

*Staff Training*

The lack of sufficient training for new staff members was a complaint voiced universally by our respondents. The Center Coordinating Supervisors offer a meager amount of initial training through a two-week school where new aides are apprised of poverty program operations throughout the city. They are then sent out to work in an outside agency or in a Center. Center II attempts to supplement this training by holding weekly conferences and providing on-the-job training in interviewing, procedures for filling out forms, etc. No such training is held at Center I. Both Centers conduct weekly "feed back" sessions where aides assigned to the outside agencies come back in to the Center to exchange views on the needs of the community, how the needs are being met by the agencies, and how gaps between the needs and agency services might be filled by new programs. At Center I the "feed back" sessions were not so successful; Center supervisors were unable to elicit information and draw out the aides. Aides appeared to be uninterested and displayed a lack of attention and lack of interest in agenda items.

*4. Control of the Centers*

Day to day control of Center operations appears to be left to the Center Directors, with a powerful Director of the Coordinating Staff holding the power of hiring and firing Center Directors and the CAA theoretically holding the "trump card" in regard to budget.

At Center I, the Director rules her own small domain with jealous authority; she does not trust the ability of her employees and refuses to delegate routine tasks to them. This Director spends a good deal of her time in the "field" doing contact work and providing services—functions usually fulfilled by staff members in other centers. At the same time, administrative duties at Center I appear to be sorely in need of attention.

Control of Center II also appears to rest with the Center Director to a large extent. Generally, this Center is fairly autonomous; and there are few explicit policies about the operation sent down from the CAA, the Settlement Federation, or the Coordinating Level. The director feels that he has been given a great deal of freedom and he fancies himself somewhat of a non-conformist who must take action on his own initiative, using the resources at his disposal at the moment. This Director makes every attempt to keep the control of the Center within the Center staff: neighborhood board members who are on the "hiring panel" were the ones who claimed to be cronies of the Director. We were told by the Director that "Other board members who had wanted to take over had been set straight and he didn't expect any more trouble with them."

*5. Relationships With Other Organizations*

Most of the relationships between these Centers and other service organizations in the community revolve around the aide placement program. At the time of this research project, relationships seemed to be typified by an attitude of tolerance on the part of the agencies, complacency on the part of Center Staffs, and complete delight on the part of the aides involved. The agencies exhibited a willingness to cooperate in the program, but found it difficult to direct an employee who was "called away often and at the drop of a hat" to attend meetings and participate in other activities over which the agencies had no control. Others expressed dissatisfaction with the performance of aides who had been assigned to them. Center personnel reported that outwardly their relationships with agencies were cordial, but they maintained reservations about the effectiveness of agency services. They expressed the desire to see changes in the client relationships of the agencies and seemed to resent the fact that agency personnel were somewhat patronizing in their attitudes toward clients. The aides were exuberant in their comments about the placement program and the vast amount of good they were doing to "help the poor."

A few agencies, vainly attempting to become participants in the aide program, mentioned the negative attitude of the Center Directors. They reported that all efforts to get information from these Directors had been met with silence.

Between the police department and one of the centers, relationships were rather "shaky" due to Center instigated efforts to organize against the police department, to protest police brutality, and to maintain a registry of alleged cruelty to residents.

Both Center I and Center II make service referrals to outside agencies and report cooperation with regard to this part of their program. Center II appeared