, The Nature and Policy in the Administration of Public Assistance, p. 7. Pennsylvania School of Social Work, 1943.

THE UNIVERSITY OF CHICAGO  
DEPARTMENT OF CHEMISTRY

MEMORANDUM FOR THE RECORD  
DATE: [illegible]  
TO: [illegible]  
FROM: [illegible]  
SUBJECT: [illegible]

[The remainder of the page contains several paragraphs of extremely faint, illegible text, likely a technical report or laboratory notes.]

following conclusions:

That the Area job calls for a highly skilled and well-trained individual with a breadth of understanding. The Area Supervisor has the responsibility for providing creative leadership for the staff, bringing to them a richness of knowledge and understanding to stimulate them to go on. At least one or two Area Supervisors felt that professional schooling was a requisite for this job. Not necessarily a graduate degree, but a combination of professional education and/or experience which would furnish breadth and leadership qualities.

It is obvious from the material covered that the main emphasis of most of the Area Supervisors has been in the fields of Relationships, State and Local, and Community Organization and Development. This is rather natural since these are so basic and fundamental and necessary before it is possible to work out the practical carrying out of standards, either with local departments or with social work staffs.

The large amount of time devoted to improving State-local relationships is a natural requisite in view of the earlier misunderstandings and misinterpretations. Miss Anita Faatz in her book Nature of Policy in the Administration of Public Assistance describes vividly the earlier processes in the State-local relationships.

...The whole administration of the relief program between Federal and State, State and Local agencies...was transacted on the basis of bulletins, circular letter, telegrams, directives. This was kaleidoscopic and swift in motion; change accelerated beyond all the usual tempo of living was the order of the day. People had no time to learn to live it. Either they found their own way of coming to terms with it swiftly or they did not come to terms with it at all.

In a sense, this might have been regarded as a real policy structure. It was different from that structure to-day in two main

The text on this page is extremely faint and illegible. It appears to be a multi-paragraph document, possibly a letter or a report, but the specific content cannot be discerned. The text is arranged in several distinct blocks, suggesting a structured format with multiple paragraphs.

respects; it was constantly changing and it was organizational and program-making in nature, rather than standard setting at the points where service was offered.<sup>2</sup>

With the revision of the manual and distribution of it to Directors of Public Welfare as well as each member of the staff, the policies can be made an integral part of the local thinking and of the staff performance.

Now within the framework of the fine relationships of which all these Area Supervisors can be proud, the way is pointed towards concentration upon internal growth within the organization; the real growth and development of each member of the staff in case work thinking. Real basic principles need emphasis, as, the realization that "there is no word so relative, so individual, and yet so universal as the word 'need.'" Every human being has need; the ingredient of living is need. But what the client brings when he comes to the agency to apply is not, and cannot be, his total need. He comes today bringing one concrete need, namely, a need for money, because he, by his own evaluation of it does not have sufficient resource to provide shelter, food and other necessities for himself and his family. This is the only need at the beginning with which the agency can be, or has any right to be, concerned."<sup>3</sup>

Much of the immeasurable time and effort already put in by the Supervisors in interpreting the State Agency's policies in the administration of the categorical assistances and the general supervision of GPA administration will be obviated by a clear, concise, understandable new manual.

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<sup>2</sup> Ibid., pp. 4-5.

<sup>3</sup> Ibid.

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The whole plan of development of harmonious relationships between State and local departments, as in the New York Area setup "has brought the personnel of the State Department of Social Welfare into a relationship with the local communities which recognizes the problems of the program as a mutual concern of both the State itself, and the local communities."<sup>4</sup>

A practical conclusion to be reached is that it is imperative for the purpose of adequate functioning to extend the Case Work Supervision and the clerical personnel in those Areas suffering from these lacks.

From the knowledge of the Area Supervisors as well as from the Administrative Reviews of the Social Security Board it is readily discernible that a better and more detailed plan for helping Case Work Supervisors to function better and teach the principles of case work is in order. Plans for this are underway as was cited in mentioning Miss Trimble's Seminar on Supervision. Also some attempts were made to have meetings between the supervisory staff and the faculty of the Boston College School of Social Work so that there may be a closer tie-up between theory and practice.

In the area of staff development the Area Supervisors seem to think jointly along the lines of having an over-all Training Program applicable to and required of all Areas. The question involved here is whether this should be done by the present staff through supervision or whether additional personnel such as a training officer should be set up.

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<sup>4</sup> Paul W. Guyler, Content and Method of Supervision. American Public Welfare Association, 1932.

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For future emphases it is concluded that more note should be taken of:

- a. Supervision as a Tool of Administration
- b. More concerted thinking and planning among Area Supervisors' Group
- c. More emphasis on improving internal items--staff development, office housing
- d. Supervision and Case Work thinking

From Administrative Review is evidenced the need for developing case work skills: "Herein lies the answer to skill in Public Assistance. This development of skill is not treatment, or therapy, or even a social service 'over and above' the giving of assistance, but it is a process of helping that asks of the person who offers it a disciplined use of the self in identification with the agency."<sup>5</sup>

It is also essential that our social workers use supervisory training to learn that "in the first place--the necessity for a relief program does not result from breakdowns within individual communities, but results rather from the general breakdown of an economic structure."<sup>6</sup>

The conclusion might be reached at this point that relationships take over more of the general supervisory aspects of General Public Assistance local administration which the administrator has previously maintained in Central Office. It was an essential step for him to centralize this aspect of the total program and a great deal of credit must be given to Mr. Leet's wonderful understanding and ability to work with all of the thirty-nine Directors of Public Welfare. This has been so largely responsible for the present harmony which prevails. Now, with the Directors of Public Welfare Association itself interested in ironing out unevenness of Public Assistance

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<sup>5</sup> Faatz, op. cit.

<sup>6</sup> Guyler, op. cit.



practice, and with the Field Representative to help the total staff, in the establishment of this uniformity, it will be possible for the general supervision of local general public assistance administration to be handled wisely with the Area.

The creation of a service job of a Field Representative in a consultant capacity will be a help to all Area Supervisors--a way of knowing what other Areas are doing. This is said in no criticism of the Administration as there has not been time available up to this point for adequate exchange of ideas in the way of developing uniformity of operations or evaluating present practices. This Field Representative will bring an objective evaluation of specific phases of practice removed from involvement in personality upsets.

From review of the various factors in quarterly reports it would seem that an over-all flexible outline could be developed from what has been offered which would serve as a guide in the writing of the reports, and yet allow enough elasticity to work in the variations between the different Areas. Since such a good job was done in the Area where a rotating committee was responsible this might be recommended also as a general plan.

Additionally, looking to the future, it is concluded that the volume of work in the Area Supervisors' jobs might indicate that one or more of them could work out some plan to utilize an Assistant who would be responsible for certain aspects of Area Supervision.

To go back to quotation of Area Supervisor's duties in the State of New York which Mr. Guyler sets forth in his speech to the meeting of the American Public Welfare Association on "Problems of Local Administration"



these general items agree amazingly close to purposes and descriptions of duties for the Rhode Island Area setup. Although both New York and Massachusetts State Agencies are set up to supervise local administration of all programs, many of the principles and much of the philosophy is equally applicable in the Rhode Island Area setup.

Rhode Island has not gone as far in its decentralization or integration of services outside of the Division of Public Assistance, in the Department of Social Welfare, as New York has. For instance, the Children's Services are still administered by another division, and though cooperation is excellent there is not the same efficient coordination as New York gets in its Area integration of these services. Rhode Island's State Agency attitudes with Local Directors seem to approximate those of Massachusetts even though we do not have local administration except in General Public Assistance and only consultation relationship locally on the Old Age Assistance, Aid to the Blind, and Aid to Dependent Children programs.

Rhode Island can say along with Mr. Guyler,

We are still young in our program. Many of our methods are the result, obviously, of our experience. However, we have become aware of two things above all else. One is the need to work side by side with our local communities, recognizing the very complex situations which the communities present, and also continuing to develop within our own organization the need to understand community rather than program. And, finally, we must continue to experiment in supervision to the end that our supervisory skills become fused with the changing needs of the local program.<sup>7</sup>

And we also must conclude with Miss Faatz that "one looks at the field of social work as a whole, for signs of what it is thinking and expressing regarding this troubled subject, of administration, and one

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<sup>7</sup> Guyler, op. cit.

The Commission on the subject of the ...

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finds a multiplicity of idea and feeling which is as varied as the universe, but which has one common denominator....an expression of how little we seem to know and how much we need to know."<sup>8</sup>

Approved,  
  
Richard K. Conant, Dean

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<sup>8</sup> Faatz, op. cit., p. 7.



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MEMORANDUM

TO :

THE SECRETARY, DEFENSE DEPARTMENT, WASHINGTON, D.C.

FROM :

SUBJECT :

DATE :

RE :

1. Reference is made to the report of the

2. The following information was obtained from

3. It is noted that the above information

4. The above information is being furnished

5. Very truly yours,

ADMINISTRATIVE INFORMATION

6. This memorandum is being prepared for

7. The information contained herein is

8. It is requested that you advise the

9. Very truly yours,

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APPENDIX



Appendix No. 1

## STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS

## STATE DEPARTMENT OF SOCIAL WELFARE

Division of Public Assistance

40 Fountain Street  
Providence, Rhode Island.

August 8, 1940

TO: DIRECTORS OF PUBLIC WELFARE  
 LOCAL DIRECTORS OF AID TO DEPENDENT CHILDREN  
 S. U. R. ADMINISTRATORS  
 SUPERVISORS AND AUDITORS

Re: Area Organization.

Plans have been made within the State organization which we hope will make for better service to the client and which will result in efficiency and smoothness in the operation of the State Department.

The State will be divided into five areas as follows:

Area I: Woonsocket, Cumberland, North  
 Smithfield, Smithfield, Gloucester,  
 Burrillville and Lincoln.

Area II: Pawtucket, Central Falls, North  
 Providence.

Area III: Providence.

Area IV: Foster, Scituate, Johnston, Cranston,  
 Coventry, West Warwick, Warwick, East  
 Greenwich, West Greenwich, North  
 Kingstown, Exeter, Hopkinton, Richmond,  
 South Kingstown, Charlestown, Westerly,  
 Narragansett, and New Shoreham.

Area V: East Providence, Barrington, Warren,  
 Bristol, Newport, Jamestown, Tiverton,  
 and Little Compton, Middletown, Portsmouth.

An Area Supervisor will be designated in charge of each area.

The area supervisor will be responsible for the efficient operation of

General Report of the Survey and Notes

made with a theodolite and  
compass during the year 1879

by  
J. W. GARDNER

1880

Printed by  
G. B. Whittier, Jr., at the  
press of  
G. B. Whittier, Jr., No. 10  
South Main Street, Boston, Mass.

Entered as second-class  
July 16, 1879, at Boston, Mass.,  
under No. 1053, post office  
No. 1053, post office  
No. 1053, post office

The following is a list of the  
names of the persons who have  
contributed to the publication of  
this report, and the amount of  
their contributions:

Mr. J. W. Gardner, \$10.00  
Mr. J. W. Gardner, \$10.00  
Mr. J. W. Gardner, \$10.00

Mr. J. W. Gardner, \$10.00  
Mr. J. W. Gardner, \$10.00  
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Mr. J. W. Gardner, \$10.00

The following is a list of the  
names of the persons who have  
contributed to the publication of  
this report, and the amount of  
their contributions:

all of the Public Assistance programs in his or her area, and for maintaining harmonious working relationships with City and Town representatives.

This organization is designed to go into effect on August 15, 1940 and is to be carried out with a minimum of changes--only ones which are absolutely essential will be made.

The area supervisors are as follows:

Area I  
Area II  
Area III  
Area IV  
Area V

This will enlarge their scope considerably but they will be relieved of routine work, and, therefore, will have more time to devote to general planning and to problems that may arise.

We believe that the new plan will result in efficient and effective operation for the State and the cities and towns, and hope that it will meet with your approval as the success of any plan we put into effect depends upon your cooperation.

(Signed) Vincent Sorrentino  
Director.

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Appendix No. 2Civil Service Specifications

CLASS TITLE: SENIOR PUBLIC ASSISTANCE SUPERVISOR

SALARY RANGE: \$2400 - \$2880

## CLASS DEFINITION:

GENERAL STATEMENT OF DUTIES: To be responsible for the administration of a public assistance program, including supervision of local state unemployment relief, in an assigned area of the State; to assist in the formulation of policies and procedures for the public assistance division; to act as a technical consultant in the various branches of public assistance, when so assigned; in some instances, to direct social audits, including the responsibility for the solution of technical problems arising from the complaints of clients; and to do related work as required.

SUPERVISION RECEIVED: Work is subject to the administrative supervision of a superior who outlines broad policies and may also give specific technical instructions; work may be reviewed in process but usually is reviewed only upon completion for satisfaction of results obtained, by the examination of reports, and through conferences.

SUPERVISION EXERCISED: Supervises closely the work of a staff of clerical and technical employees; reviews the work of such employees both in process and upon completion.

## EXAMPLES OF DUTIES:

To be responsible for the administration of all categories of public assistance within an assigned area; to be responsible for the immediate supervision of the local administration of state unemployment relief; to prepare or assist in the preparation of a manual of policies and procedures in the field of public assistance; to suggest changes and improvements in the policies of the division in accordance with existing conditions, federal laws, and regulations, and modern case work techniques; to plan, lay out, and supervise in its broader aspects, the work of a moderate sized staff of clerical and technical employees; to make administrative decisions on case work problems in general or special fields of public assistance in problem cases raised by subordinates; to be responsible for the operation of an in-service training program for subordinates and the development of staff members through staff meetings and individual conferences and the use of supplementary resources; to conduct meetings of the technical staff for the purpose of explaining departmental policies and increasing the efficiency of the staff; to coordinate and direct the activities of the public assistance program; to act as a liaison officer and official representative of the public assistance section of the Department of Social Welfare in contacts with governing bodies,

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officials, and representatives of organizations in various towns and cities; to consult with such officials, on the solution of problems developing in the administration of the public assistance program; to determine the needs of the various communities and to interpret them to a superior; to supervise the section engaged in conducting social audits; to adjust personally complaints in the most difficult cases or to supervise a section charged with the solution of difficult technical problems arising out of the complaints of clients; to provide advice and assistance, as a technical consultant, to workers in the various branches of public assistance; to review reports and supervise personnel; to offer recommendations to clients for purposes of budget allocations; to assist local officials in carrying out projects and programs in which the State is interested; to be responsible for a program of public relations; and to do related work as required.

#### MINIMUM QUALIFICATIONS:

Experience such as may have been gained through employment in an administrative, supervisory, or consulting capacity in the field of social welfare, with either a private or public agency, preferably in the various aspects of public assistance.

Training such as may have been gained through: graduation from a college of recognized standing, preferably with specialization in the social sciences, supplemented by graduate study in an accredited school of social work;

Or, any combination of experience and training that shall have resulted in: the ability to administer a program of public assistance on a moderately large scale; some degree of administrative and executive ability; a working knowledge of social conditions in local areas; a familiarity with the principles and practices of public relief administration and skill in their application; a familiarity with the federal and state social welfare laws; a thorough knowledge of the individual and social factors contributing to dependency; a thorough knowledge of case work principles, methods, and practices; a thorough knowledge of, and skill in public relations; a working knowledge of the methods for planning, developing, and maintaining work projects; a working knowledge of welfare office organization; an understanding of the various categories of public assistance; the ability to instruct others and to direct their work; tact in dealing with subordinates, departmental personnel, public officials, clients, labor unions, and others; and related capacities and abilities.

Special Characteristics: Good appearance, pleasant manner; ability to meet and deal with the general public either individually or in large groups; tact; mature judgment; ability to cooperate with and to obtain the cooperation of others; no physical defects such as would interfere with the proper performance of duties involved.

The first section of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be supported by a valid receipt or invoice. The text also mentions the need for regular audits to ensure the integrity of the financial data. Furthermore, it highlights the role of the accounting department in providing timely and accurate information to management for decision-making purposes. The document concludes by stating that adherence to these principles is essential for the long-term success of the organization.

The second section of the document outlines the specific procedures for handling cash payments. It details the steps from the receipt of cash to the recording of the transaction in the accounting system. Key points include the requirement for a proper receipt to be issued to the customer and the immediate deposit of cash into the company's bank account. The text also discusses the importance of reconciling the cash account with the bank statements on a regular basis. Additionally, it mentions the need for proper documentation of all cash transactions to prevent any discrepancies or fraud. The section ends with a reminder to always double-check the accuracy of the entries before finalizing the accounts.

The third section of the document provides an overview of the company's financial performance for the current period. It includes a summary of the revenue generated, the expenses incurred, and the resulting net profit. The text also compares these figures to the previous period to identify any trends or changes. Key areas of focus include the growth in sales, the reduction in operating costs, and the overall stability of the financial position. The document concludes by expressing confidence in the company's ability to continue its upward trajectory in the coming year, supported by the strong financial foundation established during this period.

## SCOPE On Examination

Training and			
Experience	3	} weights	Cannot be attained
Written	4		
Oral	3		

Recency of pertinent experience will be considered a factor in rating of experience.

Minimum required earned rating 70%

No one admitted to oral whose score and rating on experience and training are such that the required minimum final earned rating cannot be attained.

Commission (Civil Service) approved job classification 12/12/40

Governors signature making it legal 12/18/40

Examination was given 12/27/41 (Written)

Examination second part 1/15,16/42 (Oral)

List published 2/9/42

List no longer legal 2/10/44

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Appendix No. 3

RHODE ISLAND GENERAL PUBLIC ASSISTANCE ACT  
With Preliminary Draft of Tentative  
Interpretations

Submitted to Local Directors  
of  
Public Welfare  
for  
Advice and Comments

by

Henry A. Jones, M. D.  
Acting Director  
State Department of Social Welfare  
40 Fountain Street  
Providence

July 15, 1942

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## DEPARTMENT OF SOCIAL WELFARE

Division of Public Assistance  
40 Fountain Street  
Providence

July 15, 1942

TO: Local Directors of Public Welfare  
and  
Members of the Governor's Commission  
to Study Financial Problems of the  
Cities and Towns

Gentlemen:-

The provision of the "General Public Assistance Act" (Article I of Chapter 1212, Public Laws of 1942), are of such broad and general character as to require a certain amount of interpretation. The State Department of Social Welfare is anxious to have these interpretations worked out on a cooperative basis, and in a manner that will be fair to all cities and towns as well as to the State.

We have, therefore, had extensive consultations with local directors of public welfare, and anticipate that further extensive consultation will be necessary before State policies interpreting the General Public Assistance Act are finally adopted.

On the basis of these conferences a series of tentative questions and answers interpreting the General Public Assistance Act has been prepared. These questions and answers are being sent to you for your comments. Final policies will not be adopted until cities and towns have had a fifteen day period in which to study these tentative interpretations. Throughout this period hearings will be held, and all directors of public welfare and other persons interested are requested and urged to appear at these hearings and give the State the benefit of their comments and advice.

The Department of Social Welfare is very anxious also that the General Public Assistance Act shall be interpreted in accordance with the intent of the Governor's Commission which recommended this legislation and, therefore, copies of these interpretations have been sent to all members of this Commission with the request that they give us the benefit of their comments and advice.

We wish to emphasize that these attached questions and answers are entirely tentative and intended only to serve as a basis for discussion. It is expected that a number of changes and improvements will result as a consequence of these hearings. Persons wishing to appear at these hearings

STATE OF TEXAS

COMMISSIONERS OF THE LAND OFFICE

REPORT

FOR THE YEAR 1900

1901

MADE PUBLIC BY THE COMMISSIONERS

OF THE LAND OFFICE

AT THE CAPITAL CITY OF TEXAS

1901

The Commission on the Land Office has the honor to acknowledge the receipt of the report of the Surveyors General of the State of Texas, for the year 1900, and to express its appreciation of the care and attention which they have bestowed upon the discharge of their duties. The report shows that the Surveyors General have done their best to improve the land office, and to bring it up to the standard of efficiency which is required by the laws of the State.

The Commission has also the honor to acknowledge the receipt of the report of the Surveyors General of the State of Texas, for the year 1900, and to express its appreciation of the care and attention which they have bestowed upon the discharge of their duties. The report shows that the Surveyors General have done their best to improve the land office, and to bring it up to the standard of efficiency which is required by the laws of the State.

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should address a request in writing to Mr. Glen Leet, Administrator of Public Assistance, 40 Fountain Street, Providence, R. I., as soon as possible. Hearings will be held in the Conference Room of the State Department of Social Welfare, 40 Fountain Street, Providence, R. I. They will begin at two o'clock on Wednesday, July 22, 1942, and will continue daily as long as is necessary in order to afford all persons desiring to be heard, an opportunity to make an appearance. Final adoption of the policies will be made prior to the time when July reimbursements are due, which will be after the last day of July.

I wish to express the appreciation of the State to the local directors of public welfare who have shown such a fine spirit of cooperation in working on the many complex problems involved. I know that we may be assured of their continued cooperation.

Sincerely yours,

Henry A. Jones, M. D.  
Acting Director

GL:MD

The first part of the document is a letter from the Secretary of the State to the Governor, dated the 10th day of January, 1862. The letter is addressed to the Governor and is signed by the Secretary of the State. The letter contains the following text:

The second part of the document is a letter from the Governor to the Secretary of the State, dated the 11th day of January, 1862. The letter is addressed to the Secretary of the State and is signed by the Governor. The letter contains the following text:

The third part of the document is a letter from the Secretary of the State to the Governor, dated the 12th day of January, 1862. The letter is addressed to the Governor and is signed by the Secretary of the State. The letter contains the following text:

The fourth part of the document is a letter from the Governor to the Secretary of the State, dated the 13th day of January, 1862. The letter is addressed to the Secretary of the State and is signed by the Governor. The letter contains the following text:

## R. I. General Public Assistance Act

(Chapter 1212 Public Laws 1942)

### ARTICLE I

SECTION 1. This article shall be known as the "general public assistance act" and may be cited as such.

SECTION 2. General public assistance shall include all aid, financed in whole or in part by the state, granted to persons in need in the state, excepting aid granted to persons at any state institution or assistance provided as old-age assistance, aid to the blind, aid to dependent children, soldiers' relief or any relief or work relief programs financed in full by the federal government. Nothing contained in this article shall prevent the granting of general public assistance to needy persons who are unemployable, and nothing contained in this article shall be construed as preventing the granting of general public assistance as supplementary aid, where needed, to persons receiving other types of assistance.

SECTION 3. General public assistance may be provided by cities or towns which elect to enter into the general public assistance program, but nothing in this article shall be construed as depriving any city or town of its authority or responsibility with respect to the administration and control of local general relief, commonly referred to as chronic relief. In cities or towns accepting the general public assistance program, all city or town records, properties, and clerical and social work personnel used in the administration of state unemployment relief shall become general public assistance records, properties and personnel of said cities and towns.

SECTION 4. General public assistance may be provided either in the form of work relief or home relief and may include necessary medical care and supplies and hospitalization. Cities and towns and the state shall have authority to make expenditures necessary to the operation and supervision of work projects.

SECTION 5. The state shall reimburse cities and towns for not less than 70 per cent of any assistance granted under the provisions of this article, and also not less than 70 per cent of the ordinary and necessary administration costs incurred; provided, however, that if the governor shall determine that the state revenue in any fiscal year is sufficient, he may by executive order provide that the state's reimbursement for assistance grants and administration costs be increased to 75 per cent.

SECTION 6. At least once a month, on or before the 15th day of each month, the treasurer of each city and town shall certify to the state department of social welfare the expenditures incurred by said town or city in accordance with the provisions of this article, and the department of social welfare shall forward a voucher to the state controller for the

THE UNIVERSITY OF CHICAGO

DEPARTMENT OF CHEMISTRY

1950

THE UNIVERSITY OF CHICAGO, CHICAGO, ILLINOIS

REPORT OF THE RESEARCH GROUP ON THE CHEMISTRY OF THE CARBON-13 ISOTOPE

BY R. M. FREEMAN AND R. L. BARKER

RECEIVED BY THE NATIONAL BUREAU OF STANDARDS

ON APRIL 10, 1950

U.S. GOVERNMENT PRINTING OFFICE

total amount of approved expenditures made by said town or city during the previous month in accordance with the provisions of this article, and the state controller is hereby authorized and directed to draw his orders upon the general treasurer for the payment of said amounts upon receipt by him of said voucher.

SECTION 7. The director of social welfare, with the approval of the governor, shall from time to time establish standards with respect to general public assistance; provided, however, that copies of all proposed standards shall be first submitted by the director of social welfare to local directors of public welfare at least 15 days prior to the date of their submission to the governor for his approval. Any city or town, however, may make grants for general public assistance in excess of standards established by the director with the approval of the governor, but in such event the reimbursements by the state under the terms of section 5 of this article shall be only up to 70 per cent of the state standard, (or 75 per cent of such standard if the governor shall have determined that the income of the state permitted) and the excess shall be paid from local general relief funds. Nothing contained in this article shall be construed to prevent any city or town from assisting, out of local general relief funds, any person deemed eligible for assistance by a city or town who is not eligible in accordance with state standards.

SECTION 8. The state shall have authority to receive and expend through the department of social welfare any funds which may become available from the federal government for general public assistance, war displacement assistance, or special wartime assistance. Said department of social welfare, with the approval of the governor, shall have authority to meet such federal requirements with respect to administration of such funds as may be set forth as conditions precedent to receiving such federal funds.

SECTION 9. This article shall take effect on July 1, 1942 and thereupon all acts and parts of acts inconsistent herewith shall stand repealed.

The first part of the book is devoted to a general introduction to the subject of the history of the world. It is divided into two main parts, the first of which is devoted to the history of the world from the beginning of time to the present day. The second part is devoted to the history of the world from the present day to the future.

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Appendix No. 4

Notes on a Conference with Personal Representative of the Social Security Board (Administrator and Chief Supervisor on December 3, 1940). This is to summarize a conference held on the preceding day with Regional Representative Director and Personnel Classification Officer of Civil Service.

....

Civil Service is also to provide the tentative rating scales for other positions within the Division of Public Assistance.

All other information regarding organization and administrative relationships is provided in the Plan Material which will be sent to the Board during this week. This includes the titles for all positions and the complete classification plans that affect Public Assistance, together with a statement of salary schedules have not been fixed as yet, they will be informed of this fact. The classification plan does provide that the Administrator's salary will be \$4100 to \$4600, with intermediary steps \$120. apart. The salary scale has not yet been fixed for Chief Case Work Supervisor, or Chief Supervisors, but we are putting figures in our Budget of \$3000 and \$2600 for those positions respectively.

It is our understanding that these examinations will be announced before the first of the year, and Civil Service has so stated.

....

The question was raised as to whether or not the specification should indicate the responsibility for handling hearings. I think this point should be brought to Civil Service's attention, and leave it up to him whether it is necessary to include in the specifications.

Social Security Board Regional Representative made the following comment:

"You may wish to recommend to the Agency that the principles of staff development thru supervision be expressed in the specifications for all 3 positions concerned. For instance, statements might be included that,

1. The Public Assistance Administrator has "responsibility for giving leadership to staff members thru supervision and by evaluating their continuing ability";
- 2) that the Chief Public Assistance Supervisor may take "responsibility for carrying on a service training program, and developing leadership thru individual supervisory conferences, and staff meetings with the staff under his immediate supervision";
- and 3) that the Public Assistance Senior Supervisor is in turn "responsible for the development of staff under his immediate supervision thru staff meetings and individual conferences and the use of supplementary resources."

....

The specifications for the position as Administrator indicates the

The first part of the document discusses the general principles of the project and the objectives to be achieved. It also mentions the importance of the work and the need for a thorough and systematic approach.

The second part of the document describes the methods used in the study and the results obtained. It includes a detailed account of the experimental procedures and the data collected. The results show that the proposed method is effective and reliable.

The third part of the document discusses the conclusions drawn from the study and the implications of the findings. It also mentions the limitations of the study and the need for further research in this area.

The fourth part of the document contains the references and the appendix. The references list the works consulted during the study, and the appendix contains the raw data and other supporting information.

responsibility for the supervision for the local administration of SUR. This responsibility has not been mentioned in the specifications for Chief Supervisor and Senior Supervisors and probably should be. You might suggest this to Civil Service.

....

The specifications for the positions as Chief Supervisor and Senior Supervisor do not indicate whether or not consultant experience is acceptable as a qualifying experience. Inasmuch as it has been indicated in the specifications for Senior Supervisor and also in the specifications for Administrator that there is responsibility for some consultant service, it is presumably desirable to indicate this in the specifications for these two positions.

....

The specifications for Chief Supervisor does not mention in-service experience, which is probably desirable. In the position for Senior Supervisor, where the word relative to education appears, the word "preferably" is included, but has been omitted for the position for Chief Supervisor. The adjectives in regard to degrees of knowledge and of ability do not appear to be consistent.

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Civil Service Action  
On Social Security Board Suggestions

Social Security Board's Suggestions	Included in 12/4/40 Specifications	Supervisor (December, 1939)
	Chief Supervisor	Senior Supervisor

<p>Fixing of responsibilities for case-work problems</p>	<p>"To consult with Area Administrators and other --- and to render final decisions"</p> <p>"To make administrative decisions on case work problems in general, or ? --- in problem cases raised by subordinates"</p>	<p>"To analyze problem material in case histories and to plan the treatment to be followed --- to discuss problem cases"</p>
--	---	--

<p>Fair Hearings</p>	<p>No specific mention</p> <p>No specific mention --- "including the responsibility for the solution of technical problems arising from complaints of clients --- to supervise the section charged with difficult technical problems arising out of the complaints of clients"</p>	<p>No specific mention --- "to handle complaints"</p>
----------------------	--	---

<p>In-Service training</p>	<p>"To initiate and aid in planning an in-service training program and developing leadership through individual supervisory conferences and staff meetings with staff under immediate supervision"</p> <p>"To be responsible for the operation of an in-service training program for subordinates and the development of staff members through staff meetings and individual conferences and the use of supplementary resources"</p>	<p>"To train new social workers"</p>
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Civil Service Action  
On Social Security Board Suggestions

Social Security Board's Suggestions	Included in 12/4/40 Specifications	Chief Supervisor	Senior Supervisor	Supervisor (December, 1939)
Inclusion of SUR	"to supervise the social service field unit engaged in the execution of the public assistance programs including -- the local administration of state unemployment relief"	"to be responsible for the immediate supervision of the local administration of state unemployment relief"	"to supervise the work of a varied number of case workers conducting case investigations of applicants for -- unemployment relief"	"a public or private agency"
Experience in public or private agency	"with either a private or public agency"	"employment in an or consultant position on work involving responsibility for the operation and supervision of the technical phases of a program of public assistance"	"employment in an or consulting capacity in the field of social welfare"	"graduation from college --- preferably with specialization in the social sciences"
Experience as consultant	"graduation from college --- preferably with specialization in the social sciences"	"graduation from college --- preferably with specialization in the social sciences"	"graduation from college --- preferably with specialization in the social sciences"	"graduation from college --- preferably with specialization in the social sciences"
Use of work preferably in re: training --- used in Sr. Sup. classification, excluded in Chief Sup. Classification	"with either a private or public agency"	"employment in an or consultant position on work involving responsibility for the operation and supervision of the technical phases of a program of public assistance"	"employment in an or consulting capacity in the field of social welfare"	"graduation from college --- preferably with specialization in the social sciences"

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Appendix No. 5

Excerpt of a letter from Mr. Alspach to Mr. Leet on November 18, 1940:

"You, of course, appreciate that the enclosed are not model specifications and particularly that the minimum qualifications contained therein are not necessarily recommended inasmuch as various State situations affecting the recruitment of qualified employees must necessarily be reflected in the minimum qualifications. We recognize the difference that exists in the form of the specifications from other States that are being sent you, and also the difference in job content that may exist, over the form that the Rhode Island Civil Service uses and the functions of these positions in your Department. However, we believe that the enclosed material, as you said when you requested it, will be helpful to you and us in the final decision with respect to the specifications for the positions in question."

18th January

Dear Mr. [Name] (Name illegible)

I have the pleasure to acknowledge the receipt of your letter of the 14th inst. in relation to the [illegible] and to inform you that the same has been forwarded to the [illegible] for their consideration. I am sorry that I cannot give you a more definite answer at this time, but I will be glad to advise you again as soon as the [illegible] have reached a decision. In the meantime, if you have any further information or documents that may be helpful, please do not hesitate to send them to me. Yours faithfully,

[Signature]

## FIELD REPRESENTATIVE

### Definition:

Under the general supervision of the Director of Public Assistance to act in an assigned territory as the liaison representative between the State Department of Social Welfare and the County Departments of Social Welfare in the organization, regulation, and conduct of the assistance programs, including general assistance, old-age assistance, aid to the needy blind, aid to dependent children, and other types of assistance and service; to interpret to the County Departments rules, regulations, and policies of the State Department; and to perform related work as assigned.

### Typical Duties:

To supervise the administration of the public assistance program in the county departments in the assigned territory; to make periodic scheduled visits to the county offices; to interpret to county directors and their staffs State office administrative policies, rules and regulations, procedures, such as eligibility for assistance, personnel regulations, and administration and organization of office and field work; to advise on difficult decisions as to eligibility, extent of need and service for applicants and clients; to keep the Director of Public Assistance informed as to the progress of and difficulties confronting County Departments, and make necessary recommendations and suggestions to the Director concerning the same; to take for detailed review as to competency of the investigation, decision, and services rendered a continuing sample of records on new, revisited and closed cases; to give special help, where needed, on family budgeting, case recording, and the development of case work methods; to keep the Counties informed as to the experience and progress of other services; to meet with County Boards; to participate in the agency's in-service training program; to participate in County and State Staff meetings; to make evaluations on the performance and progress of County staffs; to represent the State Department in making special investigation of situations and complaints regarding the service in the assigned territory; to make visits and reports on state appeal cases; to investigate and report on state appeal cases; to investigate and report on standards maintained by private boarding homes licensed by the state; to consult with public or private welfare and other cooperative agencies regarding service and treatment plans for particular situations or necessary changes in procedure.

### Minimum Qualifications:

1. (a) Graduation from an accredited 4 year college or university and 1 year of successfully completed graduate study in a professionally recognized school of social work\* and at least 4 years of successful full-time paid employment within the past 10 years

\*A professionally recognized school of social work is one which was eligible for membership in the American Association of Schools of Social Work or was serving a subsequently approved two-year probationary period for membership during the interval of the candidate's attendance.



in the qualifying experience defined below, of which 1 year must have been in an administrative or supervisory capacity in a public or private assistance administering agency.

(b) Any equivalent combination of education and experience substituting an additional year of successfully completed graduate study in a professionally recognized school of social work for 1 year of the required non-supervisory experience; or substituting an additional 6 months of successful full-time paid employment within the past 5 years in the qualifying experience defined below for 1 semester (or its equivalent in quarter hours) of the required graduate training, providing the under-graduate work has included 30 semester hours (or its equivalent in quarter hours) in sociology or psychology, or in a combination of psychology, sociology, government or political science.

2. Considerable knowledge of the provisions of the Kansas state laws concerning the state public assistance and related welfare programs, and the Federal Social Security Act, of individual and group behavior, and of the principles and methods of social case work and supervision and community organizations; knowledge of social and economic problems, of current social legislation, and of the problems and practices of public welfare supervision and administration; some knowledge of the principles of nutrition, of community and individual health problems of methods of financial administration, and of methods of social research, as evidenced by a passing grade in a written examination.

3. Ability to get along with and to work with people, to make clear and pertinent comments and statements, to plan and execute work efficiently, and to exercise good judgment in evaluating situations and in making decisions, as evidenced by a passing grade in an oral interview.

Qualifying Experience:

Employment in a professional capacity in at least one of the following fields; a public or private assistance administering agency, family or child welfare social case work, technical social research.

The first part of the document discusses the general principles of the proposed system, which is designed to improve the efficiency of the existing process.

The second part of the document details the specific components of the system, including the hardware and software requirements, and the implementation plan.

The third part of the document provides a detailed analysis of the expected benefits of the system, such as increased productivity and reduced costs.

The fourth part of the document concludes with a summary of the key findings and recommendations for further research and development.

Respectfully,  
[Signature]

Dr. M. P. Smith, Jr., Director, Department of Computer Science, University of California, Berkeley, California 94720-1770

Dr. M. P. Smith, Jr.  
Department of Computer Science  
University of California, Berkeley  
Berkeley, CA 94720-1770

DISTRICT REPRESENTATIVE\*Definition:

Under general supervision, as a representative of the Public Welfare Board in an assigned district of the State, to be responsible for the development and maintenance of acceptable welfare standards and uniform practices in the county welfare offices of the district; and to perform related work as assigned.

Examples of Work Performed:

- To make frequent planned visits to the county welfare offices in the district for the purpose of supervision and consultation, and to give leadership to the counties in the development and maintenance of acceptable welfare standards;
- To interpret to the county agencies the public welfare laws and the regulations and procedures of the State office;
- To confer with county agencies on questions as to eligibility, on case work problems, on complaint situations, on interviewing, visiting, and recording, on office organization and routine, and on matters pertaining to personnel;
- To review and analyze case records on new, reopened, and closed cases to determine relative uniformity, competency of investigations, accuracy of decisions, and adequacy of services rendered; to sample case loads; to participate in staff conferences and to stimulate the development of improved standards of social work practice;
- To be responsible for the development and supervision of child welfare services in the district, and to integrate the child welfare activities with the total welfare program; to ascertain the need for child welfare workers; to serve as liaison person between county welfare boards sponsoring child welfare units and the Public Welfare Board;
- To conduct informal hearings on appeals and to make decisions within established policies;
- To meet with county welfare boards, county commissioners, lay groups, and other welfare organizations for the purpose of interpreting State welfare policy and procedure, and to cooperate in the development of a more effective approach to the welfare problems of the community;
- To submit periodic and special reports as requested; to discuss welfare activities effectively and to write clearly and concisely.

---

\*The position of Staff Assistant in the administrative office of the Public Welfare Board will be filled from the register established for District Representative.

MEMORANDUM FOR THE RECORD

DATE: 10/15/54

RE: [Illegible]

SUBJECT: [Illegible]

[Illegible text]

Minimum Qualifications:

1. (a) At least 3 years within the last 7 years of successful full-time paid social work employment in a public or private welfare agency, of which at least 1 year must have been in administrative or supervisory capacity or must have included responsibility for consultative service, plus graduation from an accredited 4-year college or university and successful completion of 2 quarters of graduate study in a professionally recognized school of social work which included a course in child welfare and supervised field work,

OR

(b) an equivalent combination of education and experience, substituting an additional year of graduate study in a professionally recognized school of social work for 1 year of the required experience. Substitution shall not be allowed, however, for the 1 year of required special experience in a social work administrative or supervisory capacity or with responsibility for consultative service.

2. Considerable knowledge of the functions of public welfare agencies, welfare administration, and social case work principles and methods including the principles and methods of supervision, the North Dakota public welfare and poor relief laws and State legislation relating to children, and the provisions of the Federal Social Security Act pertaining to old age assistance, aid to the blind, aid to dependent children, child welfare services, vocational rehabilitation, and services for crippled children; knowledge of current social and economic problems and related Federal and State social welfare programs; as evidenced by a practical written examination on these subjects.
3. Ability to work with and to deal tactfully with people, to plan and direct the work of a staff, to present comments and opinions clearly and concisely, and to exercise good judgment in analyzing situations and in making decisions, and the capacity to give effective leadership in the public welfare program, as evidenced by an investigation and an oral examination.

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Georgia

PUBLIC WELFARE FIELD REPRESENTATIVEDefinition

Under general supervision, to act as representative of the State Department of Public Welfare in the development of the public welfare program in an assigned group of counties; to do related work as assigned.

Examples of Work

To make frequent scheduled visits to the County Departments of Public Welfare in an assigned territory, for the purpose of giving consultation on the application and interpretation of State Department policies; to discuss with the County Directors and their staffs local plans and problems, instructions, difficult cases, complaints, transfers, inter-agency inquiries, and rejections; to give assistance on current administrative problems, including budget estimates, personnel matters, and office procedures; to be responsible for the development of county staff through district staff meetings, individual conferences, and planning with respect to social work practices; to give consultation on policies pertaining to related programs such as W.P.A., C.C.C., N.Y.A., and the surplus commodities program; to work with other representatives of the State Department and representatives of cooperating agencies in the coordination of welfare programs.

To review in the County Departments a regular periodic sample of case records, as to completeness, relative uniformity, adequacy of investigation, decisions, and services given; to prepare written reports thereon for the State Department; to represent the State Department in making special investigations of situations and complaints; to review appealed cases.

To acquaint county board members, public officials and other interested persons with the functions and scope of the public welfare programs.

Minimum Qualifications

1. (a) Education equivalent to graduation from an accredited 4-year college or university, one-half a successfully completed school year in an approved school of social work; and at least 6 years of successful full-time paid employment in a professional social work capacity in a family or child welfare agency or in a public or private relief administering agency, of which 3 years within the past 10 years must have been in a responsible capacity involving both supervisory and administrative responsibility. At least one year of the supervisory or administrative experience offered must have been in a public welfare agency.

OR

Received of the Treasurer of the State of New York the sum of \$1000.00 for the year ending 1875.

Witness my hand and seal of office at Albany, New York, this 1st day of January, 1875.

John T. Hoffman, Treasurer of the State of New York.

Attest: My hand and seal of office at Albany, New York, this 1st day of January, 1875.

John T. Hoffman, Treasurer of the State of New York.

(b) an equivalent combination of education and experience, substituting successfully completed years of graduate work in an approved school of social work for the above described nonsupervisor experience year for year; no substitution may be offered for the 3 years of supervisory or administrative experience required.

2. Fairly thorough knowledge of the Georgia Welfare Reorganization Act of 1937 and three Public Assistance Acts and pertinent Titles of the Federal Social Security Act; current social legislation; general knowledge of social and economic problems and developments; general knowledge of individual and group behavior; general knowledge of individual and community health problems; thorough familiarity with methods of social investigations and treatment; fairly thorough knowledge of the organization and functions of welfare agencies and their relationship to other agencies; fairly thorough knowledge of literature in the field of social work; general knowledge of facilities in Georgia used as social resources by a public welfare agency; general knowledge of methods to be used in directing staff; and, general knowledge of current administrative practices, as evidenced by a passing grade in a written test.

3. Ability to work with people, to express ideas clearly and concisely, to exercise judgment in evaluating situations and in making decisions, to plan and direct the work of a small group of office and professional employees, and to stimulate growth in others, as evidenced by an investigation and a passing grade in an oral examination.

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Appendix No. 6

September 24, 42

Area Supervisors

Public Assistance

Glen Leet, Administrator

Public Assistance

CASE REVIEWS

Attached please find a revised case review chart with accompanying instructions which is to be used for review of all assistance programs. Henceforth area case reviews shall be conducted on a quarterly basis and a report of findings shall be incorporated in the Quarterly Report of the area supervisors. The first reporting on the case review shall therefore be due in the quarterly report of October 15th.

As the previous system of case review was thought to be too cumbersome and also to be quite limited in scope, it is hoped that the following procedure will afford opportunity for greater staff participation in an evaluation of the review process with no one person bearing the full burden of the total review. Contrary to the previous plan.

1. Social Workers

Social Workers shall now be responsible for doing the actual review of the selected records and the scheduling of them on the review chart. This will provide opportunity for them to make an objective analysis (1) of their own work on cases known to them (2) of work to be done on cases in their case-load which they themselves may not yet have visited. Through this analysis they (1) shall determine that assistance has or has not been approved, discontinued, or rejected in accordance with the regulations of the department, and (2) shall evaluate the effectiveness of the case work techniques utilized.

2. Case Work Supervisors

Upon completion of the reviews, the records with the charts attached shall be submitted by the worker to the case work supervisor. The findings of the review shall constitute the basis for the next supervisory conference during which the supervisor shall utilize the findings as evaluating and developmental material with the worker so that the review becomes a supervisory tool in which the worker not only participates but initiates action.

When the supervisor has held conferences with all workers, she shall summarize the findings and review her report with the area supervisor. The major emphasis should be placed on (1) outstanding achievements with the

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be supported by a valid receipt or invoice. The second part outlines the procedures for handling discrepancies and errors, including the steps to be taken when a mistake is identified.

The third section details the requirements for the preparation and submission of reports. It specifies the format, content, and deadline for these reports. The fourth section provides information on the review process, including the roles and responsibilities of the relevant departments.

The fifth section discusses the consequences of non-compliance with the established procedures. It outlines the disciplinary actions that may be taken against staff members who fail to adhere to the guidelines. The sixth section provides contact information for the relevant departments and staff members.

The final section contains a concluding statement and a signature line for the responsible authority. It also includes a space for the date and location of the document's issuance.

programs (2) lacks in the programs and (3) outlines of plans contemplated, as a result of the review, for the next quarter both in terms of those for use with the total staff development program and those for use with individual workers.

### 3. Area Supervisors

The Area Supervisor shall then combine reports and in her quarterly report emphasize the findings in term of the area as a whole and outline plans for the utilization of the findings.

### 4. Central Office

The area supervisors' reports shall serve as a guide to central office in determining whether or not the defects and inadequacies are a result of too restrictive policies or ambiguous procedures. Accordingly a review will be made of the administrative processes involved to determine if any of the present policies can be strengthened.

### 5. Time of Review

Area Supervisors shall be responsible for planning with case work supervisors the time at which the case review is to be done. One specific week shall be designated in the quarter for all workers to do the scheduling and all supervisory conferences of that week shall be devoted primarily to a review of the material.

### 6. Selection of Records to be Reviewed

A minimum of two records per worker shall be reviewed. One shall be pulled from the active file, alphabetically arranged, and the other from rejected and discontinued file, also alphabetically arranged. No more than one month's action need be included in the discontinued and rejected file. This will, therefore, keep the accounting process at a minimum for General Public Assistance. (It should not be necessary for General Public Assistance to keep a card file but a list of rejections might be made from the intake book and of discontinuances from the day sheets for one month prior to the date set for the review.) The Area Supervisor shall designate the number of the active case and the number of the rejected and discontinued file which shall be reviewed by each social worker, for example, the twenty-third active case and the seventh case from the rejected and discontinued group. The Area Supervisor for each review period will change the number of the cases to be pulled.

If the supervisors and workers wish to do more than two records per worker, they should be encouraged in this as a better sampling will be secured.

This review process therefore constitutes a critical evaluation of the methods used in determining eligibility and in meeting case work needs. If done thoughtfully and analytically, workers should be able to achieve

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a better perspective and a greater degree of objectivity toward their work in general and thereby formulate a constructive and practical basis for future planning, either in specific case situation or in matter of utilization of resources, organization of content of work, etc.

After the first review has been completed, some time shall be devoted to discussing the process with the Area Supervisor so that the procedure may be amplified by whatever suggestions and recommendations might be forthcoming from the first experiment.

---

Glen Leet  
Administrator

MJH:AB  
cc  
Burt  
Johnson  
Hibbard  
Briggs  
Titus  
Leet--Area File  
Hagan  
Smith  
Central File

THE UNIVERSITY OF CHICAGO  
DEPARTMENT OF CHEMISTRY  
530 SOUTH EAST ASIAN AVENUE  
CHICAGO, ILLINOIS 60607

RECEIVED  
JAN 15 1964

1964

CASE REVIEW CHART

Town or City \_\_\_\_\_ Case No. \_\_\_\_\_ Name and Address \_\_\_\_\_  
 Date Read \_\_\_\_\_ Period Covered: from \_\_\_\_\_ to \_\_\_\_\_ Reviewer \_\_\_\_\_ Category \_\_\_\_\_  
 Case Status: Active \_\_\_\_\_ Inactive \_\_\_\_\_ Closed \_\_\_\_\_ Rejected \_\_\_\_\_

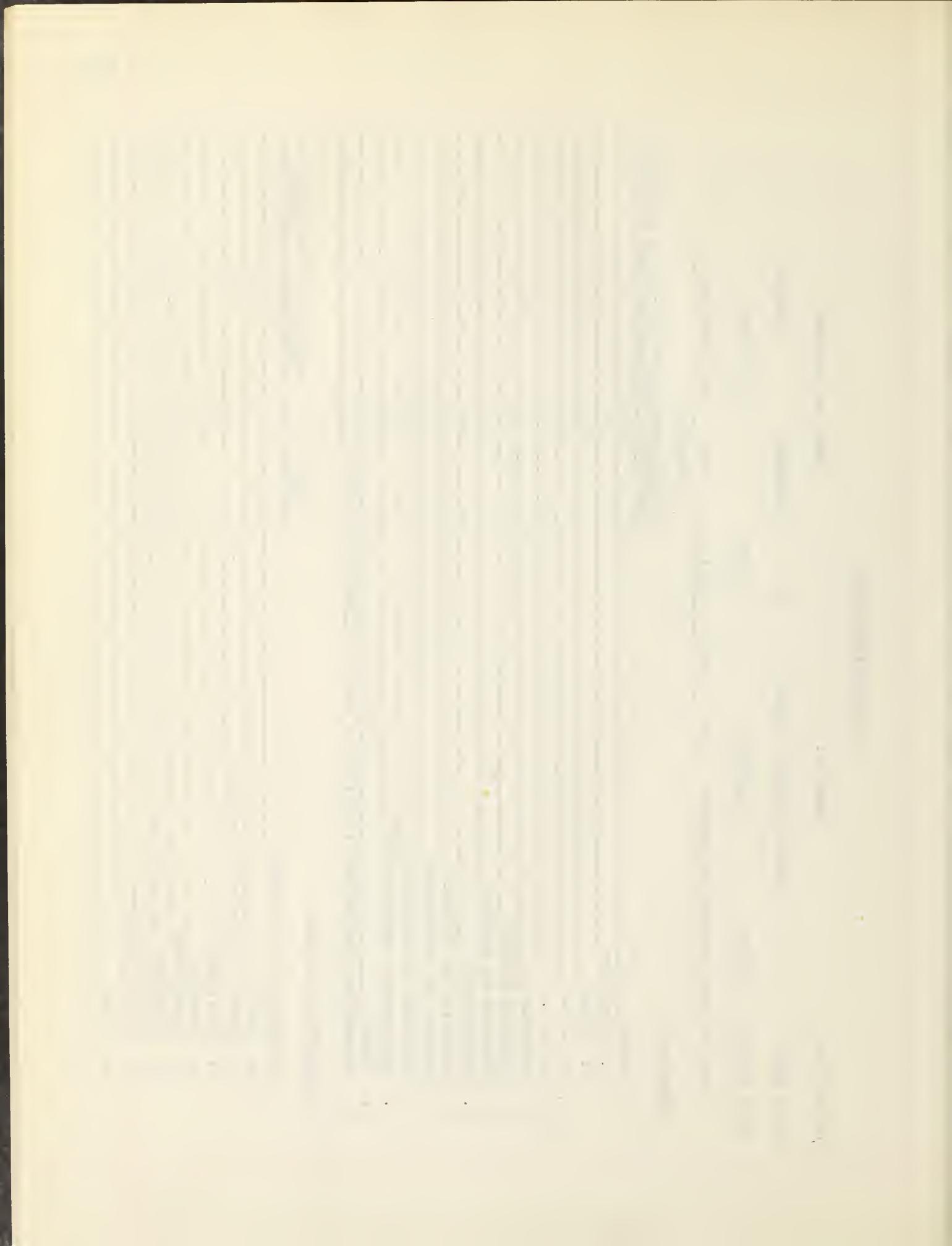
Type of reimbursement requested: cash \_\_\_\_\_ order \_\_\_\_\_ medical \_\_\_\_\_ other \_\_\_\_\_ not pertinent \_\_\_\_\_  
 (check)

I. Resources

	Verified	Not Verified	Not Pertinent
A. Wages			
1. Recipient			
2. Other			
B. U. C. B.			
C. O. A. S. I.			
D. Pensions			
E. Property income			
F. Boarders or lodgers			
G. Other relief			
H. Relatives or friends			
I. Savings or investments			
J. Insurance or annuities			
K. Workmen's compensation			
L. Others			
M. Suggestions for further verification made to director (specify)			

II. Determination of Need

	Full	Deficit	Omitted
A. Requirements considered			
1. Food			
2. Shelter or property expenses			
3. Fuel, light			
4. Clothing			
5. Incidentals			
6. Insurance			
7. Medical			
8. Transportation			
9. Other			



B. Reason for Deficit in, or Omission of Items (specify) \_\_\_\_\_  
 C. Was consideration given to client's statement of need? \_\_\_\_\_

III. Methods of Securing Information Used in Computing Expenses (check)

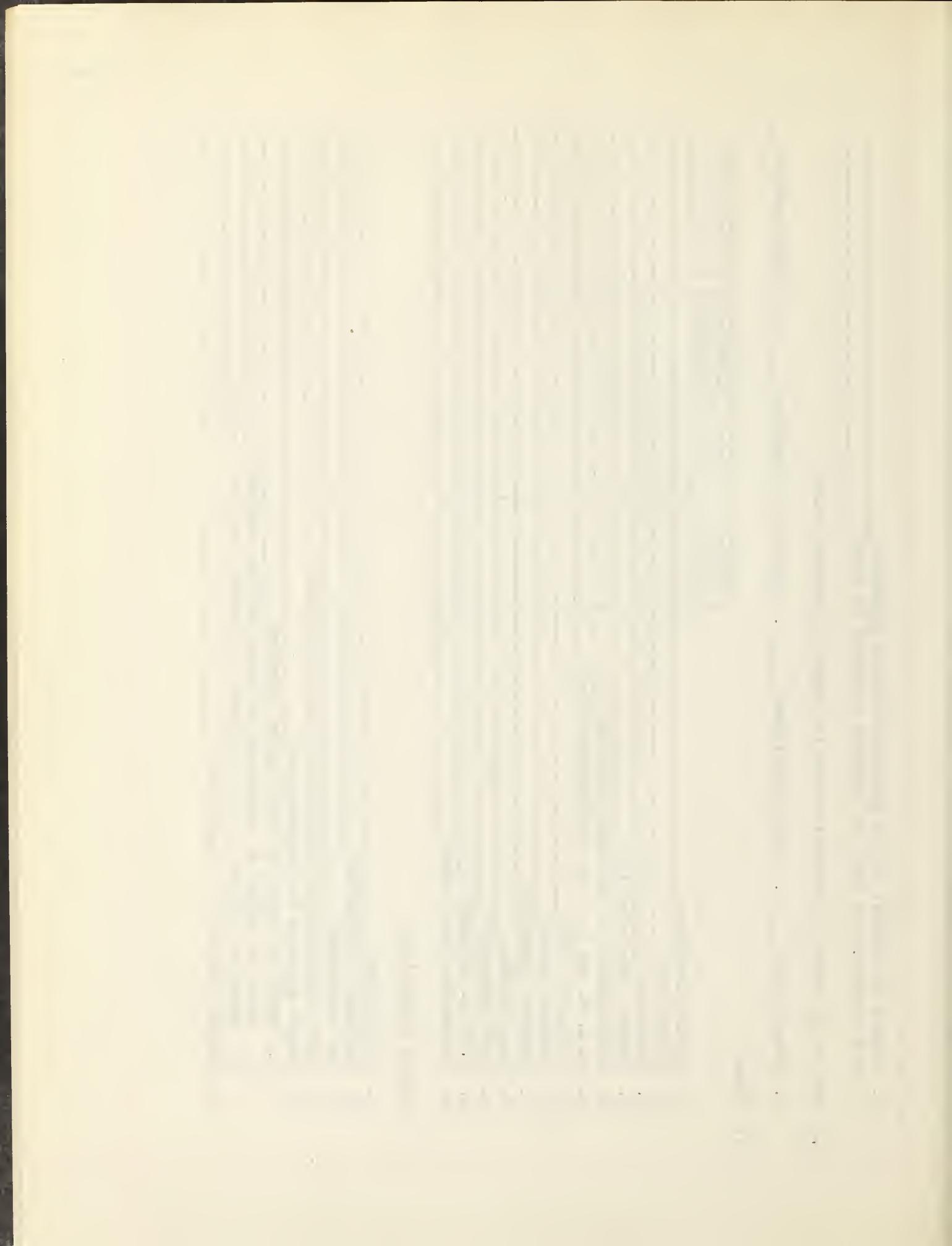
A. Home visits \_\_\_\_\_ B. Office interviews \_\_\_\_\_ C. Collateral interviews \_\_\_\_\_ D. Correspondence \_\_\_\_\_

IV. Forms

	Present	Absent	Incomplete (specify)	Not Pertinent
A. Application blank _____				
B. Budget sheet _____				
C. Face sheet _____				
D. Central index clearing _____				
E. Authorization to determine resources _____				
F. U. C. B. and O. A. S. I. clearance forms _____				
G. Insurance forms _____				
H. Property blanks _____				
I. Relative affidavits _____				
J. Wage reports _____				
K. Bank clearances _____				
L. W. P. A. referrals _____				
M. Documentary proof sheet _____				

V. Relief Eligibility

- A. Established \_\_\_\_\_
- B. Partially established \_\_\_\_\_
- C. Not established \_\_\_\_\_
- D. Case reinvestigated according to plan requirements \_\_\_\_\_
- E. Amount approved for reimbursement \_\_\_\_\_
  - 1. Amount of budget by local agency standards \_\_\_\_\_
  - 2. Amount of budget by Department of Social Welfare standards \_\_\_\_\_
  - 3. Excess or deficit by state standards (difference between 1 and 2) \_\_\_\_\_
- F. Period approved for reimbursement \_\_\_\_\_



Appendix No. 7Sample Staff Letter

May 17, 1944

TO: Staff Members

FROM: Miss Elizabeth M. Smith, Chief Supervisor

SUBJECT: Public Assistance Service Staff Letter No. 2

In this staff letter may we talk with you about our fundamental objective of providing that constructive public assistance service "which is inherent in the prompt and sound determination of eligibility for public assistance service?" We shall need to ask ourselves what makes a determination of eligibility for assistance sound--and why and how a prompt sound determination of eligibility for assistance includes in its very process the giving of constructive public assistance service.

May we not consider that eligibility is soundly determined if those who determine it know that they are responsible for so determining it, why they determine it, and how?

Who are the major participants engaged in the process of determining eligibility? They are the applicant and the social worker. Both have their specific roles. The applicant is the person who is most informed and most conscious of his need, of that very individual kind of a need which is different from that of everyone else. He knows, too, who else in the community has defined his need for him before he even thought about making application for public assistance--and how our function was defined for him. The social worker is responsible for being equipped with knowledge of function as it is defined by the agency, policy, standards, requirements, and limitations, on community resources and how to use them effectively. In this role she interprets and uses information in the manner best suited to the situation and capacity of each individual applicant. The applicant, then, has primary responsibility for determining his eligibility to the extent of his ability; the social worker helps him to do that and, as necessary, completes the process.

Why is eligibility determined? Is it not in order that a need may be brought to expression and be met as effectively as possible through the applicant's own resources and through the use of the agency?

How is eligibility determined? The framework--onto which discussion and a coming revised manual will build--may be considered to be as follows: With roles of applicant and social worker clearly defined for themselves, with knowledge purposefully given and taken, with skills exercised with good judgment, with dynamic listening, the social worker enables the applicant to set forth need which we should now redefine. Our 1941 definition on page 3 of our Standards of Assistance is "the difference between the total costs of a recognized range of the material requirements of a given family and the amount of income received by the family for

Faint, illegible text, possibly bleed-through from the reverse side of the page. The text is arranged in several paragraphs and appears to be a formal document or report.

meeting those costs." In those days, however, we talked about public assistance and service. Now when we think in terms of public assistance service, we might think of need as "the difference between the sum total of the individual's requirements for life and living and the portion of them which are in his possession when he applies for assistance. In addition to the minimum material security, his requirements for life and living include the source of an independent income, happy family relationships which, among other things, make the use of his income satisfying, good health, useful occupation--financially compensated or not--education, play, a satisfying spiritual life, a sense of fulfillment of the purpose of living. The applicant, as we have said, unfolds the panorama of this need, sees it more helpfully for himself.

We have already seen, to some extent, why and how public assistance service is inherent in this determination of eligibility. The applicant is helped to express his own individual need as fully as he wishes. He has been "accepted" by the social worker from the first moment of contact. He has been met by her where he is physically, intellectually, and emotionally. At the same point in time and place service and determination of eligibility have begun.

We might consider now that as the need is being set forth, the applicant is planning, or is receiving service in planning, to meet it in part at least, is learning to know how to ask for what he needs, to take next steps with understanding, to look ahead to more distant goals. When he knows what to request and requests it, will not the service provided be that which he wishes and that which conforms with his pattern of living, not ours? And so throughout the period of contact of social worker and applicant, the diagnostic and treatment service continues--in the relationship itself, by the information offered by the social worker of appropriate community resources for medical care, employment, vocational guidance, recreation, and so forth, by the stimulation, as advisable, on the part of the social worker of a desire for the use of appropriate agencies, by adequate referrals, when necessary, by direct help in such matters as money management, in the selection of the proper range of low-cost, low-point foods, in obtaining a convalescent home or a foster home.

Have we not together been working toward the attainment of this objective by

- (1) gaining a clear understanding of the function of the agency,
- (2) earnestly continuing to grow professionally and to improve our performance accordingly,
- (3) strengthening our intake service and improving interviewing facilities as possible,
- (4) emphasizing realism and developing a realistic approach to the understanding and meeting of the individual's material needs, such as seeing in a request for assistance to pay a

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be supported by a valid receipt or invoice. The text also mentions the need for regular audits to ensure the integrity of the financial data. Furthermore, it highlights the role of the accounting department in providing timely and accurate information to management for decision-making purposes.

In addition, the document outlines the procedures for handling discrepancies and errors. It states that any irregularities should be reported immediately to the relevant authorities. The text also discusses the importance of maintaining confidentiality and security of financial information. It mentions that all data should be stored securely and access should be restricted to authorized personnel only.

The document further details the requirements for the preparation and submission of financial statements. It specifies that all statements must be prepared in accordance with the applicable accounting standards and regulations. It also mentions the need for proper documentation and archiving of all financial records. The text emphasizes the importance of transparency and accountability in financial reporting. It states that the organization should strive for accuracy and reliability in all its financial disclosures.

Finally, the document concludes by reiterating the commitment to high standards of financial management. It expresses the organization's dedication to providing stakeholders with clear and concise financial information. It also mentions the ongoing efforts to improve internal controls and risk management practices. The text ends with a statement of confidence in the organization's financial health and future prospects.

The document is signed by the Chief Financial Officer, who is responsible for the accuracy and completeness of the financial information presented. It also includes the date and location of the signing. The text is written in a formal and professional tone, reflecting the nature of the document as a financial report.

physician, a potential need for change in housing, food, transportation, laundry, and so forth. In response to requests from the staff the standards of assistance have been revised and extended during the past year,

- (5) developing a realistic approach to the consideration of available income, to the understanding, for example, of the parent-child plans for the use of the earnings of the latter,
- (6) emphasizing the individual's right and dignity and the reason for them.

Do we know of any obstacles to our progress toward our objective and if so, what may we do about them? Do we, as we examine our day by day practice, ask ourselves in each word and action if we maintain our role as social worker, usurp that of the applicant, or assume one not appropriate for either? What is the significance of sending relative reports, wage reports, request for bank clearances? What really is our purpose in communicating with a bank, for instance? If the purpose is consistent with the fundamental objective which we are discussing, how may we more clearly set it forth for one another? If the purpose is not now consistent with this objective, shall we discontinue the practice and do we need to take an alternate course of action?

The attainment of our objective will hopefully not be a complete process in itself. We can expect that it will be a continuous process, that it will be like democracy as explained by Don Luigi Sturzo who has said of democracy that "it is rather a continuous process of realizations toward the ideal of the integral respect of human dignity."\*

\*"Totalitarianism and the Dignity of Man"--Chapter in Democracy: Should it Survive? issued by the William J. Kerby Foundation.

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be supported by a valid receipt or invoice, and that these documents should be stored in a secure and accessible location. The text also mentions the need for regular audits to ensure the integrity of the financial data.

The second part of the document outlines the procedures for handling discrepancies. It states that any differences between the recorded amounts and the actual amounts should be investigated immediately. The document provides a step-by-step guide for identifying the source of the error and for correcting it. It also discusses the importance of transparency in reporting such issues to the relevant authorities.

The third part of the document discusses the role of technology in financial management. It highlights the benefits of using accounting software to streamline the recording and reporting process. The text also mentions the importance of ensuring that the software is secure and that the data is backed up regularly. It also discusses the need for ongoing training and support for staff using the software.

The fourth part of the document discusses the importance of compliance with financial regulations. It states that all transactions must be recorded in accordance with the relevant laws and regulations. The document provides a list of the key regulations that apply to financial reporting and discusses the consequences of non-compliance. It also mentions the importance of staying up-to-date on changes in the regulatory environment.

The fifth part of the document discusses the importance of financial reporting. It states that accurate and timely financial reports are essential for the success of any business. The document provides a list of the key financial ratios and metrics that should be tracked and discusses the importance of comparing these metrics to industry benchmarks. It also mentions the importance of providing clear and concise explanations of the results of the reports.

Appendix No. 8

State of Rhode Island and Providence Plantations

DEPARTMENT OF SOCIAL WELFARE  
DIVISION OF PUBLIC ASSISTANCE

"Public Assistance Act of 1944"

Chapter 1505 Public Laws 1944

Approved April 23, 1944

Effective July 1, 1944

### THE HISTORY OF THE UNITED STATES

CHAPTER I  
THE EARLY PERIOD

SECTION I  
THE DISCOVERY OF AMERICA

By Christopher Columbus

1492

## Chapter 1505 Public Laws 1944

Approved April 23, 1944

## RELATING TO PUBLIC ASSISTANCE.

SECTION 1. Purpose. It is the purpose of this act to provide that access to public assistance shall be available to any person in Rhode Island who is in need.

SEC. 2. Eligibility for Public Assistance. Public assistance shall be provided under this act to any needy individual who has not available sufficient income and resources to maintain a reasonable standard of health and well-being.

SEC. 3. Old Age Assistance. Public Assistance provided under the terms of this act to needy individuals who have attained the age of 65 years, and who are not inmates of a public institution at the time of receiving assistance shall be designated as "Old age assistance."

SEC. 4. Aid to the Blind. Public assistance provided to needy individuals who have no vision or whose vision is so defective as to prevent performance of ordinary activities for which eyesight is essential, who are not receiving old age assistance, and who are not inmates of a public institution at the time of receiving assistance shall be designated as "Aid to the Blind."

SEC. 5. Aid to Dependent Children. Public assistance provided with respect to a needy child under the age of 18 who has been deprived of parental support or care by reason of the death, continued absence from the home, or physical or mental incapacity of a parent, and who is living with a relative in a place of residence maintained by one or more of such relatives as his or their own home shall be designated as "Aid to dependent children."

SEC. 6. General Public Assistance. General public assistance shall include all assistance, financed in whole or in part by the state, provided to persons in need in the state, excepting aid provided to persons at any state institution or assistance provided as old age assistance, aid to the blind, aid to dependent children, soldiers' relief or any relief or work relief program financed in full by the federal government. Nothing contained in this act shall prevent the granting of general public assistance to needy persons who are unemployable, and nothing contained in this act shall be construed as preventing the granting of general public assistance as supplementary aid, where needed, to persons receiving other types of assistance. General public assistance may be provided either in the form of work relief or home relief and may include necessary medical care and supplies, hospitalization, and funeral expenses.

THE UNIVERSITY OF CHICAGO  
DEPARTMENT OF CHEMISTRY  
RESEARCH REPORT NO. 1000

Submitted by: [Name]      Date: [Date]

Abstract: [Summary of the report's content]

Introduction: [Background information and objectives]

Experimental: [Description of the methods and procedures used]

Results: [Presentation of the data and findings]

Discussion: [Interpretation of the results and their significance]

References: [List of cited literature]

Appendix: [Additional data or supporting information]

SEC. 7. Amount of Assistance. The amount of assistance which any recipient shall receive shall be determined with due regard to his requirements and the conditions existing in his situation, and to the income and resources available to him from whatever source, and shall be sufficient, when added to the income and resources determined to be available to him, to provide him with a reasonable subsistence compatible with health and well-being.

SEC. 8. Quarters. There shall be in each city or town a public welfare office or offices where persons may make application for any type of public assistance or public welfare service. Suitable quarters for such office shall be provided by cities and towns and for the expense of maintaining such offices the cities and towns shall be reimbursed as a general public assistance expense. In situations where in the judgment of a city or town the amount of work does not justify the establishment of a local office or where for other reasons a city or town does not desire such a local office, the state may, with the approval of the cities or towns concerned, establish an office which may serve 2 or more cities or towns.

SEC. 9. Reporting income. If at any time during the continuance of public assistance the recipient thereof becomes possessed of income or resources in excess of the amount previously reported by him, it shall be his duty to notify the department providing assistance of this fact immediately on the receipt or possession of additional income or resources.

SEC. 10. Confidential Character of Public Assistance Records. All records pertaining to the administration of public assistance are hereby declared to constitute confidential matter. It shall be unlawful for any person to make use of, or cause to be used, any information contained in said records for purposes not directly connected with the administration thereof or the prosecution of the war, except with the consent of the individual concerned. The director of social welfare shall have the power to establish rules and regulations governing the custody, use and preservation of the records, papers, files and communications dealing with the administration of public assistance. Said rules and regulations shall have the same force and effect as law. Said records shall be produced in response to a duces tecum properly issued by any federal or state court; provided, however, that the purpose for which the subpoena is sought is directly connected with the administration of public assistance. No subpoena shall be issued by a court asking either for said records, or for persons having custody or access to said records, unless the litigation involved in such matters is directly connected with the administration of public assistance. Any person who by law is entitled to a list of individuals receiving any of the assistance aforesaid, shall not publish or cause to be published said list except by the express consent of the director of social welfare, or to make use thereof for purposes not directly connected with the administration thereof. Any person violating any of the provisions of this section or the lawful rules and regulations made hereunder, shall be deemed guilty of a misdemeanor, and shall be fined not more than \$200.00 or shall be imprisoned for not more than 6 months, or both.



Nothing in this section shall be deemed to prohibit the director of the department of social welfare, or his agents duly authorized for that purpose, from issuing any statistical material or data or publishing or causing the same to be published whenever he shall deem it to be in the public interest.

SEC. 11. Appeal and Fair Hearing. Any applicant or recipient aggrieved because of a decision or delay in making a decision shall be entitled to an appeal and shall be afforded reasonable notice and opportunity for a fair hearing. Hearings with respect to old age assistance, aid to the blind, and aid to dependent children shall be conducted by the state department of social welfare. Hearings with respect to general public assistance shall be conducted by the local director of public welfare.

SEC. 12. Public assistance not Assignable. Public assistance provided under this act shall not be transferable or assignable, at law or in equity, and none of the money paid or payable under this act shall be subject to execution, levy, attachment, garnishment, or other legal process, or to the operation of any bankruptcy or insolvency law.

SEC. 13. Authorization. Authorization to pay old age assistance, aid to the blind, aid to dependent children shall be made by representatives of the state division of public assistance. Authorizations to pay general public assistance shall be made by the local director of public welfare or his duly authorized representative. Authorizations to reimburse cities and towns for general public assistance expenses shall be made by the state division of public assistance.

SEC. 14. Payments. Payments with respect to old age assistance, aid to the blind, and aid to dependent children shall be made by the state in accordance with such authorizations as provided in section 13 of this act; and the state controller is hereby authorized and directed to draw his orders upon the general treasurer for such payments upon receipt by him of proper vouchers approved by the state division of public assistance; provided, however, that payments shall not be made in this manner until a certificate from the general treasurer, state controller and the state director of finance is filed with the secretary of state certifying that the necessary equipment for performing the duties set forth in this section are available.

SEC. 15. Integrated Program. Cities and towns may by mutual agreement with the state establish an integrated public assistance program. An integrated public assistance program is one in which both state and local public assistance personnel operate functionally as a single integrated staff, and provide service with respect to the entire public assistance program.

Where an integrated program is established, local directors shall still retain the right to make final decisions with respect to grants for general public assistance, and the state shall make the final decision with respect to old age assistance, aid to the blind, and aid to dependent children

THE UNIVERSITY OF CHICAGO  
DEPARTMENT OF CHEMISTRY  
5800 S. UNIVERSITY AVENUE  
CHICAGO, ILLINOIS 60637  
TEL: 773-936-3700

RECEIVED  
DATE: 10/15/1964  
FROM: DR. J. H. GOLDSTEIN  
TO: DR. R. F. SCHNEIDER  
SUBJECT: NMR SPECTRA OF  
POLYMER SOLUTIONS

Enclosed are the NMR spectra of  
the polymer solutions discussed in  
the report. The spectra were  
obtained on a Varian A-60  
NMR spectrometer.

The spectra show the characteristic  
signals of the polymer and  
solvent. The chemical shifts  
are given in the table below.

Signal	Chemical Shift (ppm)
CH <sub>2</sub> (backbone)	1.8
CH <sub>3</sub> (backbone)	0.9
CH <sub>2</sub> (side chain)	2.2
CH <sub>3</sub> (side chain)	1.1
Solvent	7.2

The integration of the spectra  
shows that the polymer is  
present in the solution in a  
concentration of approximately  
10%.

The spectra were obtained at  
room temperature. The  
solvent used was carbon  
tetrachloride.

after consultation with local directors of public welfare. All public assistance records shall be available to representative of the state division of public assistance and to local directors for purposes connected with the administration of public assistance.

SEC. 16. Reimbursement to Cities and Towns. The state shall reimburse cities and towns for not less than 70 per cent of any general public assistance granted under the provisions of this act, and also not less than 70 per cent of the ordinary and necessary administration costs incurred.

SEC. 17. Reimbursement procedure. At least once a month, on or before the 15th day of each month, the treasurer of each city and town shall certify to the state department of social welfare the expenditures incurred by said town or city in accordance with the provisions of this act, and the department of social welfare shall forward a voucher to the state controller for the total amount of approved expenditures made by said town or city during the previous month in accordance with the provisions of this act, and the state controller is hereby authorized and directed to draw his orders upon the general treasurer for the payment of said amounts upon receipt by him of said voucher.

SEC. 18. Standards of Assistance. The state director of social welfare, with the approval of the governor, shall from time to time establish standards with respect to general public assistance; provided, however, that copies of all proposed standards shall be first submitted by the director of social welfare to local directors of public welfare at least 15 days prior to the date of their submission to the governor for his approval. Any city or town, however, may make grants for general public assistance in excess of standards established by the director, but in such event the reimbursements by the state under the terms of this act shall be only up to 70 per cent of the state standard, and the excess shall be paid from local general relief funds. Nothing contained in this act shall be construed to prevent any city or town assisting, out of local general relief funds, any person deemed eligible for assistance by a city or town who is not eligible in accordance with state standards.

SEC. 19. Authority to Receive Federal Funds. The state shall have authority to receive and expend through the department of social welfare any funds which may become available from the federal government for public assistance purposes. Said department of social welfare, with the approval of the governor, shall have authority to meet such federal requirements with respect to the administration of such funds as may be set forth as conditions precedent to receiving such federal funds.

SEC. 20. Penalty. Any person who by any fraudulent device obtains, or attempts to obtain, or aids or abets any person to obtain public assistance to which he is not entitled shall be guilty of a misdemeanor and upon conviction thereof shall be punished by a fine of not more than \$500.00 or by imprisonment for not more than 6 months or both such fine and imprisonment.



SEC. 21. Recipients not paupers. No person receiving assistance under this act shall be deemed a pauper by reason thereof.

SEC. 22. Discrimination Prohibited. In the administration of public assistance there shall be no discrimination based upon racial, religious, political or other considerations.

SEC. 23. Liens, Assignments and Recoveries. Ownership of real property or insurance shall not disqualify a person from receiving old-age assistance, providing that the income from such property, together with any other income available is not sufficient to provide him with a reasonable subsistence compatible with health and well-being. In cases where the total value of real property or insurance, or both, exceeds \$500.00 the department of social welfare shall require a lien or assignment equal to the total amount of old-age assistance granted. Upon the death of a recipient of old-age assistance, the aggregate of all sums paid as old-age assistance shall be and constitute a lien on the estate of a recipient. No lien shall be enforced against real property which is being used as a home by a recipient or his dependent relatives. Expenses of an individual for burial and last illness up to \$500.00 shall be taken into consideration, and the department enforcing any lien or assignment shall exempt such amount, if needed, from recovery. The department of social welfare may discharge a lien or assignment when in its discretion it finds that such action will be for the best interest of a recipient and the state. No charge shall be imposed by the recorder of deeds or other official for the recording of any such notice of lien or discharge.

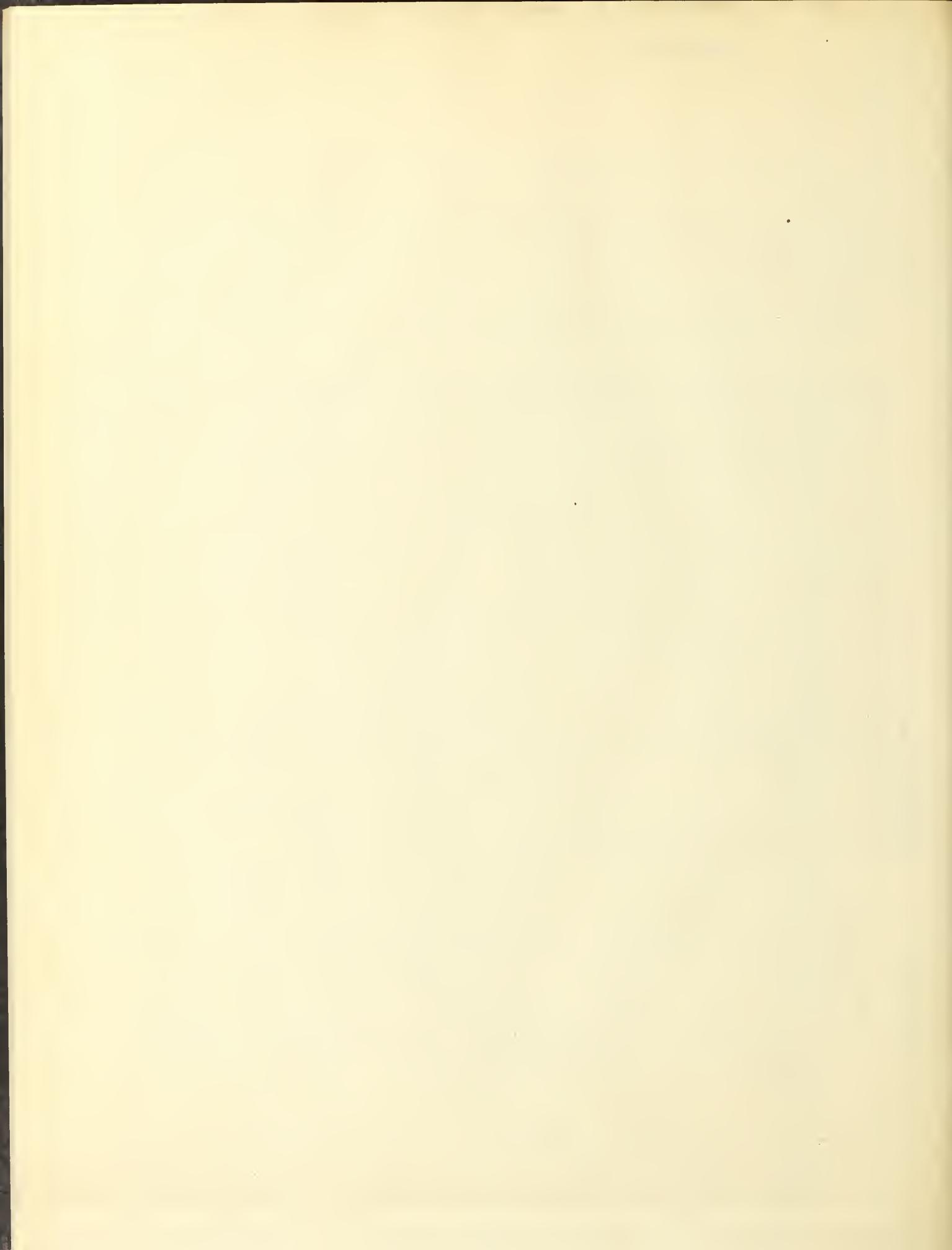
SEC. 24. Repeal. The following are hereby repealed: chapters 56, 58, 59, 60, 68 and 70 of the general laws; chapters 1025, 1027, 1028 and 1029 of the public laws, 1941; articles I and II of chapter 1212 of the public laws, 1942 and chapters 1328, 1329, 1330 and 1355 of the public laws, 1943.

SEC. 25. Title. This act shall be known and may be cited as the "Public assistance act of 1944."

SEC. 26. Effective Date. This act shall take effect on July 1, 1944.







Appendix No. 10Trans. to  
SSB 10/14/42To: Area Supervisors  
Public AssistanceFrom: Glen Leet, Administrator  
Public Assistance.Re: Quarterly Reports.

In order that the Central Office may be kept currently informed of the developments within the areas on an administrative and supervisory level, it is requested that each area supervisor submit a report quarterly on the activities within his or her respective area. It is felt that such a report be seen not as an end in itself, but, rather, as an administrative tool in obtaining program objectives through the development of area operations.

The first reports will be due October 15, 1942, covering the period July 1st through September 30, 1942; subsequent reports will be due January 15, 1943 for the period from October 1st through December 31st, 1942, April 15, 1943 for the period from January 1st through March 31st, 1943 and July 15, 1943 for the period from April 1 through July 31, 1943.

The objectives in asking for quarterly reports are:

1. The recording of significant development within each area during the quarter;
2. The recording of staff development activities and similar activities within the area;
3. The recording of reports regarding any outstanding accomplishment or special work of any staff member.
4. The reporting of pressing problems which should be brought

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to Central Office, with recommendations for their solution.

5. The formalizing of goals toward which the area hopes to move in the succeeding quarter;
6. The providing of valuable source material for establishing greater flexibility in policies and procedures;
7. The providing of material for the Division's Annual Report;
8. The providing of material which will be useful in interpreting the program to the public.

In order to avoid confining the limits of the report and in order to permit a maximum of flexibility, a specific outline for the quarterly report is not being submitted to you. As probably no two areas are struggling under the same pressures at the same time, it seems that a spontaneous and individualized reporting procedure will be of greatest benefit to central office.

The following information would appear to have significance currently; the mechanics of office organization and procedures as they affect the programs; the status of personnel, i.e. staff turnover, lag in replacements, subsequent loss in efficiency of other members as a result; the strengths and weaknesses of new policies and procedures which have become apparent upon effecting them into the operations of the programs; the practices which have been initiated which have developed in staff growth in relation to other staff members, to the client, and to the community; progress and problems in the field of local community organization; evaluation and interpretation of significant caseload trends; needs within the area; unmet needs of applicants and recipients; and as a finale, a statement of next steps.

It would seem practicable to report on the area as a whole with a

[The text on this page is extremely faint and illegible. It appears to be a multi-paragraph document, possibly a letter or a report, but the specific content cannot be discerned.]

breakdown into individual cities and towns only where some specific problem is involved. Each problem presented should be evaluated in terms of the circumstances contributing toward it and the agency's position in relation to it, with a statement of contemplated plan of action or, if the problem has been solved, an evaluation of the operations which effected the solution.

Above all, it should be borne in mind that Central Office hopes to find the quarterly reports a means of receiving objective criticism of its administration so that it may promulgate policies and procedures which will result in the more effective operation of all the various facets of the public assistance programs.

(Signed) Glen Leet

The first part of the report deals with the general situation of the country and the progress of the work during the year. It is followed by a detailed account of the various projects and the results achieved. The report concludes with a summary of the work done and the plans for the future.

The work has been carried out in accordance with the programme of work approved by the Council of the League of Nations. It has been a year of hard work and many achievements have been made. The results of the work are set out in the following pages.

The first part of the report deals with the general situation of the country and the progress of the work during the year. It is followed by a detailed account of the various projects and the results achieved. The report concludes with a summary of the work done and the plans for the future.

Very truly yours,  
 [Signature]

Appendix No. 11

STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS  
STATE DEPARTMENT OF SOCIAL WELFARE  
DIVISION OF PUBLIC ASSISTANCE  
40 Fountain Street  
Providence

January 27, 1944

TO: Local Directors of Public Welfare  
Public Assistance Staff

SUBJECT: Decentralization of Public Assistance Administration

During the past three years the actual administration of Public Assistance in Rhode Island has been progressively decentralized. As evidence of this is the fact that whereas three years ago there were approximately 40 social workers working directly from the Central Office in Providence, as of January 1, 1944, there was only one social worker working part-time in the Central Office. This decentralization has been based upon the belief that the closer the administrative responsibilities can be to the persons directly served, the more effective and efficient is the service.

This decentralization is also based upon the policy that the State should strengthen local departments of public welfare rather than set up duplicating organizations which might tend to weaken local administration.

This objective has been advanced by the policy of establishing unified local public assistance services whenever a plan for unification meets with the approval of the city or town concerned. Under this plan State workers, as well as General Public Assistance workers, are functionally a part of the local department of public welfare, and all of the workers, whether General Public Assistance or State workers, have a responsibility to the local director of public welfare. With respect to General Public Assistance the local director has a direct administrative responsibility. With respect to categorical programs of assistance, this is an advisory relationship, and with respect to service provided to families of individuals served by State Institutions, this is a cooperative relationship.

The final decision as to the amount of General Public Assistance received by an individual shall be made by the local director or his properly authorized representative. The decision with respect to State reimbursement of General Public Assistance shall be made by the Public Assistance supervisor or her properly authorized representative. With



respect to action regarding Old Age Assistance, Aid to the Blind, and Aid to Dependent Children, the local director shall be informed regarding the situation, and consulted with respect to the decision to be made. It is understood by local directors that their relationship is a consultant and advisory one with respect to Old Age Assistance, Aid to the Blind, and Aid to Dependent Children and that the decision must be made by the supervisor or her representative.

Case records relating to any type of public assistance shall be available to the local directors of public welfare. The local directors are aware of the restrictions regarding the use of this information which are imposed by the provisions of Chapter 1029 of the Public Laws of 1941 regarding confidential nature of this information.

It is considered to be a part of the responsibility of the local department of public welfare under the direction of the local director to make continuing studies of the causes of dependency and of other social problems and to participate in community activities and programs looking towards prevention and elimination, as far as is practical, of the causes of these social problems. It is agreed that the community social service facilities represented by the unified local departments of public welfare shall be available to provide social services as requested by the various State Institutions and to other social welfare organizations to the extent that the resources of the local departments permit.

This statement has been prepared in consultation with the committee of local directors of public welfare and was approved on February 11, 1944 by the Association of Local Directors of Public Welfare. It has been approved by the State Director of Social Welfare on February 17, 1944 and represents a cooperative policy of the State Department of Social Welfare and the local directors of public welfare of Rhode Island.

(Signed)

Will E. Wilcox, President  
R.I. Association of  
Local Directors of Public Welfare

(Signed)

Glen Leet  
State Administrator of  
Public Assistance

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that proper record-keeping is essential for the success of any business and for the protection of the interests of all parties involved. The text also mentions the need for regular audits and the importance of having a clear system in place for handling financial data.

In addition, the document highlights the role of the accounting department in providing valuable insights into the company's financial performance. It notes that by analyzing the data, management can identify areas of strength and weakness, and make informed decisions about the future of the business. The text also touches upon the importance of transparency and communication in financial reporting.

The second part of the document focuses on the specific responsibilities of the accounting staff. It outlines the various tasks that must be performed on a daily basis, such as recording transactions, reconciling accounts, and preparing financial statements. It also discusses the importance of staying up-to-date on changes in accounting standards and regulations. The text emphasizes that the accounting department is a key component of the organization's infrastructure and must operate with the highest level of integrity and accuracy.

Finally, the document concludes by reiterating the importance of a strong accounting function. It states that a well-managed accounting department is not only a source of financial information but also a strategic asset that can help the company achieve its long-term goals. The text encourages management to invest in the accounting department and to ensure that it has the resources and support it needs to succeed.

Appendix No. 12SCHEDULE

Personal Background On Job  
 Work Experience  
 Educational Background

Schedule of Week's Time

1. Define purpose of Area Supervision.
2. What do you consider the scope?
3. Outline Administrative aspects--such as statistics, controls, etc.
4. Outline the Supervisory aspect.
5. Function

What in the operation of the job do you consider your outstanding function (from list in Plan) to which the greatest amount of your time is allocated? And the reasons (may be specific needs of Area or setup)

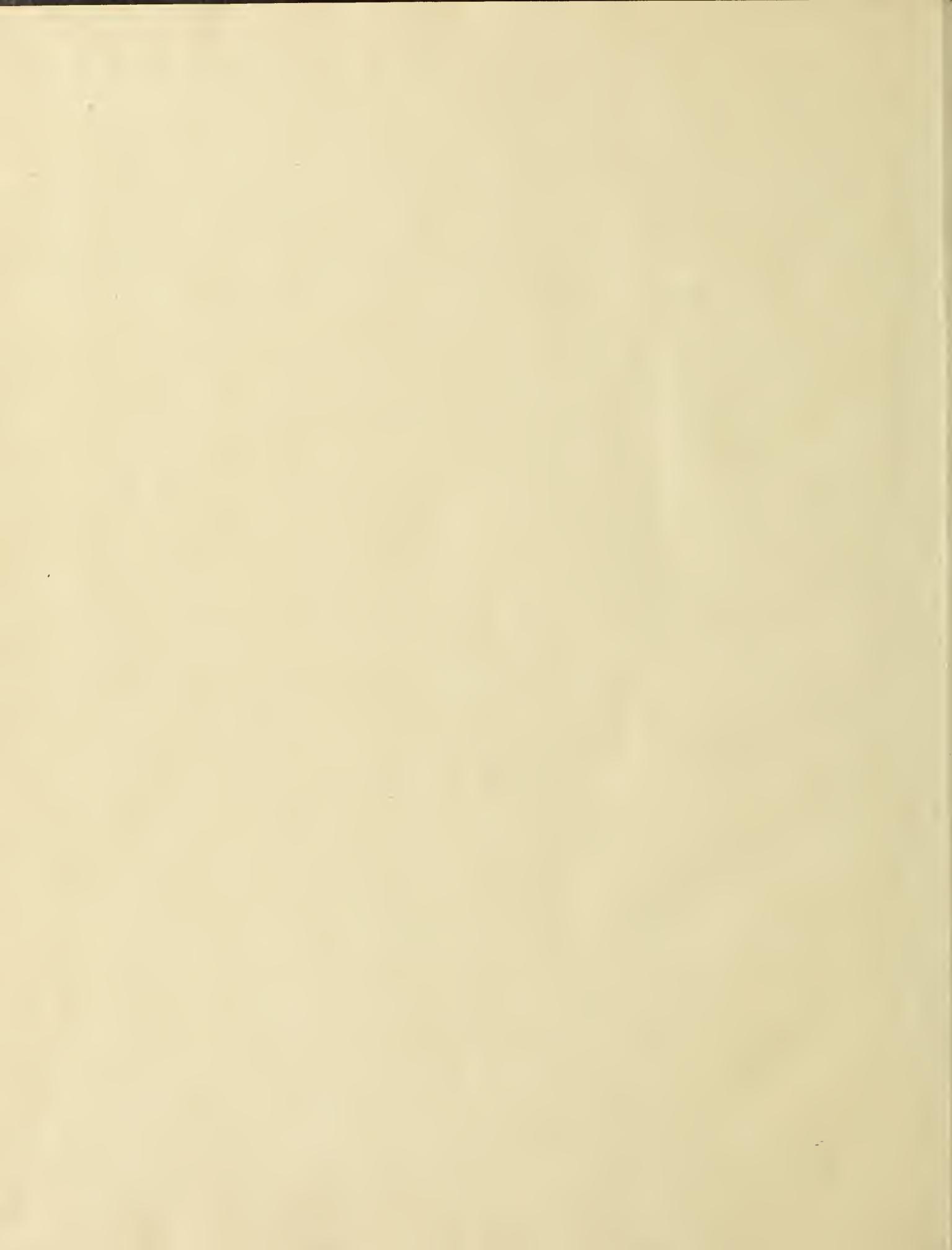
6. Do you consider this the most advantageous operation of the job? Why or why not?
7. Please re-number the typed list of functions--in the order of the relative importance.
8. Were there any special emphases put on the job by the administrator?
9. What constitute your own special interest in job content?
10. What special values do you believe this field job has in total Administrative situation?
11. What plan of Public Relations do you work out?
12. Your special recommendations for bettering performance of Area Supervisor--or any conclusions you may have reached differing from presently defined functions or operation.

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