

ECONOMIC OPPORTUNITY ACT AMENDMENTS OF 1967 4119

programs for the city. It is a group of 24 people, most of whom are representative of the civic, government, and school leaders. Seven of the 24 members are representatives of target areas.

CAA Staff

The Board of Directors has hired a sizeable staff to plan, supervise, and direct OEO programs throughout the city. Under and executive director and his retinue of special, legal, public relations, and other assistants, are directors of seven departments. One of the departments is concerned with Manpower programs and this department initially directed the Placement Program with which our research has been concerned. This program is now operated by a delegate agency.

A *Settlement House Federation* is the delegate agency concerned with this particular placement program. The Federation supervises a *Coordinating Staff* which controls operations of 13 Centers and their respective programs throughout the city.

Area Boards

An area board comprised of neighborhood residents has been formed in each of 13 poverty areas. In theory, the boards are to function to assist the Center Directors in hiring and placement, and to develop additional programs to meet the neighborhood needs.

Program Coordinating Board

At the time of our research, plans were being made for the election of a city-wide board to preside over activities of the city's 13 Centers. The group is to be comprised exclusively of poverty area residents, and the membership is to include representatives from each of the 13 neighborhood boards.

Administration of the Centers

A Director, Assistant Director, and five or six aides make up the staff at the Neighborhood Centers. In addition, Center II employs a Job Placement Aide who makes referrals to the State Employment Service and occasionally makes the job placements on his own. All Center personnel are target area residents. Center Directors are hired by the Center Coordinating Director; all other staff members are hired by Center Directors.

At the Center which shall be designated as Center I, conflicts between the Coordinating Level and various Center Directors had resulted in a high turnover of personnel. The Center had had three directors in a little more than a year and at the time of this project the staff was headed by a Negro woman with a grade school education who had been in her job about three weeks. The woman appeared to have a great deal of difficulty in expressing herself by written communication, lacking the ability to spell and put together even a simple sentence. Thus, there was a very notable lack of written policy, staff directive, and formal record keeping at the Center. The Director's administrative capabilities appeared to be equally lacking according to comments from various neighborhood residents and Center staff members. It seems that the Director was in the habit of issuing verbal, contradictory orders to her staff, and thereby confusion reigned.

The Director gives lip service to the fact that each employee should use his own initiative and develop his own leadership qualities; in practice, decisions on the part of employees are not allowed and even routine matters must be approved or acted upon by the Director. The Director also exhibits an overwhelming lack of trust in her staff—even to the extent of giving away the emergency stock of canned goods so that it would not be stolen by staff members.

Agency personnel and neighborhood residents pointed to a lack of competence of the staff in carrying out assigned duties. Their comments focused around a lack of supervision of Center staff members and aides whom they had often seen "riding in cars instead of knocking on doors."

At Center II, the Assistant Director appeared to take over a number of the Director's administrative and supervisory duties, assigning work to aides and providing general assistance to the Director. The Center Director had been in his position since the inception of the Center; he exhibited more confidence in his own abilities and those of his staff than did the director of Center I. A Job Placement Aide was on the staff to make referrals to the State Employment Service, or in some cases, make the actual placement. About five of the many aides present at the Center were permanent employees there, spending most of their time in the field.