

supervisor, teen-adult, and adult interaction forms are more likely to possess structured reward systems, and thus that increased employability as a result of work experience will be greater for enrollees within such forms than within teen or team forms. Teen forms where the interaction is almost entirely among adolescents seem to us most unlikely to possess such structured reward patterns, especially when, as is often the case, they are composed of out-of-school youngsters many of whom lack any work norm socialization, and who are in many cases otherwise seriously disturbed. In such cases it seems highly likely that inappropriate rather than appropriate behavior will be rewarded. In the team form while appropriate behavior may be rewarded, the reward system may be highly idiosyncratic. Furthermore in such forms the highly intricate division of labor and authority present in most work situations today is not likely to be present, and thus the enrollee has no conditioning into the work system which he is most likely to confront as a working adult. While we believe many other factors are involved, including factors in the enrollee's own background, factors in the enrollee work role, and in the supervisory role, it would appear that work crew ideas dating from the thirties should be discarded in favor of work experience in adult work groups where reward systems leading to adult work behavior are present.

Mr. HOWARD. I might point out one more thing, if I may. We are using observational analysts, which I think is an interesting technique. The technique is to retain a professional—usually from a university or college—and put him on as a part-time or temporary employee. We will place him in the location of the project, with complete access to the records, to data, to enrollees, and so forth. Thus, we will have a direct professional analysis report come in to us as an outside, fresh professional look.

One example of this is that a sociologist, or an anthropologist, will take up residence on the Navajo Reservation and analyze our massive program there in terms of its usefulness, its impact, and what it needs to be more effective.

We have these analysts going on a number of projects in Atlanta, Los Angeles, and Minnesota.

Mr. QUIE. Do you have interim reports on some of these studies which you have indicated will not be completed until next year? If so, are any available to us so that we will be able to make a judgment of the program?

Mr. HOWARD. We expect an interim report from our new inschool study in October. Any others we have and this one we will be glad to make available to the committee.

Mr. QUIE. If you will do that, we will appreciate it.

I understand on the Nelson program that you have one completed which was an outside contracted one. Isn't that right? Isn't there an outside contract completed on the Nelson program?

Mr. HOWARD. It might have been done by OEO prior to the deligation. To my knowledge we have not received it. We have contracted under our new delegated authority for an outside evaluation of a Nelson program, but we have not received anything.

Mr. QUIE. Will you check with OEO and see if there is one available?

Lastly, have you done a study of the title V programs which have been operated by the Welfare Department now. Under the amendment last year you were given jurisdiction for the section of manpower development and training.

I am under the impression that the title V program in St. Paul is an excellent one, with a good training component in it.