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EFFECTS OF REORGANIZATION ON THE CLIENTELE OF THE
DIVISION OF FAMILY SERVICES
IN NORTHERN UTAH

by

Byron R. Burnham

A thesis submitted in partial fulfillment
of the requirements for the degree

of

MASTER OF SCIENCE

in

Political Science

Approved:

UTAH STATE UNIVERSITY
Logan, Utah

1971

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Byron Robert Burnham

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ABSTRACT

EFFECTS OF REORGANIZATION ON THE CLIENTELE OF THE
DIVISION OF FAMILY SERVICES
IN NORTHERN UTAH

by

Byron R. Burnham, Master of Science

Utah State University, 1971

Major Professor: William L. Furlong
Department: Political Science

The Division of Family Services in the State of Utah has undergone an organizational change. State aid to needy families is now administered on a regional level, rather than a county level.

It was hypothesized that this reorganization would have little affect on the clients' attitude toward state services. They would be aware of the change but would be neutral in attitude about the change.

Survey research was used to obtain data for this study. A change scale was developed and a score computed. After reviewing the data the hypothesis was rejected. Clients did have a positive view about regionalization or organizational change.

(65 pages)

INTRODUCTION

During the past few years the concept of regionalization has been moving more and more into the field of Public Administration. Regionalization has and is being tried on all levels of government. On the international level the Organization of American States and the Common Market are two examples of regionalization. The federal government of the United States had regionalized many of its departments and bureaus. Among these are the National Forest Service and the Civil Service Commission.

On the state level regions are also being formed. The Four Corners Area of Utah, Colorado, Arizona and New Mexico is also presently experiencing regionalization. In Utah one such example and the subject of this paper is the Department of Social Services, Division of Family Services. Recently (1969-1970) the Division changed its administrative structure. Formerly state aid including financial aid and case work was administered on the county level. Since the new structure has been implemented, counties have been combined into regions. Financial aid and case work are now administered out of a central office for a number of counties.

This study was completed in Region I. This Region consists of five counties in northern Utah: Morgan, Weber,

Cache, Rich, and Box Elder.* The central offices for the Region are located in Ogden. There are eight such regions in the State.

Criticism by some of the Division employees has been leveled at regionalization. Their fears are based on concern for the clientele of the Division of Family Services. The new administrative structure may well be more efficient, but what of the clientele? Are they suffering because of governmental efficiency?

This paper will deal basically with this question, how does regionalization affect the clientele of the Division of Family Services?

One of the arguments for regionalization is that it brings efficiency to an organization. Further, it is held that clientele needs will be met at the same level or an increased level of efficiency as under a more decentralized system.

Clientele needs and perception are the main concerns of this paper. Their evaluation of efficiency (the dispersion of goods or services to satisfy the greatest number of needs) and hence regionalization (administration of welfare on a multi-county basis) are the two key factors to this study.

* Since the date of this study, Cache, Rich and Box Elder Counties have been extracted from Region I and now constitute Region IX.

CHAPTER I
CONCEPTUAL FRAMEWORK

The Problem

The State of Utah has recently reorganized its Department of Social Services, Division of Family Services. Heretofore State Services had been administered on a county level. The state is now divided into eight regions instead of 29 counties, thus aid and services are conducted out of regional offices instead of county offices.

On October 14, 1969, the Department of Social Services sent out a letter requesting that various universities in Utah locate some students who would like to study the Department. The field of study was left entirely open to the student. Certainly for a student of Public Administration, this opportunity could not be ignored.

The Department cooperated to its fullest in carrying out the proposed study. The officials of the Department seemed to be desirous of finding out all they could about the problems associated with the Department. By so doing, bias, which is a major problem in any evaluation, would be eliminated to a large degree. The student was given every needed assistance and left on his own.

To a large degree, government often becomes caught up in its own value system. In a democracy, that value system

is imposed by the majority of the people. The question then becomes what type of people? In this country the majority is the middle class. These are the voters, the members of Congress, and the bureaucrats who make decisions that affect the lives of most of the people. Even the administrative decisions of the bureaucracy that affect the general citizenry are considered to be made by a representative body. Because of the middle classness of the bureaucracy, some authors think the bureaucracy is representative in its rule-making functions.¹

This, in effect, is saying that the middle class bureaucracy is making decisions for the other sectors of society, in this case, the poor. The middle class politicians set and promote programs for the poor, deciding for them what is "good" or what is needed. The programs are then evaluated in the offices of middle class bureaucrats. Often the programs are judged in terms of goods and services provided or supplied. Efficiency in delivering goods and services is often the criteria for evaluation.

When a change is made in an organization, those who are most vocal are usually the members of the middle class as it is more difficult to obtain responses from those of lower social status. In a setting that the Department of Family Services finds itself, an evaluation of change would be

¹A. Lee Fritschler, Smoking and Politics, Policymaking and the Federal Bureaucracy, (New York: Appleton-Century-Crofts, Meredith Corporation, 1969), p. 54.

difficult to obtain from the recipients of public welfare. Hopefully, this can be accomplished by an individual who is not an employee of the Division, and by asking a client for his evaluation of the Department.

The Purpose

The purpose of this study is to determine the effect of reorganization upon the clientele of the Division of Family Services of the State of Utah. It will also try to determine the way the clientele view (positively or negatively) and the change that has taken place.

This presents a two-fold problem. First, the adequacy of the delivery of services in the Division of Family Services has to be determined. By adequacy of delivery we mean, "are the clients of the Division getting what they need when they need it?" The second problem is finding out how the clients perceive the impact of regionalization. Do they view it with feelings of hostility due to the perception that something has been taken away? Or do they think it is an improvement in the dispersion of services? Or are they opinionless?

Regionalization has had a very direct affect upon the clients. Administration of the program has been taken from the county level and is currently administered on a multi-county level.

At the same time regionalization was introduced, another change took place in the state welfare program. The case worker became responsible for social services only. A new position was created to take charge of monetary aid. The new eligibility worker received the job of financial aid administration. The client now must request the services he desires. This has reduced the number of visits by the case worker.

The change to regionalization and the new division of labor between the social worker and eligibility worker occurred simultaneously but independently. For the purpose of this study they will be considered as the same problem and be referred to as regionalization.

The term "case worker" used herein describes the social worker. The eligibility worker will not be considered. The findings about the eligibility worker were not significant.

Some social workers have expressed concern about the regionalization of services throughout the state. They feel that this reorganization removed the case worker from close contact with the clients. The social workers feel that they should be in closer contact and supervise the clients' activities.²

²Donald L. Babinchak, "An Employee Attitude Survey of Region One, Division of Family Services, in the Utah State Department of Social Services," unpublished M.A. thesis, Utah State University Library, Logan, Utah, 1970.

Hypotheses

Hypothesis I

Although the recipients of welfare may not be aware of regionalization by name, they are aware of a change in the State Program. It is hypothesized that this change is viewed as neither functional nor dysfunctional. The clients, as a whole, except those at the extremes of the socio-economic continuum, will not have an opinion about regionalization.

Hypothesis II

Those clients that do express an opinion about regionalization will be on the extremes of a socio-economic continuum.

Hypothesis III

Clients on the lower end of the continuum will be more critical of regionalization. The reverse will be true for those clients on the higher end of the continuum.

Fifteen independent variables were used with the hope of finding some relationship and correlations to a client's response.³ Of these fifteen variables it is supposed that sex, education, age and occupation are the more important and will affect more responses than do remaining variables.

³The fifteen independent variables are: Family size, age, health, education, sex, previous occupation, religion, political affiliation, time at residence, car, income, TV, telephone, race.

CHAPTER II
SURVEY OF THE LITERATURE

There has been little written of the client in an organizational context. This, however, is changing. Some authors writing in the area are calling for more research to be done in this area. Fremont J. Lyden writing in the Public Administration Review says, "The clientele role in organizational behavior has received surprisingly little analytical consideration."⁴ After searching for this type of material, the truth of Mr. Lyden's statement is evident.

The Compliance Model

Amitiai Etzioni builds a model of complex organizations upon the concept of compliance. He feels that this is the basis for comparison of all organizations since "compliance relations are the control element of organization structure."⁵

Compliance is defined as "a relation in which an actor behaves in accordance with a directive supported by another actor's power, and to the orientation of the subordinated actor to the power applied."⁶

⁴Fremont J. Lyden, "The Organizational Client," Public Administration Review, 27 (January, 1967), 62.

⁵Amitiai Etzioni, A Comparative Analysis of Complex Organizations, (New York: The Free Press of Glencoe, Inc., 1961), p. 21.

⁶Ibid., p. 3.

Etzioni has brought up two items that are the heart of his compliance model. Power and the orientation of the subordinate are keys to his classification of organizations.

He lists three types of power: coercive, remunerative and normative. These are used in conjunction with the three types of involvement he lists. These are: alienative, moral and calculative. He states that the right kind of power has to be used with the right kind of involvement. For example: Coercive power would not be used with a moral involvement. It is said to be incongruent if this is the case. His hypothesis is that the compliance structure will always seek congruity.

He presents a typology of compliance relations in a table form as given below.⁷

TABLE 1

Kinds of Power	Kinds of Involvement		
	Alienative	Calculative	Moral
Coercive	1	2	3
Remunerative	4	5	6
Normative	7	8	9

Types 1, 5, and 9 are congruent. Here the kinds of power are used with the appropriate kinds of involvement.

Etzioni then sets or draws his organizational boundaries. That is, he defines who shall be "inside" the organization and who will be "outside" the organization.

⁷Ibid., p. 14.

We follow a narrower definition and see as participants all actors who are high on at least one of the three dimensions of participation, involvement, subordination, and performance. Thus students, inmates, soldiers, workers, and many others are included. Customers and clients, on the other hand, who score low on all three criteria, are considered 'outsiders.'⁸

Etzioni then makes a statement that helps place the welfare recipient in a better perspective according to his model.

We treat organizations as collectivities of which the lower participants are an important segment. To exclude them from the analysis would be like studying colonial structure without the natives, stratification without the lower classes or a political regime without the citizens or voters.⁹

The welfare client is a lower participant. The kind of power that the welfare departments have over him is remunerative. The type of involvement seems not to be solely calculative as it should be in order to achieve a congruent model. The client's involvement would be an alienative type. Most welfare clients are not calculative in their involvement.¹⁰ The various welfare organizations seem to be incongruent structures when clients are included in the organization.

Etzioni's model is not applicable in this study because of its narrow definition of participants.

⁸Ibid., p. 21.

⁹Ibid.

¹⁰Etzioni's model is not applicable in this case because of the inclusion of the client. If, however, we followed his definitions and limited membership to only the case worker and on up, the organization would be a professional one with calculative involvement and remunerative power used. Perhaps some normative involvement would exist.

Talcott Parsons, in discussing fluid resources of an organization, briefly mentions the client. "But particularly in the case of professional services there is another very important pattern, where the recipient of the service becomes an operative member of the service-providing organization."¹¹ Parsons mentions this aspect of organization structure only in passing. He does not elaborate or expand his idea.

A Source of Conflict

Robert K. Merton deals with the client as a source of conflict for the organization. The client becomes hostile or frustrated when a bureaucrat treats him as "just another case." Merton thinks this is due to the anxiousness a client feels when dealing with government. Another problem comes from the structure of government. The structure of a service providing organization may cause a bureaucrat to seem domineering. The role of the client to Merton then is one of a source of conflict.¹²

¹¹Talcott Parsons, "Sociological Approach to the Theory of Organizations," in Complex Organizations: A Sociological Reader, ed. by A. Etzioni (New York: Holt, Rinehart & Wilson, Inc., 1961), pp. 39-40.

¹²Robert K. Merton, ed., et al., Reader in Bureaucracy (Glenco, Ill.: Free Press, 1952), pp. 368-370.

Communication and Client Dependency

S. N. Eisenstadt has done some research and drawn some hypotheses that touch upon the client and organizations more directly than has the literature reviewed to this point. Eisenstadt deals with communication and client dependency.

At this stage we may propose the following preliminary hypothesis about the influence that type of dependence of the bureaucracy on its clients has on some of its patterns of activity. First, the greater its dependence on its clientele in terms of their being able to go to a competing agency, the more it will have to develop techniques of communication and additional services to retain its clientele and more it will be influenced by different types of demands by the clientele for services in spheres that are not directly relevant to its main goals. Second, insofar as its dependence on its clients is due to the fact that its criteria of successful organizational performance are based on the members or clients (as is often the case in semi-political movements, educational organizations, and so forth), it will have to take an interest in numerous spheres of its clients' activities and either establish its control over them or be subjected to their influence and direction. Finally, the greater its direct dependence on different participants in the political arena, and the smaller the basic economic facilities and political assurances given by the holder of political power--as is the case in some public organizations in the United States and to some extent also in different organizations in Israel--the greater will be its tendency to succumb to the demand of different political and economic pressure groups and to develop its activities and distort its own rules accordingly.¹³

According to Eisenstadt, welfare organizations have in the past not worried about lines of communication, performance, and independent activities. The recent move to

¹³S. N. Eisenstadt, "Bureaucracy, Bureaucratization, and Debureaucratization," in A Comparative Analysis of Complex Organizations, ed. by Anitai Etzioni (New York: The Free Press of Glencoe, Inc., 1961), p. 21.

regionalization affects only one of the three areas mentioned by Eisenstadt. Performance has been the major concern here. Lines of communication have not been affected. The Division of Family Services is still dependent upon the holder of political power (the governor of legislature).

Prime Benefits

Blau and Scott have, perhaps, come the closest to the tenure of this paper. Their classification of organizations based upon prime benefits, allows the welfare organizations to fit rather nicely. They give four types: (1) mutual-benefit associations, (2) business concerns, (3) service organizations, and (4) commonweal organizations. There is no doubt as to where the welfare systems belong. They are most certainly service organizations.

The authors touch the problems of clients most heavily in Chapter III of Formal Organizations: A Comparative Approach. Two publics are identified. The first public is the public with which the organization works; this is called the public-in-contact. The second public is the one that an organization serves. "Only in service organizations are the two identical, constituting the clientele--recipients of public welfare, students, or patients are both worked with and served by the organization."¹⁴

¹⁴Peter M. Blau and Richard Scott, Formal Organizations: A Comparative Approach, (San Francisco; Chandler Publishing Company, 1962), p. 59.

Blau and Scott also admit the lack of research done on the public or clientele and their attitudes toward public officials. " . . . we know little of the orientations of clients to officials and organizations. . . . there has been little attempt to relate client characteristics systematically to organizational structures."¹⁵

Blau and Scott's typology allows us to classify the Division of Family Services as a service organization. The public-in-contact and the public it serves are one and the same. Their classification does little, however, to aid us in the study of the clients relationship to the organization.

The authors report one study done at the University of Chicago. It has some interesting findings about welfare recipients: "74% of the respondents complained that they were treated as inferiors; 69% said they were kept waiting too long on their visits to the agencies; 58% felt that they received insufficient funds from these organizations; and 81% expressed unfavorable attitudes toward the caseworker, the representative of the welfare agency."¹⁶ The authors admit that these opinions may not be typical.

The study reported by Blau and Scott does not correlate with the findings of this study. This could be due to a number of things. The wording of the instrument, the

¹⁵Ibid., p. 75.

¹⁶Ibid., p. 77.

effectiveness of the different welfare agencies and the characteristics of the clientele are only three factors that may explain the difference.

A New Theory

Mark Lefton and William R. Rosengren propose a step toward a theory about clientele and organizational structures. They give three reasons for this need. (1) The emphasis is on service to people as persons rather than material needs. (2) An ethic of service rather than one of efficiency has developed. (3) The personal problems of men are more important than internal structures of the organization. The typology they wish to set up is based upon the type of interest the organization shows in its clients. They divide this interest into longitudinal and lateral categories. If an organization has the longitudinal interests of a person they are interested in every aspect of the person. A lateral interest would be of short duration and of a specialized nature. The hypothesis is that the organizations that have the longitudinal interests of a person will be structurally similar. Likewise for those having lateral interests of a person.

The welfare program is one of the organizations that deal longitudinally and laterally with its clients. Thus it is expected to be structurally similar to a liberal

arts college or a long-term therapeutic hospital (to use two examples of the authors.)¹⁷ The work of Lefton and Rosengren gives some indication that organization theorists are becoming more aware of the importance of the client. Although this will not attempt to operationalize their theory, it is important to note that the center of focus is the client-organization relationships.

The foregoing has indicated that research in the area of client-organization is very scant and diffused. It can be summed up with a quote from Dorn F. White:

The other aspect of the problem of formal bureaucratic organization, the problem of effective operation, capacity to plan effectively, and that of making job roles compatible with the healthy human personality have been and are being given extensive attention by scholars in the general areas of administration, organization theory, and management, but little attention has been turned to the problem of understanding and improving relations between organizations and their clients.¹⁸

When researching the literature for organization-clientele relationships, the lack of information in this area becomes very evident. The clients are treated as problems, considered as outside the organizations or "thought" to affect the organization in some nebulous manner.

¹⁷Mark Lefton and William R. Rosengren, "Organizations and Clients: Lateral and Longitudinal Dimensions," American Sociological Review 31 (December, 1966), pp. 802-810.

¹⁸Dorn F. White, "The Dialectical Organization: An Alternative to Bureaucracy," Public Administration Review 32 (January, 1969), p. 29.

This study will not deal with measuring their affect on organizations. Rather it will examine the clientele's perception of an organization that has recently gone through a structural change.

The review of literature has not revealed any studies that are related to this type of examinations. However, the literature does present a hope that a trend is starting to take place. This trend is toward the involvement of the clientele in organization theory and hopefully in planning and administration.

CHAPTER III
METHODOLOGY

This study will investigate the opinions held by recipients of welfare. Their opinions are mainly about organizational change in the Division of Family Services of the State of Utah. Many social workers have expressed concern about the regionalization of services throughout the state. They feel that this reorganization removed the case worker from close contact with the clients. They feel that they should be in closer contact and supervise their activities.¹⁹

One of the purposes of this study is to discover the perceptions of clients. Do they feel that there has been a change made? Are they unaware of the change? Does the client feel he needs more visits from the social worker? Is the social worker as effective in his job as he used to be? All of the above questions can be answered only by asking the client.

The method for this study is survey research. The population of this study is located in the greater Ogden area. The instrument was administered on May 14, and May 16, 1970. The people interviewed were welfare recipients drawn at random by the Office of Program Evaluation of the

¹⁹Donald L. Babinchak, op. cit., unpublished M.A. thesis.

Department of Social Services, State of Utah. Permission to be interviewed was obtained in writing by a representative of the Office of Program Evaluation. Each of the 29 respondents were personally interviewed.

The instrument contained 46 questions. Fifteen of these were designed to gather data on the independent variables.²⁰ Eighteen of the questions were answered on the Likert Scale.²¹ All of the questions were attitude questions or asked for a value judgment, or opinion, except those questions included in the independent variable category.

The number of questions on the questionnaire were kept at a minimum. The questions were simplistic in nature. This was done in order to achieve a maximum understanding on the part of the client.

The instrument included two open-ended questions. The data was analyzed by use of the Statistical Package for the Social Sciences, used in an IBM 360 Model 44 computer. A tabulation of results was obtained. The variables were crosstabulated with each other and a Chi Square calculated.

²⁰See footnote on p. 6 for list of independent variables.

²¹A Likert scale is familiar to most people in form if not by name. It gives the researcher the ability to measure the intensity of an answer as well as the direction (yes-no). The form commonly used is as follows: Strongly Agree_____, Agree_____, Undecided_____, Disagree_____, Strongly Disagree_____.

To obtain the respondents' views on change, several questions concerning change were computed to give a raw score. This score reflects the respondents' attitudes about change.

Each of the dependent and independent variables were compared to the new variable, change. A Persons Correlation Coefficient was obtained from this comparison.

Analysis of the Instrument

The instrument can be analyzed by grouping the questions into two general areas or dimensions. The two dimensions will be called the perceptive dimension and the comparative dimension. Each dimension contains similar questions or kinds of questions. Eighteen questions seek the client's perception of the help he is receiving. They ask for his views about state aid. Thirteen questions ask the clients to compare this year to last year as far as welfare is concerned.

A third dimension has been manufactured by combining questions from the preceding dimensions. This dimension is called the subject dimension. There are four subject areas to be concerned with here. They are: money, case workers, the program or general views of the Division of Family Services, and communications.

The instrument also contains fifteen independent variables. These are listed with the purpose of finding

which are the most important in determining attitudes towards welfare. The most important variables are supposed to be age, family size and education.

Perceptive Dimension

The views of the clientele about the welfare program are considered in this dimension. The client is asked how he feels about calling his case worker for help. He is asked if he is satisfied with his grant. He is also asked to rate his case worker.

This is designed to learn what attitudes the clients have toward welfare. Are they generally happy or satisfied with the help they are receiving? Or are they dissatisfied? The Chi Square will be used to help identify those independent variables that seem to influence the answers given in this section.²²

Comparative Dimension

The questions in this section asks for a comparison of this year's program to last year's program. This is more cogent to the problem of change than the preceding dimension. If the clients think that last year the program was better, met more of their needs, and would like to see a

²²The following questions are included in this section or dimension: 4, 9, 10, 11, 16, 18, 19, 23, 24, 25, 27, 28, 29, 30, 31. For the content of these questions see the instrument in Appendix.

return to its policies; then one can be fairly certain that the change to regionalization is dysfunctional. If on the other hand, the client feels there has been an improvement, then one can be certain that the change is functional in the client's eyes.

Using the questions from this dimension that contain Likert Scales a score is computed that reflects the client's attitude toward change. The questions used are numbers 1, 3, 5, 7, 8, 15, 20, 26. In order to analyze the questionnaire, the directions of all the questions were made the same. This was done by reassigning the numerical values in the Likert Scales belonging to those questions with a positive direction.²³ Questions 1, 3, 5, 15, and 20 are all of a positive direction. If a person were to answer these questions with "Strongly Agree" he would have received a score of one. By reassigning the values the person would now score five. The question with a negative direction need no such adjustment to reflect the high score of a favorable attitude toward change.

²³Direction refers to the way the question is asked. For example: "I feel comfortable calling my case worker anytime I have a problem," is a question with a positive direction. "My case worker seems less willing to help me this year than he did last year at this time," is a question with a negative direction.

Subject Dimension

A third dimension can be made by selecting certain questions from the preceding two dimensions. This dimension deals with subject areas of welfare. The four that are considered are: money, case worker, the Division or program, and communication.

Each of these subject areas give a brief profile of the Division of Family Services as seen by the client. It will tell us in which areas the clientele feel they are being treated best.

The subject areas of case worker and Division have the most questions. It is felt that these areas are the indices for the clients attitude toward regionalization. If his attitude toward the improvement of services is positive, it has to reflect the attitude toward regionalization. The same can be said about the client's attitude toward his case worker.

CHAPTER IV
RESULTS OF THE SURVEY

The results of the survey will be presented in the same manner that the instrument was analyzed in the preceding chapter. In other words, the perceptive, comparative and subject dimensions will be discussed. The independent variables that are significant will also be presented.

Perceptive Dimension

Most of the clientele were positive in their responses towards the program.

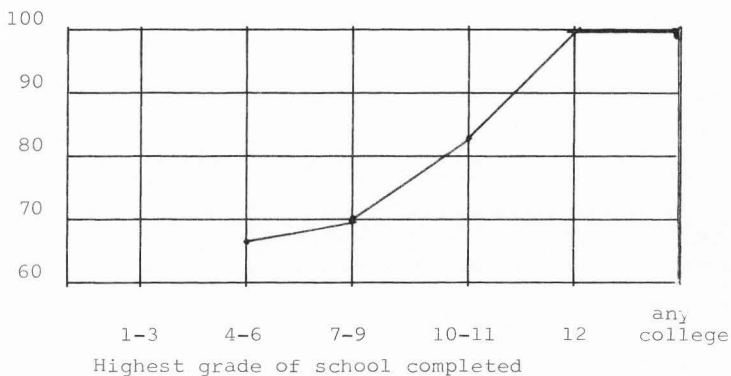
Questions four and nine ask about a client's feeling toward using his case worker for help. No significant variable was discovered for question four. Question nine, which says, "I feel my case worker is too busy to call about many of my problems," was affected by a person's health and education. Fourteen and three/tenths percent agreed that their case worker was too busy to call. Ten and seven/tenths percent were undecided while 75 percent disagreed with the statement.

Of the 14.3 percent agreeing, 75 percent were in good health. Those of poorer health were inclined to disagree with the statement. This is probably due to the idea that the clients with poorer health use their case worker more often than those with excellent health.

The more education a client had the more he was inclined to disagree with the statement. Those clients with a small amount of education were opinionless or undecided. A graph showing the relationship of those disagreeing to their education is presented below.

FIGURE I

Percentage of those disagreeing



Education seems to give a person a better perspective of the service the case worker is paid to perform. Perhaps the better educated client does not have the inhibitions that a poorly educated client may have.

Two questions deal with satisfaction of the client in the areas of service and financial aid. Service seems to be generally highly thought of, 89 percent being satisfied.

The significant variables affecting a person's attitude toward adequacy of services are education and occupation. The less education a person has the more critical he is about services. Occupation here refers to the client's former type of work. There were five categories of occupation: laborer, skilled laborer, clerk, farmer, and housewife. The most positive groups were laborers, clerks and housewives. Farmers were the most critical.

The financial aid a person received was thought adequate by 71.4 percent. The significant variable affecting this attitude is length of residence. The longer a person had lived at a given location, the more inclined he was to be critical of the amount of his grant.

The clientele of this survey were asked to rate their present case workers and past case workers. Generally the present case worker was rated higher than the past case workers.

Also it is interesting to note that a majority of the clients have had two or more case workers in the past year. An interesting correlation is noted in that those clients with poorer health reported a higher number of case workers during the past year than those with better health.

TABLE II

Number of case workers	Description of Health			
	Excellent	Good	Fair	Poor
1	75%	38%	50%	14%
2	25%	54%	-	71%
3	-	-	50%	-
4	-	8%	-	14%
Totals	100%	100%	100%	100%

Question 24 of the survey states, "To be more helpful my case worker needs to visit me more often." As regionalization was introduced some changes took place in the case workers' method of operation. For one thing the case load or number of clients a case worker is responsible for, was greatly increased. This meant that the number of visits made to a client's home was now cut way down if not eliminated completely. The case worker now operates out of his county office. The client is now responsible for asking for help.

The clientele feel that a greater number of visits by the case worker is not needed for him to be more helpful. Seventy-two and four-tenths percent disagree with the statement.

Questions 27 through 29 deal with upward communication. The clientele of the Division of Family Services believe that there is no upward communication. No independent variables affected this finding. Only 20 percent reported ever making a suggestion to their case worker. Of this

20 percent, 10 percent report making suggestions "sometimes." The other 10 percent report making them "seldom." Of this 20 percent, one third of them believed that their suggestions are never relayed upward. One and two/tenths percent of the clientele think that any suggestions made by the clientele are considered by those in authority.

Summary

The clientele generally think that the Division is doing a respectable job in the areas of monetary aid and services. There is no upward communication to speak of. If there is communication, the clientele generally feel it is of no avail.

The clientele feel that additional visits by the case worker are not necessary to improve their helpfulness.

Four independent variables affected the answers to questions 9, 10, and 11. These deal with services, financial aid and willingness to call a case worker for help. Table III gives a complete picture as to which independent variable affected which dependent variable.

TABLE III

<u>Dependent Variable</u>	<u>Independent Variable</u>			Length at Residence
	Health	Education	Occupation	
9. Case worker too busy to call.	X	X		
10. Satisfied with services.		X	X	
11. Satisfied with financial aid.				X

Comparative Dimension

The clientele were asked to compare this year to last year in various areas such as amount of money received, apparent concern of the state, improvement of the program, etc. The general feeling that the clientele gives is one of improvement.

The first considered was that of the amount of the clients' aid. Although 53.8 percent agree that they were getting more money this year, a substantial percentage (30.8) thought they were getting less help financially. The significant variable in this case is the sex of the individual. All of those who report getting less money are women.

This is probably due to the fact that social security retirement benefit payments had recently been raised and

state administered aid was decreased in like amount. Most of those women receiving less money are older women receiving both social security retirement benefit payments and monetary help from the Division of Family Services.

Clients reported that they saw their case worker less often this year than they did last year. Even though this was the case they felt as though the Division expressed more concern for them this year as compared to last year.

The variable that affects this perception is the size of the family. The smaller the family unit the more likely the perception of concern would be positive. The larger families seemed to be less aware of concern this year as compared to last year. Perhaps this is due to the demands and needs a larger family could make upon a case worker.

When asked if they received more help with money problems this year as compared to last year, 20.7 percent of the clients agreed that they did. Forty-five and five/tenths percent were undecided and 31.8 percent disagreed. The significant factor or variable in affecting the response is additional income. When crosstabulated with "other income" an interesting picture appears.

Seventy percent of those clients with other income disagree with the statement. There was no agreement from this category. All of those agreeing had no other income. Table IV presents the results of this tabulation.

TABLE IV

	Agree	Undecided	Disagree
No other income	100%	80%	16%
Other income	-	20%	83%
Totals	100%	100%	100%

The clients were asked to interpret the case worker's satisfaction with his job as compared to last year. A large percentage were undecided (52.2 percent). The remaining 47.8 percent thought that their case workers were more satisfied now than they used to be. One interesting and significant variable is the sex of the client. One hundred percent of the undecided responses were female.

Another variable also affected the persons' response. This was political affiliation of the client. Republicans and Democrats were both opinionated. Of the independent voters, however, 85.7 percent were undecided. Doubt is expressed as to a causal relationship here. The tendency to claim independency in voting is probably a manifestation of the same factor that causes a person to respond with "undecided."

Question 7 could be considered about the same as question 1. There are, however, two important differences. This question is asked in the opposite direction. Also, question 7 allows for inflation. Question 1 asks only if they are receiving more money. Question 7 asks if they

are "in more financial trouble today: than they were last year at this time."

Thirty-one and eight/tenths percent agreed with the statement, 13.6 percent were undecided and 54.5 percent disagreed. Significant variables were the health of the individual and the client's sex.

Those clients who were in more financial trouble were the ones who had poorer health.

The sex of the individual influenced the way they responded. The male segment of the sample complained more than did the female. Of those in less financial trouble, 100 percent were female.

The clientele in general feel that their case workers are more or at least as willing to help them this year as they were last year at this time. The change to regionalization has not affected the clients' attitude towards case worker's willingness to help.

The clients were asked if the welfare program in Utah had: improved over last year, become worse since last year, or remained the same as last year? Forty-seven and eight/tenths percent felt the program had improved. Forty-three and five/tenths percent felt the program was about the same. Only 8.7 percent felt it had become worse.

The variable affecting this response is the client's health. Only those with poor health reported that they felt the program had become worse since last year.

This question is actually asking, 'has regionalization affected the welfare program?' Ninety-one and three/tenths percent of the total think that it has at least remained the same, but 50 percent of those in poor health feel that the program has become worse.

Almost 61 percent feel that it is easier to get help from the Division than it used to be. This question does not properly limit the length of time to be considered in which help became easier to get. For instance a person could be comparing today to the early 1960's or he could be thinking of last year.

This, however, does not invalidate the results. If the subject was indeed comparing today to several years ago still regionalization has not made it more difficult to get help.

The significant variable involved with this perception is health. Seventy-five percent of the 17.4 percent who disagreed with the statement were clients who claimed to have poor health.

Summary

The clients feel that the Division of Family Services has improved over last year. They are generally satisfied with the change. There are a number of variables that affect a client's answers. These are presented along with the questions they affect in Table V below.

TABLE V

	Sex	Family size	Other income	Political party	Health
(1) amount of grant	X				
(3) concern of Division		X			
(5) help with money problems			X		
(6) case worker job satisfaction	X			X	
(7) financial trouble	X				X
(12) program improved					X
(15) getting help from Division					X

Attitude Toward Change or Regionalization

The change scale as described in Chapter III, "Analysis of the Instrument," gives a very lucid description of the clients' attitudes about change. The reader should be reminded again that change in this paper is the same as regionalization.

A score reflecting the clients' attitude toward change was computed by using eight different questions from the questionnaire.

The questions have two things in common. (1) They all contain the phrase ". . . this year . . . than last year," or "compared to last year." (2) They are all answered by use of the Likert Scale.

The direction of the questions were made to be the same. This was done by reassigning the numerical values in the Likert Scale. Those strongly agreeing could score a maximum of five on any given question, or a minimum of 1.

The eight questions could then produce a possible maximum score of 40. The minimum score could be 8. Above 24 points can be considered a positive attitude toward regionalization.

The resultant score for the entire population is given in Table VI.

TABLE VI

Mean	27.103	Minimum	19.000
Variance	11.525	Maximum	33.000
Range	14.000		

The mean score for the entire population is 27.103. The scale ranges from a low of 8 to a possible high of 40. Twenty-four would be a natural or an "undecided" response. The mean score, therefore, can be considered to be positive. The highest score was 33 while the lowest score was 19. The mean score of 27.103 represents a positive view of change.

Using a Pearson's Correlation Coefficient, six questions proved to be significant above the .05 level when correlated with change.²⁴

The six questions are presented with a description of the sub-population. The variable is written out and the results are given first in table form and second in graph form.

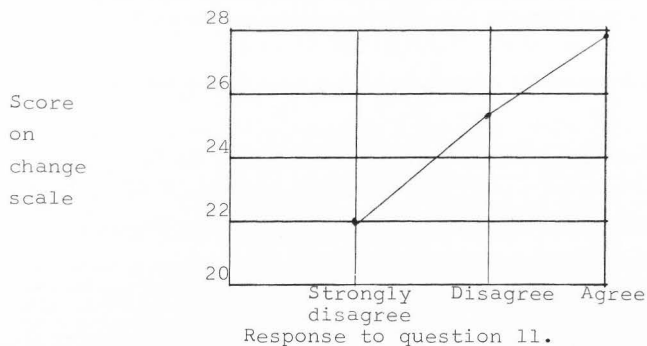
Question 11: "I am satisfied with the amount of my grant."

There is a positive correlation between a client's score on the change scale and his satisfaction with the amount of his grant. Those clients that were more satisfied with the amount of their grant tended to score higher on the change scale.

<u>Response</u>	<u>Mean score on change scale</u>
Agree	27.950
Disagree	25.333
Strongly Disagree	22.000

²⁴The change score for each individual is now used as a new variable and thus can be correlated with the other pre-existing variables.

FIGURE II

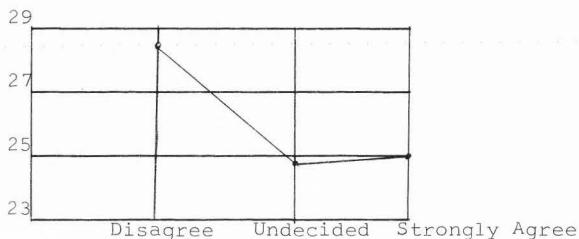


Question 14: "I get less help planning my budget than I received last year at this time."

This correlation is negative. Those clients strongly agreeing and undecided scored lower on the change scale than did those who disagreed with the statement. However, it is interesting to note that the lowest scores are still on the positive side of the change scale.

<u>Response</u>	<u>Mean score on change scale</u>
Strongly Agree	25.000
Undecided	24.900
Disagree	28.600

FIGURE III

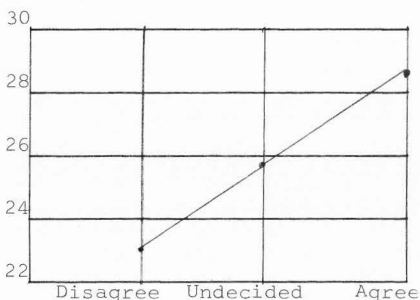


Question 15: "I feel it is easier to get help from the Division of Family Services than it used to be."

This correlation is positive. As the client's change scale score is higher, he will be more likely to respond with "agree" to the statement.

<u>Response</u>	<u>Mean score on change scale</u>
Agree	28.643
Undecided	25.800
Disagree	23.000

FIGURE IV



The above variables all correlated to the change score either positively or negatively. It should be emphasized that correlations do not mean that a person who scores high on the change scale does so because he agrees with this or that statement. Causal relationships are not intended to be proven by correlation coefficients.

So far the variables that have been presented are all dependent variables. The correlation of dependent variables adds additional confidence in the reliability of the client's responses.

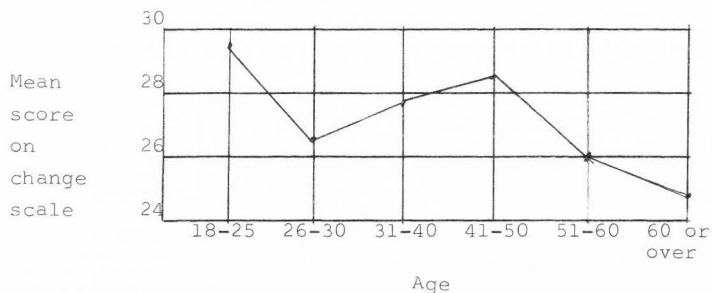
There are three independent variables that can be correlated to the change scale score. These three variables have responses that are discrete. That is to say those responses that can be put on a continuum. Those independent variables are presented below.

Variable 33: "What is your age?"

This correlation is a negative one. As a person increases in age, the lower he will score on the change scale. The older clientele appear to be more critical of change or regionalization. The clients between ages 31 and 50 scored higher than the clients in the 26-30 age bracket. It may appear that these (31-50) are deviants. But another explanation could be that the 26-30 years old clients scored abnormally low.

<u>Response</u>	<u>Mean score on change scale</u>
18-25	29.429
26-30	26.500
31-40	27.800
41-50	28.667
51-60	26.000
61 or over	25.100

FIGURE V

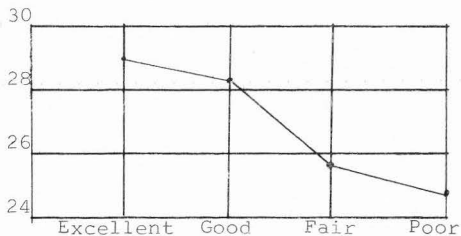


Variable 34: "Generally, what is the condition of your health?"

This correlation is a negative one. The client's health is a governing factor in his response to change or regionalization. As the health of a person degenerates he becomes more critical of change.

<u>Response</u>	<u>Mean score on change scale</u>
Excellent	29.000
Good	28.214
Fair	25.250
Poor	24.857

FIGURE VI

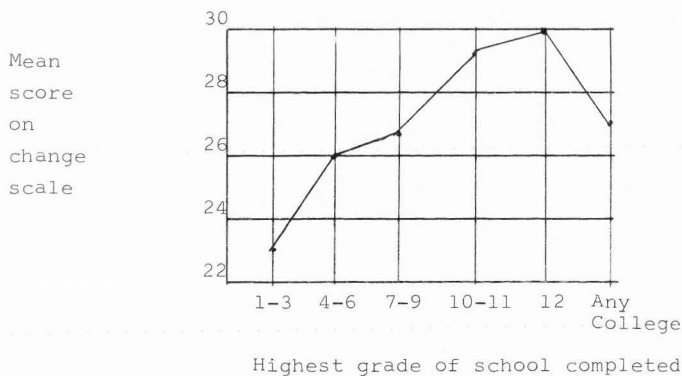


Variable 35: "What was the highest grade in school you completed?"

Education correlates positively with the client's attitude toward change. As the number of school years completed rises so does a person's change score or attitude toward change. Those clients with some college education scored lower than the high school educated client. No reason is noted for this deviation.

<u>Response</u>	<u>Mean score on change scale</u>
1-3	23.000
4-6	26.000
7-9	26.900
10-11	29.000
12	30.000
Any College	27.000

FIGURE VII



Although there was no correlation possible on the following independent variables, it is helpful and important to the hypothesis to consider them.

Variable 36:

The sex of an individual seemed not to make much difference in their attitude toward regionalization. The female population of the sample scored slightly higher than did the male portion.

<u>Sex</u>	<u>Mean score on change scale</u>
Male	26.800
Female	27.167

Variable 37:

The former occupation of a client had some affect on his attitude toward regionalization. Clerks and housewives received the higher scores on the change scale.

<u>Occupation</u>	<u>Mean score on change scale</u>
Laborer	25.500
Farmer	26.500
Housewife	28.000
Clerk	28.667

Variable 38:

Religion has little influence on a person's view of change. Members of the LDS faith scored lower than did Catholics or Protestants. Protestants scored highest or had the most positive attitude toward regionalization. But the extreme scores of 26.700 and 27.571 are separated by only .871.

<u>Religion</u>	<u>Mean score on change scale</u>
LDS	26.700
Catholic	27.167
Protestant	27.571

Variable 39:

Membership in a given political party affected the score a client obtained. Republicans received the lowest score on the change scale. The Democrats scored higher but were outranked by the score independent voter received. This falls in line with the popular typologies given to the various political parties. Republicans, who are traditionally the conservative segment of political America, would naturally be expected to score lower than the Democrats on a change scale.

The surprise comes with the independent voter. He out-scores both Republicans and Democrats. Usually the independent is placed between the Democrats and Republicans on a liberal-conservative continuum.

<u>Political party</u>	<u>Mean score on change scale</u>
Republican	25.500
Democrat	27.176
Independent	27.556

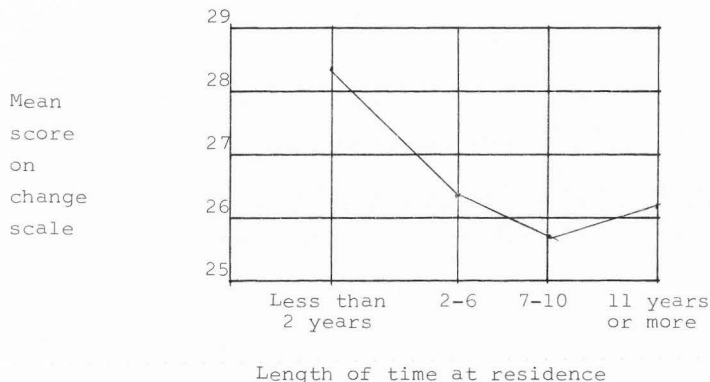
Variable 40:

Length of time at residence has an affect on the individual's score. The longer a person had lived at a location the less positive he would be toward regionalization. There is another consideration to be looked at. Age and length of time at residence may be highly correlated.

<u>Length of time at residence</u>	<u>Mean score on change scale</u>
Less than 2 years	28.333
2-6	26.444
7-10	25.667
11 years or more	26.200

This can be plotted on a graph because both variables have an interval type of numbering scale. The longer a person lived at a given residence the more likely he would score low on the change scale.

FIGURE VIII



Variables 42-45:

These variables are answered with a "yes" or "no" response. They deal with ownership of car, television, telephone and other income. Those who had no other income or no telephone scored higher than those who did. Those who owned cars and television scored higher than those who did

not. The results are represented below in the following table.

TABLE VII

<u>Variable</u>	<u>Yes</u>	<u>No</u>
Var. 42, Car	28.000	26.762
Var. 43, Other income	25.750	27.600
Var. 44, Television	27.143	27.000
Var. 45, Telephone	26.750	27.538

Variable 46:

The client's race did not make a great amount of difference in his attitude. Blacks, Caucasians and Spanish-American clients are represented in the sample. The scores for the races varied only 1.468. Race seemed to be insignificant.

Summary

The change scale scores are usually on the positive side of the scale (above 24). It is noted that even the clients who are more critical score from a low of 22 to a high of 25. The average of the lowest scores is 23.792. This is only 0.308 into the negative side of the change scale.

Although the clientele scores high on the change scale, the breakdown into subpopulations presents us with factors that influence a client to score even higher.

Satisfaction with the amount of grant: The clients who are more satisfied score higher on the change scale.

Amount of help in planning a budget: The less help a client gets the more critical of regionalization he is. The ease of getting help from the Division: The clients who feel it is easier to get help from the Division are more positive.

A client's age, health, education, political party, and length of time of residence are other factors of influence on his attitude toward regionalization.

CHAPTER V
CONCLUSION

Summary

This study has attempted to obtain a sample of the clientele opinion about organizational change. A by product of the survey was to sample the clientele's perception of their situation. Both of these factors should be basic to any judgment rendered by an evaluator of change or program.

The literature about organizations and clients is still in the developmental stage. New organization models are needed to bring the client into the context of an organization.

Etzioni, Parsons and Merton are three of the best known names in organization theory. These authors treat clients in various ways. Etzioni excludes from the organization. Parsons sees their importance but does not expand upon their linkage to the organization. Merton views them as a problem for the bureaucrat.

A new generation of theorists seems to be arising. They are exploring client-organization relationships. Lefton and Rosengren examine the client's effect on the organization's structure. Other authors such as White, who was quoted in Chapter II, are calling for more research in this area.

The review of literature has produced little help in the writing of this paper. However, there is a glimmer of hope that more research is being done in the area of clientele relationships with the organization.

Acceptance of the Hypotheses

Hypothesis I

"Although the recipients of welfare may not be aware of regionalization by name, they are aware of a change in the State Program. It is hypothesized that this change is viewed as neither functional nor dysfunctional. The clients as a whole, except those at the extremes of the socioeconomic continuum, will not have an opinion about regionalization." (Hypothesis I, page 6.)

It was originally hypothesized that the clientele would be aware of regionalization but that they would have no opinion as to its functionality. They would neither see it as a change for the "better" or the "worse."

The results of the survey do not bear this out. Hypothesis I cannot be accepted. The clientele were found to be aware of change and also they were positive about it. Clientele scored above neutral on the change scale.²⁵

²⁵See Chapter IV, page 28 for an explanation of the change scale.

Hypothesis II

"Those clients that do express an opinion about regionalization will be on the extremes of a socioeconomic continuum." (Hypothesis II, page 6.)

The second hypothesis is partially acceptable. The results of the breakdown show the scores of the better educated clients to be higher. Those who are in less financial trouble scored higher. The more skilled an individual is the higher he scored on the change scale.

It was originally hypothesized that the opinions that were expressed would come from the extreme ends of a socioeconomic continuum. This cannot be accepted as most of the clients had an opinion about regionalization, no matter what their position on the continuum.

Hypothesis III

"Clients on the lower end of the continuum will be more critical of regionalization. The reverse will be true for those clients on the higher end of the continuum." (Hypothesis III, page 6.)

Hypothesis III is accepted. It was originally hypothesized that those on the lower end of a social-economic continuum would be more critical of regionalization, and those at the higher end of such a continuum would be more positive toward change. This is born out in the data in Chapter IV.

If a person uses education, occupation and debt as indicators of a person's socioeconomic status, then this hypothesis is accepted fully.

It was supposed at the beginning of this thesis that some of the independent variables would affect the responses of the clientele. A person's sex, education, age and occupation were supposed to affect more responses than the other variables.

Table III on page 29 indicates that the independent variables affecting the responses in this section are health, education, occupation and length of time at residence. Table V on page 34 shows that sex, family size, other income, political party and health affect a person's responses.

Totaling the two tables, health, sex and education are the three most important variables of those in the preceding paragraph. This is as supposed originally with one exception. Health replaces occupation as the third variable.

The survey of clientele opinion should play an important part in assessing organizational change. Using this method, opinions of clients who are not as vocal as the other sectors of society can be obtained.

Program should not be evaluated on the basis of money or efficiency alone. The success of a program should be measured with some regard as to how a client perceives he is affected. Too often the client of a service organization

in government becomes lost in the scramble for efficiency. Hopefully, this happens without administrators being aware of it.

The need for efficiency is obvious. However, a service organization should never lose sight of the fact that it is a service organization. If a choice between service or efficiency must be made, service should be retained. Ideally the two concepts should be closely related and coordinated.

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APPENDIX

1. I get more money from my grant this year than I did last year at this time
(1) Strongly agree _____, (2) Agree _____, (3) Undecided _____,
(4) Disagree _____, (5) Strongly Disagree _____.
2. I see my case worker
(1) less often than I did last year at this time _____
(2) about as much as I did last year at this time _____
(3) more often than I did last year at this time _____
3. The Division of Family Services is more concerned about me this year than they were last year at this time.
(1) Strongly agree _____, (2) Agree _____, (3) Undecided _____,
(4) Disagree _____, (5) Strongly Disagree _____.
4. I feel comfortable calling my case worker anytime I have a problem.
(1) Strongly Agree _____, (2) Agree _____, (3) Undecided _____,
(4) Disagree _____, (5) Strongly Disagree _____.
5. In time of need my case worker helps me with my money problems more than he did last year at this time.
(1) Strongly agree _____, (2) Agree _____, (3) Undecided _____,
(4) Disagree _____, (5) Strongly Disagree _____.
6. My case worker seems more satisfied with his job than he used to.
(1) Strongly Agree _____, (2) Agree _____, (3) Undecided _____,
(4) Disagree _____, (5) Strongly Disagree _____.
7. I am in more financial trouble today than I was last year at this time.
(1) Strongly agree _____, (2) Agree _____, (3) Undecided _____
(4) Disagree _____, (5) Strongly Disagree _____.
8. My case worker seems ~~more~~ less willing to help me this year than he did last year at this time.
(1) Strongly agree _____, (2) Agree _____, (3) Undecided _____,
(4) Disagree _____, (5) Strongly Disagree _____.
9. I feel my case worker is too busy for me to call about many of my problems.
(1) Strongly Agree _____, (2) Agree _____, (3) Undecided _____,
(4) Disagree _____, (5) Strongly Disagree _____.
10. I am satisfied with the services provided for me by the State.
(1) Strongly agree _____, (2) Agree _____, (3) Undecided _____,
(4) Disagree _____, (5) Strongly Disagree _____.
11. I am satisfied with the amount of my grant.
(1) Strongly Agree _____, (2) Agree _____, (3) Undecided _____,
(4) Disagree _____, (5) Strongly Dissagree _____.

12. I feel that the Welfare Program in Utah has...
(1) improved over last year. _____
(2) become worse since last year. _____
(3) remained about the same as last year. _____
(4) don't know _____.
13. Compared to last year, the Welfare Program...
(1) meets more of my needs. _____
(2) meets fewer of my needs. _____
(3) meets about the same amount of my needs. _____
(4) don't know _____.
14. I get less help in planning my budget than I received last year at this time.
(1) Strongly Agree _____, (2) Agree _____, (3) Undecided _____,
(4) Disagree _____, (5) Strongly Disagree _____.
15. I feel it is easier to get help from the Division of Family Services than it used to be.
(1) Strongly Agree _____, (2) Agree _____, (3) Undecided _____,
(4) Disagree _____, (5) Strongly Disagree _____.
16. Do you feel services to the poor or unemployed can be improved?
(1) Yes _____, (2) No _____ (3) Don't know _____.
17. If answer to Number 16 is yes, what would you recommend?

18. How do you rate your present case worker?
(1) Excellent _____, (2) Good _____, (3) Fair _____,
(4) Poor _____, (5) Don't know _____.
19. How do you rate your eligibility worker?
(1) Excellent _____, (2) Good _____, (3) Fair _____,
(4) Poor _____, (5) Don't know _____.
20. The Division of Family Services provides more programs for self improvement than they used to.
(1) Strongly Agree _____, (2) Agree _____, (3) Undecided _____,
(4) Disagree _____, (5) Strongly Disagree _____.
21. Please list some areas in which you feel the state is not giving you enough help.

22. How many case workers have you had in the past year?
(1) 0 _____, (2) 1 _____, (3) 2 _____,
(4) 3 _____, (5) 4 or more _____.
23. How do you rate your past case worker?
(1) Excellent _____, (2) Good _____, (3) Fair _____,
(4) Poor _____, (5) Don't know _____.
24. To be more helpful, my case worker needs to visit me more often.
(1) Strongly Agree _____, (2) Agree _____, (3) Undecided _____,
(4) Disagree _____, (5) Strongly disagree _____.
25. My case worker represents me fairly.
(1) Strongly agree _____, (2) Agree _____, (3) Undecided _____,
(4) Disagree _____, (5) Strongly disagree _____.
26. The papers and forms I am required to fill out are more confusing than they were last year at this time.
(1) Strongly agree _____, (2) Agree _____, (3) Undecided _____,
(4) Disagree _____, (5) Strongly disagree _____.
27. I make suggestions about improvement of the Welfare System.
(1) Always _____, (2) usually _____, (3) Sometimes _____,
(4) Seldom _____, (5) Never _____.

If the answer to number 27 is
"Never" go on to question 30.

28. My case worker listens to, and relays my suggestions about the welfare system.
(1) Always _____, (2) Usually _____, (3) Sometimes _____,
(4) Seldom _____, (5) Never _____.
29. My suggestions are considered by people who are in authority
(1) Always _____, (2) Usually _____, (3) Sometimes _____,
(4) Seldom _____, (5) Never _____.
30. Voting is the only way people like me to have any say in the way government is run.
(1) Strongly agree _____, (2) Agree _____, (3) Undecided _____,
(4) Disagree _____, (5) Strongly Disagree _____.
31. Politics and government are so complicated that a person like me can't really understand what's going on.
(1) Strongly Agree _____, (2) Agree _____, (3) Undecided _____,
(4) Disagree _____, (5) Strongly disagree _____.
- In order to better qualify your answers, I would like to ask you some questions about yourself and your family.
32. What is your family size?
(1) 1-2 _____, (2) 3-4 _____ (3) 4-6 _____, (4) 6-8 _____,
(5) 9 or more _____.

33. What is your age?
(1) 18-25_____, (2) 26-30_____, (3) 31-40_____,
(4) 41-50_____, (5) 51-60_____, (6) 61 or over_____.
34. Generally, what is the condition of your health?
(1) Excellent_____, (2) Good_____, (3) Fair_____,
(4) Poor_____.
35. What was the highest grade in school you completed?
(1) 1-3_____, (2) 4-6_____, (3) 7-9_____, (4) 10-11_____
(5) 12_____, (6) Any College_____.
36. Sex.
(1) Male_____, (2) Female_____.
37. Previous occupation.
(1) Laborer_____, (2) Skilled Laborer_____, (3) Clerk_____,
(4) Farmer_____, (5) Other (specify)_____.
38. Religion.
(1) LDS_____, (2) Protestant_____, (3) Catholic_____,
(4) Other_____.
39. Political affiliation
(1) Democrat_____, (2) Republican_____, (3) Independant_____.
40. How long have you lived at your present location?
(1) less than 2 years_____, (2) 2-6 years (3) 7-10 years _____
(4) 11 years or more_____.
41. Location. (1) Urban_____, (2) Rural_____.
42. Do you own your own car? (1) Yes_____, (2) No_____.
43. Do you have any other income? (1) Yes_____, (2) No_____.
44. Do you own your own TV? (1) Yes_____, (2) No_____.
45. Do you have a telephone? (1) Yes_____, (2) No_____.
46. Observed race. (1) Caucasian_____, (2) Negro or Black_____,
(3) Oriental_____, (4) Spanish-American_____, (5) Other_____.

THANK YOU FOR YOUR HELP AND TIME!

VITA

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Master of Science

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Major Field: Political Science

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