

ferred to private and church-affiliated agencies. In some cases staff members have had to donate personal funds to clients who were without food and shelter. Center personnel maintain that the availability as well as the quality of services is important to the client in need of help, and this philosophy is an important aspect of Center operations.

3. *Organizational Arrangements*

CAA Policy Advisory Committee

This central policy-making body is informally known as the "Mayor's Committee;" it is an outgrowth of the original Mayor's Committee which founded the poverty program in the city. At the present time, 23 persons appointed by the Mayor serve on the Committee, and, to represent the poor, there are four citizens from each of four target areas.

Area Advisory Committee

The function of this committee is to involve the poor in policy-making for the neighborhood service center and subcenters in the locale. It is the duty of this group to work with the Center Director to determine area needs and propose programs to meet those needs. However, most Center policies and programs are actually formulated by the CAA Policy Committee and it does not appear that the Area Committee has been instrumental in creation of policy as yet. The Center and Sub-Center under study in this city are served by the same Area Advisory Committee. Delegates from block clubs, social organizations, and public welfare agencies make up the membership of the committee which at the present time numbers 43.

Organization of the Center

The large Center under study has a staff of almost 100 who are employed in one of six units: Social Services, Community Services, Education and Information Services, the Job-Referral Unit, Administration Unit, or the Sub-Centers Unit.

All positions at the Center are filled from a list of applicants who have passed city civil service examinations. Though there are many professionals on the CAA and Center staffs, the majority of employees throughout the program are residents of poverty areas. Community Aide, Counselor Aide, and clerical positions have been designed to be filled by these resident workers, and a battery of civil service tests has been specially devised to qualify people for these jobs.

A division of the CAA, the Civil Service Department of the city, and a nearby university cooperate to provide a comprehensive training program for personnel of every echelon. Training for poor employees begins at the Center where classes are conducted in the methods of taking civil service exams and applying for jobs. The rationale behind this part of the training program is twofold: (1) Many members of the poverty group have a fear of taking tests for any type of job. They are unable to comprehend and follow directions, and they do not understand the concept of working under the pressure of a timed test; and (2) Many of these people are not aware of the manner in which they should conduct themselves in an interview with a prospective employer.

Following this part of the training, the poor who are hired undergo another type of training that will apprise them of policies, programs, available agency assistance, and how to deal with situations they are likely to encounter on the job. They are taught the fundamentals of interviewing techniques and of group organization. The "role-playing" method is utilized to a great extent in this part of the training, and training officers have found the method to be extremely effective. After participating in "role-playing" the new employee feels more secure about the nature of his duties and various methods of dealing with clients.

Executive staff members undergo orientation periods of from 12 to 20 weeks; the courses deal with management and supervision techniques as well as OEO policies and programs.

4. *Control of the Center*

Control of all centers in the city may be traced directly back to the city government which founded the CAA policymaking board and the centers. City officials continue to participate actively in the poverty program, both as members of the Policy Advisory Committee and as employees of the CAA. Hiring, policy-making, and most of the program creation occur at the top level (the CAA Policy Board and CAA Staff) which in turn hands down directives to be followed by Center personnel. The Center is not autonomous and isolated from the overall scheme: