·R·S·F·

CHARITY ORGANIZATION BULLETIN

PRINTED BUT NOT PUBLISHED
FOR THE CONFIDENTIAL USE OF
CHARITY ORGANIZATION SOCIETIES BY THE
CHARITY ORGANIZATION DEPARTMENT
OF THE
RUSSELL SAGE FOUNDATION, ROOM 613, 105 EAST 22D ST., NEW YORK

MISS M. E. RICHMOND, DIRECTOR
FRANCIS H. McLEAN, FIELD SECRETARY MISS M. F. BYINGTON, ASSO. FIELD SECRETARY

VOL. I. (NEW SERIES) DECEMBER, 1909 NUMBER 1

A PERSONAL MESSAGE TO GENERAL SECRETARIES

This is merely the old *Field Department Bulletin* in a new dress. Its change of name is due to the merging of the Field Department, formerly a branch of the *Survey*, into the new Charity Organization Department of the Russell Sage Foundation. Its change of appearance is an effort to make it more comfortable to read and easier to file away. There will be no change of editors. Mr. McLean will continue in charge, as heretofore, and the series of articles on Investigation already begun will be continued monthly until next autumn. Its editor has relinquished this one number, however, to the Director of the new Department in order that, without further delay, certain announcements might be made to the charity organization secretaries of the country. The Director has been one of these secretaries for twenty years, she hopes to be regarded as one of them to the end of the chapter, and there must be no failure in frank understanding on either side. This Department cannot go on without the secretaries; it needs their sympathy, their encouragement and their criticism—it asks for all three with its first breath.

Advantage is also taken of Mr. McLean's editorial courtesy and of his absence on field business in Texas, where he cannot read this page until it is printed, to set down more fully here than he could ever be induced to acknowledge it his share in the charity organization extension developments of the last few years.

At the Philadelphia National Conference, the present Director found on her desk at the Conference bureau of information a letter from Mr. McLean suggesting that, in addition to the pamphlets then issued by the Field Department, a system of correspondence be inaugurated with those who were thinking of starting charity organization societies or who were seeking advice as to their further development. A little later, he was invited to become Associate Editor of the Field Department to carry out this suggestion, and did it so remarkably well during that first year that a new demand was created for such service. It is well within the truth to say that, without Mr. McLean's large vision of possibilities then and without his working out in most careful detail of practical plans of work since, there would be no Charity Organization Department to-day.

The Director has just been going over all his reports of field work since December, 1907. Up to December, 1909, he has visited 39 cities, organization or reorganization has been attempted in 23 of these, it has been fully accomplished in 16, and is now under way in 3 others. This does not include the organizing work aided by correspondence and by the visits of the Associate Field Secretary in 15 places. When we consider that, in nearly every instance, these 31 cities and towns have been induced to employ a trained secretary and have often trebled their original budget at Mr. McLean's earnest solicitation, it is evident that he has been making a most substantial addition to the effectively organized social forces of this country.

And it has all been done in such a modest, broad-minded and generous spirit. In one place he has gone out of his way to help in establishing a juvenile court, in another he has undertaken to start a child labor committee. One recent report is addressed to a Chamber of Commerce in a large city and discusses not only the situation as regards the care of needy families in that place, but his findings, after close study, as regards the lack of protection for wayward girls, the treatment of truants and juvenile delinquents, and the housing, health and tuberculosis situations. In short, Mr. McLean is

one of the best of the new type of social surveyor, in that his view is comprehensive and that he is also quick to see beneath the surface and make full allowance for the defects in any effort that is single-minded and devoted. He is so kind that he can be frank; some of his reports to groups of local charity directors are fine examples of plain speaking.

THE FIELD

The Field Department prepared for the Buffalo Conference a map of the United States on which every charity organization society in the country was marked by a colored tack. These tacks are huddled along the northern half of the Atlantic seaboard, they stand in open ranks north of Mason and Dixon's line and south of the great lakes, but beyond to the Pacific and below to the Gulf there are only a few stragglers. Each tack is as big and as bright as every other, so the map gives no hint of the fact that some of our societies exist, for the most part, on paper only. In other words, we have taken only the outposts, and the land that should be ours is all to conquer still. The two workers at the command of the Field Department could not do one-tenth of the work that needed to be done—that clamored to be done, nor can the three workers in the new Department do it.

OUR NATIONAL OPPORTUNITY

What, then, is our common duty? In the towns that have grown during the last decade into cities and have inherited the social difficulties of cities without any realization of their significance, there can be no doubt that charity organization societies with a co-operative spirit and a broad social outlook are more needed than any specialized form of social activity. The need is urgent, the time is ripe, and our strong societies are released at last from the heavy burden of industrial distress that has required all of their attention.

Is not the careful consideration of the wisdom of undertaking extension work in the charity organization field on a national scale and under a national committee the logical next step?

Obviously, this is not a question that any small group from any one section of the country or affiliated with any one agency can attempt to settle. It was not asked first by this Department; the idea has been in the minds of charity organization leaders for several

years, but as a first step in getting it before a larger group, the twenty-three charity organization societies that have exchanged forms monthly and are now maintaining an organization apart from the Charity Organization Department to carry on this exchange, were asked last June to select a committee to consider the matter.

This Committee of the Exchange Branch on National Organization was chosen at Buffalo, and is as follows: Frederic Almy, Buffalo, chairman; Alice L. Higgins, Boston; Joseph C. Logan, Atlanta; J. W. Magruder, Baltimore; Otto W. Davis, Columbus, Ohio; W. Frank Persons, New York; Sherman C. Kingsley, Chicago; Mary E. Richmond and Francis H. McLean, New York.

Mr. Almy would welcome suggestions from his colleagues in the charity organization field throughout the country on this subject during the present winter. It is hoped that his committee will be prepared to make some report and recommendation at St. Louis in May, 1910. At the one meeting that it has held so far the question of the relation of this Department to such a movement was discussed, and the hope expressed that, should a national movement be launched, the two agencies created to advance the charity organization cause would be mutually helpful but quite independent of one another both financially and in management. There are, indeed, many other charity organization tasks besides the work of extension, and a logical division of work ought not to be difficult to find. On the other hand, work so needed should not be limited by what any one group of philanthropists, however generous, is able to do for it.

SUGGESTIONS MADE AT THE NATIONAL CONFERENCE

Those who have been attending the National Conference during the last four years have taken part in the special meetings of charity organization secretaries. During the last three years these meetings have been the Field Department's chief source of suggestion. In them originated the idea of this monthly BULLETIN, of the Transportation Code, of a Directory of Charity Organization Societies, of an exhibit of charity organization forms (the last exhibit, arranged by Mr. Otto W. Davis, was so good that it has been sent traveling in the south), of a model case record form and a special form for homeless men records, and of another for out-of-town inquiries. All of these suggestions have been carried out. Others are now on the calendar of the Department and are to be taken up very soon.

Just at present the New York office of the Department is trying to organize a reference library of charity organization reports, pamphlets and forms, in order that it may become an efficient bureau of information on all matters pertaining to charity organization work.

Studies of case records that have been forwarded by a number of societies are now in progress. One such record—a brief one—has been multigraphed, after changing all names, in order that the newer societies may become familiar with the appearance of a record made under favorable conditions. A limited number of copies of this record are still on hand. It will be sent upon application until the edition is exhausted.

THE QUESTION OF TRAINING

It will be seen that, in all the undertakings so far described, there are two kinds of work—the extensive work of starting charity organization societies in new communities, and the intensive work of gathering up from existing societies their best experience and giving it currency. There is a third task which is quite as important as either of the other two, and that is the improvement of the paid worker supply. Our busy secretaries have little time for teaching, and one of the Director's new duties will be the giving of systematic charity organization instruction in some of the schools of philanthropy. An outline of the charity organization course now being given in the New York School is printed in this BULLETIN.

The problem of the social worker who is already at work but who seeks further opportunities for training is one that should be carefully thought out. Plans of what might be called "short-trip training" for those who cannot attend the schools should be developed in connection with certain charity organization societies.

INTER-CITY CONFERENCES

In New York and Boston there have been held recently several inter-city conferences of secretaries and active directors from nearby towns. Every railroad center that is also a charity organization center could hold such conferences and invite to them representatives from the societies within a radius of a hundred miles. At the last New York conference, called by this Department, the topic for discussion was "The Family of the Married Vagabond." In Boston, the Director met in November a group of fifty charity organization workers from New England towns who came together to discuss "Investigation."

SIX SPECIFIC REQUESTS

Here, to sum up, are some of the things that general secretaries are earnestly requested to keep in mind in connection with the Department during the present winter:

1. Notify this office promptly of any new movements looking toward the organization of new societies. Urge those who are interested to *write directly to the Department* for leaflets and suggestions.

2. Look over the Transportation Code for signers from your city and your part of the State. Has everyone that should sign done so? Has the public department? Has the overseer? Have the national relief societies? Do you realize how much charity organization education there is in this transportation question? Could you interest some of the ministerial associations with this in view? One such association has just signed.

3. Have you put the Department on your mailing list for all reports, pamphlets and *new* forms?

4. If you have not already sent some records for the Department's case record study, will you not do so now? Good examples of transportation work, homeless cases, widows with children, school co-operation, foreigners in process of being Americanized, etc., will be most useful. Records are returned upon request, but the Department would prefer to keep them, if this is possible. Please mark on each record what it is intended to illustrate and the name of the forwarding society. No public use will be made without permission, of course, and all names will be changed.

5. The National Conference of Charities meets in St. Louis next May. Have you any suggestions for making the Section on Families and Neighborhoods helpful to the charity organization people in attendance?

6. Are you coming to New York soon? If so, is there anything that the New York office of the Department can do to help your work? The very complete file of forms and letters of appeal has already been of service to some visitors. The file is always accessible, but the Director and Field Secretaries are often away, so that it might be better to write in advance and make an appointment.

THE THEORY AND PRACTICE OF CHARITY ORGANIZATION

WITH SPECIAL REFERENCE TO THE TREATMENT OF INDIVIDUAL FAMILIES. OUTLINE OF COURSE AT THE NEW YORK SCHOOL OF PHILANTHROPY

FIRST SEMESTER, 1909-10

I. Charity Organization Societies historically considered, together with a summary of their more obvious functions.
Mrs. Glenn.

II. Relief Principles and Practice in England and the United States—three stages of relief.
Miss Richmond.

III. Relief Principles and Practice (continued)—two extremes with regard to relief—interim relief—advantages of large plans—relation of adequate relief to adequate knowledge and adequate treatment.
Miss Richmond.

IV. Sources of Relief—public vs. private—natural sources—organization of sources—special case system of relief.
Miss Richmond.

V. Forms of Relief—present classification on basis of commodities—true classification on basis of needs—in kind—in cash—pensions—school cases, etc.
Miss Richmond.

VI. Study of case records.
VII. Study of case records.
VIII. Study of case records.
} In charge of different members of the Charity Organization Department of the Russell Sage Foundation.

IX. The Basis of Fact—the motive—constructive philanthropy gives investigation a new dignity and meaning—relation to relief and treatment—psychology of false statements.
Miss Richmond.

X. The First Interview—office vs. home interview—leading questions—personal habits—premature promises—the man of the family—outline of ground to be covered.
Miss Richmond.

XI. Outside Clues—suspending judgment—usual sources—letters vs. visits—present landlords, neighbors and employers—public records—when not to investigate—when to cease investigating—investigation must not be divorced from treatment.
Miss Richmond.

XII. Analogies from Medical Diagnosis.
Dr. Charles P. Emerson.

XIII. Analogies from Historical Research.
Prof. J. H. Vincent.

XIV. The Art of Recording.
Miss Margaret F. Bergen.

XV. Forces Available in Treatment—the family—the personal forces—the neighborhood—the community—the charities.
Mrs. Glenn.

XVI. Treatment: Problems Concerning the Man—desertion—non-support—the unemployed—the unemployable.
Miss S. F. Burrows.

XVII. Problems Concerning the Woman—widows with children—women as wage-earners.
Miss Margaret F. Bergen.

XVIII. Problems Concerning the Children—parental rights plus duties—breaking up of families—need of a minimum standard of child care—begging—physical defects.
Miss Richmond.

XIX. Problems Concerning the Children (continued)—the school and the factory—premature employment—relations with teachers and truant officers—first start in going to work.
Miss Richmond.

XX. Sickness in the Family.
Mr. W. Frank Persons.

XXI. The Share of the Volunteer—advent of the trained worker develops new possibilities of volunteer service—multiplying points of contact—service other than visiting.
Miss Richmond.

XXII. Getting, Starting and Keeping Friendly Visitors.
Miss Richmond.

XXIII. Relation of Case Work to Campaigns of Prevention.
Mr. Joseph Lee.

XXIV. Relation of Case Work to Campaigns of Prevention (continued).
Mrs. Glenn.

XXV. Methods of Co-operation.
Miss Alice L. Higgins.

XXVI. The Problem of the Smaller Community.
Mr. McLean.

XXVII. Organization and Propaganda.
Mr. McLean.

XXVIII. Organization and Propaganda (continued).
Mr. McLean.

XXIX. Charity Organization Societies in the light of the foregoing—their future possibilities.
Miss Richmond.

·R·S·
·F·

CHARITY ORGANIZATION BULLETIN

PRINTED BUT NOT PUBLISHED

FOR THE CONFIDENTIAL USE OF
CHARITY ORGANIZATION SOCIETIES BY THE
CHARITY ORGANIZATION DEPARTMENT
OF THE
RUSSELL SAGE FOUNDATION, ROOM 613, 105 EAST 22D ST., NEW YORK

MISS M. E. RICHMOND, DIRECTOR
FRANCIS H. McLEAN, FIELD SECRETARY MISS M. F. BYINGTON, ASSO. FIELD SECRETARY

VOL. I. (NEW SERIES) JANUARY, 1910 NUMBER 2

INTERVIEWING

By MISS HELEN B. PENDLETON

PART I.

Every interview is a highly specialized effort on the part of the social worker to reach out toward some point or climax, which reveals itself gradually as the two participants in the conversation influence one another. This height once attained, the interview becomes a part of the structure that we call an Investigation. From its vantage point we may often see a whole program of future operations spread out before us, though sometimes it reveals merely the way "to take one step forward and secure that step."

Mrs. Bosanquet tells us that there is always something of the artist about the true philanthropist, and that the harmony of life which he aims at creating is hardly less important than that of painter, poet or musician. (Methods of Training, Helen Bosanquet, *Charities Review*, November, 1900.) When we recognize, then, that each one of these human contacts, no matter how insignificant or simple it may appear, is in reality as much of a creation

as any other attempt at artistic work which can be made or marred by the handling, we need not apologize for affirming that the highest acquisition of skill in the art of applied philanthropy presupposes practical and well-directed teaching.

First, we have the student who seeks to gain skill in the difficult profession; second, the person or family in distress of mind, body or estate for whose benefit the delicate art is evoked; and third, the teacher who helps the novice to learn the ticklish business by means of a vigorous criticism and an interpretation which relate themselves to the student's past experience and education, to his present flexibility of intelligence, and to his prospective usefulness in the field of social endeavor. This teacher, referee, or critic, may be but one person, or the task may be undertaken by several in succession or by a committee. The school may be the school of experience or it may have a definitely planned curriculum; in the instances cited throughout this paper the student was apprenticed to an experienced practical worker, usually a district superintendent of a charity organization society, this being the most common and probably the most successful method so far employed for training workers in that business-like perfection of detail which is the foundation of a good technique in the investigation and treatment of cases.

To achieve the best results the method followed should be somewhat analogous to a student's course in the third and fourth years of a medical school. There we find that the experienced physician, responsible for the patients in the wards of a great hospital, has students under him who have already been through the necessary preliminary training, and are now prepared to begin the actual practice of medicine or surgery under the eye of the "professor." The social student who has already taken a master's degree in the school of life by successfully earning his living for several years and has also been through one of our schools of philanthropy, is the one who is best prepared for this final training. No student can learn all that the schools should teach him in a charity organization society office, but, as yet, the schools have no adequate arrangement by which the student may put his theoretical instruction into actual practice under supervision.

Let us imagine districts, then, each with a superintendent who is also a teacher; who knows his district thoroughly; who has, as Dr. Chalmers puts it, "the taste and the inclination of a thorough

localist—one who rejoices in a home walk; who is not only possessed of a moving force, but who actually wields it; who has travelled over the inner department of committeeship as well as over the outer department of the actual and living population." Given this personality in charge, with students prepared as before mentioned, we have the proper human materials with which to develop the art of interviewing.

THE ART OF SECURING DATA FOR A RECORD WITHOUT FORMALISM

We must all agree that the most important part of interviewing is to learn how to reach our goal by a courteous informality that will allow large leeway and yet will rescue the conversation from interminable repetitions and personal gossip and win from it the absolutely necessary data.

Many of the facts which the interviewer seeks to discover seem wide of the mark to the work-worn mother who ushers her visitor into a stuffy kitchen where children tumble over each other if they are shy and over the visitor if they are not. The children are certainly in the way; one hesitates to ask questions before them, and yet the worker who manages to make friends with them first, all of them together perhaps, or with Mary as she comes in from school or Johnny as he rushes in from the street, will be able to steer the conversation toward informality far better than if the colloquy takes place with the mother alone in the cold front room, with its dingy chairs set forth for the visitor, while the gaudy gilt frame of the picture for which you need pay only twenty-five cents a week stares down from the wall.

Conversational possibilities increase as the rooms rented by the family decrease, except probably in the case of the elderly gentlewoman who has seen better days. One such old soul, ill and alone, living in a tiny room on the top floor of a lodging house, who had baffled all the attempts of several church visitors to find out anything about her, was discovered early one morning feebly trying to tidy up her room. She had shuffled the remains of her breakfast out of sight at the visitor's knock, and, after giving a cold and dignified greeting, relapsed into forbidding silence. The bed was unmade and its one sheet showed a jagged slit four feet long. To her astonishment, instead of parrying questions the old woman found herself supplying her visitor with thread and needle and

watching her sew up the ragged rent in the sheet. By the time the bed was made, with the visitor on one side and the old woman on the other, the uncomfortable edge of the visit had worn off and she was willing to chat informally with a caller who began by doing something instead of asking questions.

The special conditions of an office interview are not usually favorable to informality, but the difficulties may be considerably lessened here, too, by giving attention to certain external details. One of the chief requisites for a proper office interview is a private office with comfortable and cheerful furnishings. This, it may be said, is a *sine qua non*, but have not all of us who have had any varied experience been shut up in crowded offices, close and ill-smelling, with benches of applicants whose faces settle into lines of dreary dejection as they wait? "Two is company, three is a crowd," is never so true as in a charity office.

This is particularly noticeable when we attempt to interview homeless men. Other office interviews are for the most part, or should be, merely preliminary to the visit at the home of the applicant, but with the wanderer there is nothing else to do except talk with him in the office. Our lamentable failure even to approach any sort of proper investigation and treatment of homeless men may be accounted for, in part at least, by our hurry-skurry "Next, please!" method of interviewing them in a crowded office. "Please don't think me a fraud, lady," wrote a homeless youth to a charity worker not long ago. "I am only a poor, unfortunate young man." Unfortunate he was, indeed, in the way his misery had been augmented by a hurried, interrupted interview which resulted in his being sent off to another city to fall into the very same plight. His simple, friendly soul only took in the evident good intentions toward him and failed to see the lost opportunity to be of real help.

A more cheerful instance shows that surroundings can go a long way toward helping along the informality of an interview. One morning a district agent met a young vagrant begging at the door of her boarding house. She persuaded him to walk to her office a few blocks away. The room she led him into was absolutely without any outward and visible signs of case recording except a desk. There were pictures on the walls, muslin curtains at the windows and flowers on the desk. A rocking chair and couch with pillows gave the room a homelike air and the young man seemed to find it so, for he commented approvingly, "You've got a nice room here,"

and presently was launched into stories of his past life in the great Northwest. We next find him seated at the desk writing a letter to his mother, for the interviewer's aims were to induce him to wish to go home, to get a letter off to his mother, and to make him willing to return to the office. The grateful letter received later from his mother one thousand miles away in the Northwest reporting her restless son's return proved the interview to have been a success. Of course no outward niceties of surrounding can ever take the place of the inward grace of a right-minded, experienced interviewer; in this case the social worker's talk with the young man was far more important than the office furnishings. "Walter Scott speaks to every man as if he were a blood relation," was a comment of a humble Liddesdale farmer on the great novelist, and the remark has been quoted as accounting for the way in which Scott acquired his wonderful knowledge of men. This art of behaving can never be learned from the text-books, but perhaps one step toward mastering it would be taken if we could come to feel that every caller at a charity office was a blood relation.

THE PROCESS IN DETAIL

What was the detailed process in the instance just cited? The district worker first inquired how the young man happened to be in such a fix, asking him to tell her all about it so that she could, perhaps, find a better way of helping him than by merely giving him something to eat at the door. She did not pull out a fountain pen and begin a rapid fire of questions, but let him tell his story in his own way, interrupting only when it flew off into paths too tangled to lead back to the necessary data for the "face card." For all the while the story was progressing she kept a mental picture of that card before her. She knew it by heart, and while listening to the tale tried to avoid the two dangers by which an interview can be split into useless pieces—the Scylla of routine and the Charybdis of chance. The investigator who follows a rigid form of questioning, taking rapid notes while the visitor talks, often misses altogether the point of the interview and the half-lights that throw the foreground and the background into true perspective. She fills up that face card, to be sure, but many of the detached bits of information that she puts down are not facts at all because they have no relative value. When the interview is written up, a mass of material may be presented as ready for use, but no one ever gets

very far with it. A great many of the futile, prolix record cards we read over have been written in this way. Then we have the opposite type, the finicky, sensitive workers—some of these are the people who shrink at the word "investigation" and call it a necessary evil—who leave to chance the finding out of necessary data. The applicant may happen to let slip a useful clue, but it is just as likely to be the other way. The worker makes no effort to round up the interview so that the climax we have mentioned may be reached. Unskilled in technique, he is like the physician Dr. Osler describes who "practises a popgun pharmacy, hitting now the malady and again the patient, himself not knowing which."

The interview we are describing with the young vagrant was none of these, but the outcome of an excellent combination of theory and practice. Theory told the social worker that wanderers should be got back to their homes if they have real ones. This theory has been the same ever since the thirteenth century, but we have been a long time learning how to accomplish the return decently. Practice told her that the young man's restlessness and a certain trouble with his heart made it imperative to get him away as soon as possible, so by means of a strategic use of suggestion leading the conversation toward his native place and encouraging him in the yarns he told of his prowess there, she made an appeal to him about his mother, and instead of offering to write herself managed to have the youth do it, thus adding another informal touch to the interview. After this it was easy to hold on to him until the day of his departure for the Northwest.

THE USE AND ABUSE OF LEADING QUESTIONS

The use of suggestion in leading conversation into more fruitful channels is invaluable, but we must go very carefully to work if we attempt to use assumed knowledge in such suggesting. It is a dangerous thing to assume the virtue of knowledge if we have it not. Our very lack of knowledge makes it a clumsy, blunt-edged tool to handle and we may find it react upon ourselves. "I know ye! I know ye!" exclaimed an old Irish woman, with an exasperated twinkle in her eye, to one who thought her leading questions were actually leading somewhere. "Ye've a swate tongue in yer head, and ye're good to the Catholics. But divil a bit am I going to anny institution!" Up to that moment an institution had not been

mentioned, although the visitor had gone with the purpose of persuading the old woman to go into one. All of which helps to prove that psychological study is not all on one side in our interviews.

A worker who knows his neighborhood well, however, who has an abhorrence of anything like deception on his own part, and who has enough insight into human nature never to assume anything unless the chances of error are reduced to a minimum—indeed, one might almost be tempted to say that he must know absolutely what the fact is before he assumes it, for good technique should rule out all guesswork—such a worker may use this method oftentimes with direct benefit to the poor family that he is trying to help. Why give the applicant a chance to deny that he gets a pension when you know from the engravings and photographs on the walls that he does? Your simple assumption of the fact—"And your pension pays the rent, I suppose, which must be a great help,"—settles it.

Are not the pitiful subterfuges which the poor put up often suggested by ourselves, and then persisted in because we have not eyes to see them or ears to hear them? "There is no use in fibbing to Miss B——; if you need help she will give it to you, and if you don't, she won't," was the neighborhood saying about a social worker whose clear-eyed method of interviewing applicants made them unconsciously try to measure up to her standard of straightforwardness. In visiting a deserted wife who was living with her own mother and thought she could obtain a grocery order more easily if she represented the mother to be a hardhearted landlady pressing for the rent, Miss B—— found the pair seated and ready to enact the little play. Before the deserted wife had a chance to get beyond her first statement that the landlady—pointing to her mother—must have the rent by Saturday night, the visitor had switched the conversation off on another track. Coming back to the question of the rent presently, she said simply, "Your mother here—this is your mother, isn't it? I can tell that because you are so much like her—rents the house, I suppose, and of course she will not be hard on her own daughter." With that the paltry fiction faded out of sight, and in the five years during which it was necessary to give the woman a weekly pension she was never known to try to deceive again. It was her first lie; a stupid interlocutor might have tempted her into a second.

An old man, decrepit and tremulous, called at an office one cold winter's day asking for something to eat. A young assistant took him aside and hearing his German accent spoke to him in his native

tongue. His face lit up at this and he gave his name readily, but when asked for his address refused point-blank. His tongue was loosened in other directions, however, and he told of his coming to America forty years ago from Switzerland. He had "always good luck already" as a cabinet-maker and had saved enough money to buy two houses in a building and loan association. Sickness and the death of his wife and children, one by one, had eaten up all of his property, and now he had no home and no one to care for him. The assistant noticed that his clothing was clean and neatly mended, and drew out of him that he had been living with a daughter-in-law, but she was so "mean" that he had left her for good. Just here the assistant made her next attempt to get the address but the old man immediately took alarm. What could this young lady want with his address if not to see that dreaded daughter-in-law? Did he not leave the house this morning before breakfast after telling her what he thought of her? To his mind the daughter-in-law had nothing to do with the case, so he shook his head decidedly, saying nobody must go near his daughter-in-law,—"She is too mean." The assistant returns once more to the attack, whereupon the old man starts to leave the office, saying he will go to the City Hall—they help people there. "The wheels of an interview are at the mercy of a thousand ruts," and here we are up to the hubs. All the necessary blanks can be filled in on the record sheet except the one vital bit that will enable the worker to go on with the investigation. Plainly this is a matter for consultation. The assistant calms the old man back into his chair and presently makes some excuse to get away to her superior officer.

"Where is the old man from?" she was asked.

"K——, Switzerland."

"That is the native town of Pastor Huber, of St. Matthew's German Lutheran Church, who will surely know any fellow townsman of his who has been in this city forty years. If you can find out whether your old man has seen Pastor Huber lately you may be sure the name and address is down in one of the good pastor's note books."

That proved to be the right chord, and the next few questions, which ranged around the assumption that the old man was the pastor's parishioner and on intimate terms with him, brought out an admission of the neighborhood in which he lived. A cup of coffee and a sandwich procured from the janitress deserve part of the credit for the old man's unthawing and he was allowed to depart with no further inquiry not to his liking. Of course, it might have been possible to obtain the needed information by a "sweating" process, but there is always a way of guarding even distraught sensibilities, and surely it was wiser and kinder in this instance to reach the climax by an inferential method.

(To be continued.)

CHARITY ORGANIZATION BULLETIN

PRINTED BUT NOT PUBLISHED

FOR THE CONFIDENTIAL USE OF
CHARITY ORGANIZATION SOCIETIES BY THE
CHARITY ORGANIZATION DEPARTMENT
OF THE
RUSSELL SAGE FOUNDATION, Room 613, 105 East 22d St., New York

MISS M. E. RICHMOND, Director
FRANCIS H. McLEAN, Field Secretary MISS M. F. BYINGTON, Asso. Field Secretary

VOL. I. (new series) FEBRUARY, 1910 NUMBER 3

DEPARTMENTAL NOTES

WE BESPEAK from her sister societies a warm welcome for the newest member of the family, the Associated Charities of Savannah, which has just begun existence by electing Mr. George J. Baldwin, President, and Miss Helen B. Pendleton, General Secretary. Miss Pendleton's article on Interviewing, concluded in this BULLETIN, makes a very satisfactory introduction to those of her colleagues who do not know her already. Please enter the new society in the Directory. Its offices are in the City Hall.

WHILE the Directory of Societies is still in your hand, please correct an error in the November BULLETIN. The addresses of the Pawtucket and Paterson societies were inadvertently reversed. They should read:

Paterson, N. J., Charity Organization Society, Arthur M. Dewees, Secretary, 1 City Hall.

Pawtucket, R. I., Associated Charities, Miss Jessie M. Hixon, Secretary, 320 Masonic Building.

THIS DEPARTMENT would welcome suggestions as to ways of gathering information about the existing abuses of charitable transportation whether paid for by private or public officials. Stories, facts and figures that can be well authenticated and can be used in urging the use of the Transportation Agreement and Code outside of our own charity organization

group would be very welcome. It is desired to get this information by correspondence, if possible. A number of the societies have sent us transcripts of good transportation records. What we now wish more especially is illustrations of the "passing on" system, as followed by overseers of the poor and others.

THE CIRCULAR LETTER about Widows with Children has been answered by fifty societies. Many of these agree to do their best to improve the standard of treatment for this one group of cases during 1910, and ten have offered to fill out carefully a schedule for each widow's family under treatment. One society now has 500 under treatment, another had 705 last year, so that this Department is assured a very valuable mass of data to be tabulated and placed at the service of charitable agencies. The suggested changes in the schedule submitted for criticism will be used in devising a better one. This new schedule will be printed and forwarded to the societies early in February.

SOME OF OUR correspondents raise the question whether deserted wives with children should not be included in the study. It is true that their care is even more difficult than the care of widows, and quite as important. As a matter of fact, however, they need very different treatment; the problems involved deserve thoughtful but separate study. A good short statement of these differences in treatment will be found in the admirable little Primer of Charity just issued by the Buffalo Charity Organization Society. A study of Family Desertion, made by Miss Brandt, was published by the New York society several years ago.

THERE ARE DISTINCT advantages in dividing up the mass of applications made at a charity office into homogeneous groups, each one of which requires a different policy. Such a method, systematically pursued, makes it possible to think out more constructive and progressive plans of treatment for each group in turn. Some of the replies to our letter come from offices in which the demands are many and the resources are still very inadequate. Those of us who have shared the responsibility of similar situations and know what they mean, know also with what seeming inappropriateness suggestions for the taking on of new work are made. This is true, however: the selecting out of the mass of only *one case* even—one widow's family, for instance—and its thorough, successful treatment, will sometimes win new interest for all the work and put heart into a discouraged board of directors. It is believed that those who can do no more this year should at least try to make a careful plan, based on a full inquiry, and see *one widow* through her troubles adequately; watching carefully, of course, to see that the children have regular schooling, a wholesome diet, good doctoring and organized play. One such case, successfully handled, might bring a new resourcefulness and new resources for the handling of many others. With a sincere appreciation of all the difficulties involved, we venture to make this suggestion.

INTERVIEWING

By MISS HELEN B. PENDLETON

PART II.

THE EXCHANGE OF EXPERIENCES

In spite of expressions of gratitude, there is often in the mind of one needing help a latent distrust, the distrust of the strong on the part of the weak, the distrust of the unknown on the part of the ignorant. Of course we cannot establish easy, friendly terms of intercourse by telling the story of our past lives, or by dragging into the conversation irrelevant personalities with an ulterior purpose; but we can talk as sincerely and simply about our own affairs as we would with any recent friendly acquaintance whom we might meet in our own homes and yet to whom we would not think of making the intimate disclosures that old friends would expect. The barrier of *strangeness* which separates the visitor from the one she wishes to help may be broken in this way, as a rule. Other barriers must be differently attacked. But even the strongest prejudices and antagonisms may often be traced to this cause—that helpers and helped do not meet on the common ground of mutual knowledge of each other.

In many cases the difficulty of finding a common experience seems insuperable. What, for instance, can the charity worker of to-day, especially the growing number of young men and women fresh from college or a school of philanthropy, find in common with the downcast of a dozen different races; different in language, religion, traditions; ignorant and shy; intent only upon the one thing they ask for—material aid? We are anxious to take them by the hand, but can we induce them to take us by the hand through personal confidences about ourselves? Not readily. Fortunately (with the good fortune blown by a universal ill-wind) though we may have different traditions, habits, beliefs, customs, we have all the same diseases. To have had a hospital experience, an operation, a typhoid siege or a toothache, is often a wonderful bond of union. The calamities of nature fall upon us all alike, and even the calamities peculiar to advanced civilization are no respecters of persons. Losses by fire, flood, swindles, broken banks or business association, may be experiences known well enough to both parties. The great facts of birth and death alone are sufficient to make the whole world kin.

The writer once asked a lady to visit a woman whose husband had become violently insane and who was obliged in consequence to support herself and her two little children. She needed some one to advise and help her, but somehow friendly relations between her and her visitor did not progress. One day the writer casually asked the woman, "Has Mrs. So-and-so ever told you about her little boy?" "Her little boy?" she repeated in surprise. "Why, I didn't know she had one." What standing ground of common interest could there be between two mothers, one of whom did not know that the other *was* a mother?

But we must never expect a definite program of confidence to bear definite fruit. If I tell *this* about myself solely in order to extract *that* from a woman I wish to help, I may compass my immediate end, but I am stultifying my powers of true friendliness.

A young woman, very new at the work of investigating but naturally gifted with a liking for people and with an easy manner of approaching strangers, incidentally told the mother of one of the families that she was visiting something about her life at the college hall where she was living, and spoke of having been a teacher. The woman, who had so far given no accurate information concerning her relatives, declaring that they were all far away and could not help her, exclaimed with pride and pleasure, "Oh, I wish you knew my sister-in-law! You would like her! She's a graduate of ——— College and she used to teach the languages in the ——— school!" Here was a valuable piece of information, the mere by-product of cordial intercourse, and it meant that an elusive better element in what had been an apparently hopeless family condition was almost immediately put to work, leavening the lump of inefficiency and pauperism.

PRACTICABLE STANDARDS OF EFFICIENCY

When the writer began her training for social work, a typewritten manual of instructions and suggestions on the work of a district agent was given her to study. In it was this advice: "Arrange your work so that you shall see a clear hour before you when visiting a family for the first time." After many years of trying to live up to this instruction, she has yet to see the hour devoted to one interview which was not subtracted from the time needed for another of scarcely less importance. As a matter of fact, there can be no time limit set for a proper interview. It

depends upon the human materials that go into the making. There are, indeed, preliminary meetings in the office upon which a time limit should be set, but we must beware of looking upon these as real interviews or, in general, of allowing them to become so. We have seen that it was necessary in the case of the young vagrant and of the old Swiss cabinet-maker to prolong the visit of each into an actual interview, but if we are earnestly intent upon gaining skill in our art let us take this for a sound maxim: *Avoid prolonging any interview in the office which it is possible to carry on in the home.*

We all agree, by this time, I hope, that every interview has some Pisgah point which is reached through more or less difficult climbing. It may take more than an hour to get there, and then again only five minutes. With this reiteration of our definition, may we not venture on another useful maxim? *The social worker who closes an interview without one thing, at least, in sight that will help him to follow up the investigation, practises his art neither efficiently nor economically.*

In cases where the family has reached some alarming crisis and there is something to be done immediately the interview must necessarily be short. Do not worry about the face card. You cannot stop to find out whether the young Slav lying ill with typhoid in the filthy lodging house came over in the North German Lloyd or the Red Star Line or whether he embarked from Trieste or Hamburg. Uncle Sam must get along without this particular bit of information, but while you are making things happen do not forget your clues. You must know if Peter Novak has any relatives here or whether he belongs to any church or fraternal order. And once poor Peter is provided for to-day, in a hospital if he will go or at home if he will not—he is too ill to be argued with—and you have these clues for the work that ought to be done on the case to-morrow, you will be justified in going on to your next interview.

Another story illustrating this matter of the clue has immediate bearing upon the point emphasized, namely, that we should reach this climax in every interview, no matter what exigencies of time and circumstance exist. The police had telephoned a case of destitution. Police cases are always said to be destitute, but as soon as the street and number were given the district worker knew that she should find some sickening form of human suffering. The house was a rear tenement containing three apartments of two rooms

each. One of the three she knew as a disreputable resort; in another three children had been ill with diphtheria the summer before; and in the third two consumptives had lived and died in succession. In these rooms she found a young man, scarcely more than a boy, in the last stages of consumption. He was in a sullen state of despair and weakness and would not talk. He had no people, he said—a brother somewhere but he did not know where he was. He had no friends and no one to care about him. He had made his bed and would lie on it.

Just here nine charity workers out of ten, perhaps, would have hurried away, after seeing that food was provided for the present need, to send a doctor and the district nurse, and to order milk and eggs to be sent to the poor fellow every day until he died. This particular charity worker did nothing of the kind. It was growing late and she had several other visits to make, but how could she leave this poor fellow with no knowledge of him but his terrible present? Even in the midst of filth and the ravages of disease she could discern that somewhere in the past which he refused to disclose he had known the comforts of a good home. This was a case for slow persistence and searching question; the social surgeon must not falter. At last the name of a former employer slipped out. The young man learned his trade there. Good! That former employer carried on a well known business and would know the youth without doubt. Forty-eight hours after that interview the sick boy was under his father's roof. His parents were respectable, well-to-do people, who had tried to bring up their son in the right way. He had fallen into bad company and evil ways, and two years before had left home in a violent passion after some of his wrong-doing had been discovered. Lately, his people had heard a vague rumor that he was ill and had telephoned to the different hospitals in the city, but had given him up for lost. When last seen by his interviewer he had been given the best room in his father's house, a room with the sun in it all day; his people were giving him all the milk and eggs that he needed and would be glad to have the nurse call. Surely it was worth while to take time for such a result.

When we have a roomy hour in which to visit the applicant who is not in a hurry either, the point of the interview often arrives with little or no effort on our part. It happens along in the natural course of getting the information to fill up the face card, but the

cases which need relief immediately require our greatest skill. These instances are mentioned because emergency interviews are the ones which we are most apt to bungle—as *interviews*. We do the right thing for the emergency, but too frequently we do not discover the clue that will lead to our case's becoming something more than an emergency case.

In connection with this discussion of the time requisite for proper interviewing, it may be well to mention the plea so often made when faulty workmanship is discovered, the plea of lack of time. This excuse often begs the question; a good, all-round knowledge of how to go about our work economizes time. We have all heard people complain that they never have time to read and have noticed, perhaps, that the complaint comes either from those who have no large margin of leisure but manage to read more than their fellows anyhow, or from those who would not read extensively no matter how much time was at their disposal. A real drag-anchor on this matter of time lies in our inability to see far enough ahead to avoid biting off more than we can chew, to use a homely but expressive phrase, and also in our desperate feeling that we must minister to every one that asketh. Then as a dependable instrument for the interviewer's use I would mention the absolute necessity of high-grade clerical help. Many charity workers put up with such poor stenographic help that they waste still further the precious minutes which should be given to live, expert interviewing.

THE PERSONAL EQUATION

President Faunce of Brown University said recently that the failure of many attempts to build the Panama Canal was not a failure in science but a failure in the understanding of human nature; and while we are seeking to know the mechanism of the process of investigation, it is well to remember that we may have all the accepted methods at our fingers' ends and yet fail because we are not at the same time wise enough and good enough to deal with human nature.

We know, of course, that there is a certain indispensable intuition in the art of interviewing, and we say that like the doctor and musician the worker must be born for it or else he cannot be trained. "But we do train him," says Dr. Cabot, "despite the old false antithesis, 'born, not made.'" (Social Work: The Diagnosis and Treatment, Richard C. Cabot, *Charities and the Commons*, Nov. 2, 1907.) And one of his best teachers, after all, must be himself.

When it comes to the amount of good sense and good feeling that the social student should bring to his high task, part of his training should consist of a conscious effort to increase his endowment of both. He must be able to detach himself, as it were, so completely from his own acts and feelings that he can turn sternly scrutinizing eyes upon them. And not only his own eyes, for he should welcome and seek the criticism of others, so that he may improve his work by practice and perfect it by comparison with the work of others. Only in this way, indeed, can progress be made. To be able to laugh at himself, too, when he had made a particular fool of himself, as most of us do once in a while, will supply the antiseptic needed to keep this self-scrutiny from becoming philanthropic egotism or sentimental mush.

Looking within ourselves we shall note often that our good sense contains no feeling and our feeling no good sense. We all doubtless remember Amos Barton, who thought himself strong but did not feel himself strong. He had the conviction but not the sensation, and while our convictions are usually in good condition, our sensations frequently need repairing.

We must free ourselves, too, from the prejudices so dear to us and so likely to confuse our sensations. Mr. Augustine Birrell has given us a list of prejudices more strikingly than a less expressive pen can do it. He is writing about the world of books, good and bad, and the discrimination needed to judge them. His words, however, apply with equal truth to the world of men and to our strivings to judge the cause of the poor and needy. "It is," he writes, "a troublesome job demanding first a strong understanding; second, knowledge, the result of study and comparison; third, a delicate sentiment. If you have some measure of these gifts which, though in part the gifts of the gods, may also be acquired and can always be improved, and can avoid *prejudice*—political prejudice, social prejudice, religious prejudice, irreligious prejudice, the prejudices of the place where you could not help being born, the prejudices of the university whither chance sent you, all the prejudices that come to you by way of inheritance, and all the prejudices that you have picked up on your own account as you went along—if you can give these the slip and manage to live just a little above the clouds and mists of your own generation, why then, with luck, you may be right nine times out of ten in your judgment." For, I repeat, to paraphrase his words still further, it is a very difficult thing to learn the art of interviewing.

CHARITY ORGANIZATION BULLETIN

PRINTED BUT NOT PUBLISHED

FOR THE CONFIDENTIAL USE OF
CHARITY ORGANIZATION SOCIETIES BY THE
CHARITY ORGANIZATION DEPARTMENT
OF THE
RUSSELL SAGE FOUNDATION, Room 613, 105 East 22d St., New York

MISS M. E. RICHMOND, Director
FRANCIS H. McLEAN, Field Secretary MISS M. F. BYINGTON, Asso. Field Secretary

VOL. I. (new series) MARCH, 1910 NUMBER 4

A PROPOSED INSTITUTE FOR CHARITY ORGANIZATION WORKERS

In the December number of the Bulletin attention was called to the problem of the charity organization worker who is already at work but who seeks further opportunities for training. Some plan of "short trip training" for those who could not attend the schools of philanthropy was noted as one of the things to which attention should be given. The general course of the summer session of the New York School of Philanthropy will be devoted more especially to institutional problems this year. It has been suggested, therefore, that this Department try the experiment of organizing, under the auspices of the School, a Charity Organization Institute or normal course for paid workers holding executive positions or doing case work in our charity organization societies.

We ask the judgment of the general secretaries of the country on this proposed plan. If such a course were conducted in New York for four weeks in June, 1910, on the plan of daily conferences, under the leadership of the staff of this Department, would it be worth while? Would workers from different cities care to come?

There should be no fee, we think, and if the applications for the course were at all numerous the admissions would have to be by invitation to a limited number, chosen with reference to the nature of the course and the needs of the various societies. The topics to be covered in such a course, if the undertaking seem a wise one, should also be suggested by the general secretaries. Correspondence on this subject is invited.

THE USE OF CERTAIN OUTSIDE SOURCES OF INFORMATION

By MISS MARY L. BIRTWELL

I. OTHER SOCIETIES

No social worker who appreciates to the full the positive conception of Investigation as set forth in some of our recent BULLETINS will under-rate the important place that should be given to other societies at work in our various communities in making our initial study of a family for whose welfare we have accepted responsibility. Since our aim must be not merely to get financial data and physical facts, but to gain a real insight into the moral, intellectual and spiritual life of every member of such a family, other societies, presumably with the same aim and already possessed of some degree of that insight, if the family is or has been known to them, should be the best possible source of help at just this point. The old-time method, not wholly outgrown, was to gather our facts together, make our plans, and then call for coöperation wherever there was promise of support for those particular plans. But is that what is meant by a constructive investigation? We took to heart the mild reproach of a Catholic priest, who once said to one of our young workers: "You make your investigation and form your plans, and then assign me my part in them; but I want to come in at the very beginning, where my people are concerned."

Now most societies specialize in one direction or another. One social worker, representing a relief society perhaps, sees only the suffering wife and children of an intemperate man. Another, working in the temperance cause, is so intent on his desire to save the drunkard that the interests of wife and children become secondary. To a visiting nurse or hospital worker the interest of the patient looms larger than any other phase of the problem; to a school nurse or truant officer the need of glasses or shoes is the main thing. Sometimes a specialist among children sees the child, not as a son or daughter, as a brother or sister, as a member of a family group, but only as an individual boy or girl. A settlement worker may interest herself in a young person without reference to his present or future home ties. And we ourselves are apt to give prominence to the need first brought to our attention, or our point of view is influenced by our own temperament or personal prejudices.

A clergyman several years ago called our attention to a family who were suffering, he said, from the neglect of the intemperate

husband and father. The first steps in our investigation, through the employer and the woman's relatives, corroborated the clergyman's story, and a proposition was made to have the man arrested for non-support. Then we learned that a temperance society had formerly been interested in the man and the official representative of that society was consulted. "Yes," said he, "Mr. X. does drink and there is no reason why he shouldn't. His wife doesn't keep a decent home and wastes his money; then all her relatives nag him, teach the children not to respect him, and drive him from home to the saloon. I've tried to reform him, but it's no use." A personal interview with the employer revealed the fact that the man drew various sums from his wages through the week, so that at the end of the week only a small amount was due. A sympathetic talk with the man brought an acknowledgment of error, but pleaded for charitable judgment. "For," said he, "what's the use of working hard all the week and never a week's wages at the end; it just seems like working for nothing!" We secured a promise from the employer not to advance any wages again without consultation with us. We had a frank talk with the woman, who agreed to try to do her best toward making a better home. Then we provided a week's provisions that the family might start the following week with a full week's wages. A friendly visitor was sent, a young man who could call in the evening and encourage the man, while we kept in touch with the woman in coöperation with the church. It required some diplomacy to deal with the relatives, but they were influenced to be less meddlesome. (The temperance worker had lost his influence in this case, but he consulted us often afterwards in similar situations.) A little later the man said to his visitor, "There have always been plenty of ladies to sympathize with my wife, but this is the first time any of them ever took any interest in me." The church had been blind to everything but the suffering of the woman and children, the temperance worker had labored with and for the man only; but no efforts were effective till the situation was understood from both points of view and efforts were directed toward the correction of fault on both sides. A few months later a relative of the woman said to the clergyman, "I don't know just what those ladies did, but he's a changed man!"

It is well certainly that the specialist, who is apt to focus on one point only, should see the problem as a whole, in both its family and social aspects, and get a clear conception of his own

relation to the whole situation; but we must see to it that we also get, in strong relief, the point of view of one specialist and another, and learn to balance the various interests involved, to see them all in their proper relation and proportion.

To this end there must be exchange of thought, comparison of ideas. And no better opportunity for this offers than when studying together the facts that lie behind a particular situation. This is the time for marshalling our constructive forces. If we do not make our aims clear and gain sympathy and understanding and good-will then, we shall find that we have much of our work to do over again; and coöperation in treatment will be far more difficult if not impossible.

In a community where there is a well-established Charity Organization Society, that society will have an efficient registration system used, presumably, by all the leading charitable agencies of the community. When a family known to any of these agencies is referred to the Charity Organization Society, it is at once revealed, therefore, what other society or societies are, or have been in the past, actively interested; and little time need be lost in seeking such information as these societies can give.

We may profit by their failures, or make our plans a development of theirs; but always we must seek a sympathetic interpretation of their knowledge of and experience with the family in question.

Consultation with a society that recently transferred to our care a deaf and dumb widow with three children, brought out the information that four friendly visitors had failed completely in their efforts to gain a hold on the mother of the family. Though on the face of it a discouraging statement, it proved a helpful one; for it led us to make a special effort to get an effective point of contact, which we did by advising with the Superintendent of the School for the Deaf and Dumb. There we got in touch with a lady who had a deaf and dumb daughter in the school, so knew the deaf and dumb language and could have real intercourse with our deaf and dumb woman. This lady and a member of our Friendly Visitors' Conference are undertaking the oversight of the family together, and at present the plan promises good results. Again, I recall the case of a young girl who had been under the worst of influences during the first twelve years of her life. A social worker, into whose care she came, seemed to have gained a strong influence; but

a lapse from honesty occurred under peculiar temptation, and in spite of further efforts on the girl's behalf the social worker seemed unable to regain her hold. She soon came to the knowledge of a second society, however, whose official worker promptly learned through its registration bureau of the previous society's interest, and the story of dishonesty came out. But both of these social workers were wise, sympathetic women, who were not governed by prejudice and did not jump at conclusions. A thoughtful study of the situation convinced them that the girl's attitude was explained by the fact that, having forfeited the respect of her former counsellor, she could no longer be happy in her relations with her. It was felt, therefore, that the new adviser could best be her guide and helper. So far as known she never lapsed again, and is to-day a trusted employee in a position of responsibility.

If a registration system does not exist—and there are cities where such is the case, even where the society is of long standing—one would naturally endeavor to learn on one's first visit to a family what other friends or advisers they have or have had, and consult with such before taking any radical steps in the shaping of their affairs. But the family, for reasons of their own, may not give this information; often they do not know the exact names and addresses of those who are interested in them. They may not know just what society one who has befriended them represents, or whether she came from any organized agency. So there may be much needless questioning, confusion as to plans and responsibility, and loss of time in working out an effective course of action. It will not take an intelligent group of social workers long, therefore, to see that the establishment of a thorough system of registration is essential to efficiency and economy of effort in work for needy families; that indeed the registration bureau is the very foundation of effective coöperation between societies. If knowledge is the basis of intelligent action on the part of the individual, coöperation in the exchange of information must be the basis of intelligent coöperative action.

The use of other societies in our own city, in both investigation and treatment, is an elementary kind of coöperation, but the constantly broadening conception of the scope of our activities has long since brought the use of charity organization societies in other cities also within our coöperative circle. The adoption of the Transportation Code and the establishment of a list of Forwarding Centers

for letters of inquiry indicate the definite outcome of this development.

When information from another city is desired, it seems to be generally agreed that it is best to use the local charity organization society if there is one, the Forwarding Center if there is not, rather than write directly to the relatives or other sources of information. A tactful, experienced social worker, in a personal interview, learns not only what the person interviewed has to say, but can form some estimate of his character, the reason for his attitude, and whether that attitude is justified by his circumstances. And, of course, the personal interview gives opportunity for stimulating the germs of any kindly impulse or sense of responsibility that may be discovered. When no reply is received to a letter to relatives we have no means of interpreting their silence. It may be due to indifference or, possibly, to their inability to write.

There are, doubtless, exceptions to this rule, chiefly in cases where applicants are well educated and have seen better days, and whose relatives would be seriously disturbed by a call from any one representing a charitable society; but such circumstances are exceptional and do not alter the wisdom of the general policy. Of course we are on delicate ground in dealing with relatives; but are we not always on delicate ground when we attempt to shape other people's lives?

A letter to a middle-aged son living in another city, asking him to help his aged mother, who was destitute in Cambridge, brought the reply that he had all he could do to care for his own family. Later an investigation by the secretary of the newly-established Charity Organization Society in that city, revealed the facts that he earned good wages and was buying a house on installments. He gave as his chief reason for not helping his mother, however, that he couldn't afford to contribute to her support because he was paying her life insurance premium of fifty cents per week. He was her beneficiary in the sum of several hundred dollars! We brought the attention of the Overseers of the Poor, who had been aiding, to the facts of the case, and the son finally took his mother into his own home.

In localities not covered by a Forwarding Center we may use some local clergyman, preferably of the same denomination as the family in regard to whom we are inquiring. Often we use the Episcopal clergyman, as the organization of that denomination on

the parish system gives their clergymen a sense of responsibility in regard to any need within parish boundaries. If the inquiry is to be made in a locality of which we are entirely ignorant, we have sometimes written to the postmaster, enclosing a letter which he is requested to give to the nearest or most influential local clergyman.

Our local Home for Destitute Children once asked us to investigate the application of a widow for the admission of her two children to the Home. Her husband, she said, had been drowned some months before in Nova Scotia; she could find no work there by which she could support herself, so had come to a sister in Cambridge in the hope that the latter would care for her children while she went out to work. The sister had children of her own, however, and her husband would not consent to the additional burden. The woman said she had a place at a restaurant at five dollars a week, which she would lose unless she could get her children cared for at once. We found the woman with her sister in a neat, comfortable home with every appearance of respectability, but she seemed unable to give references from her home town. The owner of the mill where the husband worked had gone out of business, they lived too far out in the country to go to church, so knew no clergyman well enough to give his name as reference, etc. We advised the Home against hasty action and refused to make any recommendation till a thorough investigation could be made. A letter was at once written to the local Episcopal clergyman, asking him to look up the family history, the record of the man's death, and resources in the way of work for the woman. A prompt reply was received saying that the man was alive and well; that there had been a family jar, and the woman in a fit of temper had gone to the States to visit her sister; that the man had told her to go if she wanted to, but had said that she would have to get back as best she could. We wrote the clergyman to stimulate a forgiving spirit in the man and urge him to send at least part of the fare of the family, and promised to do what we could to help the woman earn her share. We got her a place at service with one child, the employer knowing it was a temporary arrangement, leaving the other child with her sister. She saved her wages of two dollars per week, and in a few weeks, with her husband's help, the traveling expenses were met and the family reunion took place.

Two essentials in efficient inter-urban service are, on the one hand, a comprehensive statement of the circumstances of the family

in whose behalf inquiries are to be made, by the society requesting the information; and on the other hand, special promptness on the part of the society making the investigation to make up as far as possible for the time consumed in correspondence.

One of the most common forms of mutual service between societies is the summarizing of the record of families transferred from one society or city to another. And here, it seems to me, a higher standard of service, a broader conception of our responsibility, might well be aimed at.

When a family that has been in our care comes under the care of another society and a summary of our experience is called for, should we not have as keen a sense of responsibility in giving all the light we can as if the responsibility of guiding the family affairs were still ours? Should we be satisfied to confine such reports to mere facts of age, birthplace, place of residence, amount and source of relief, etc., and not include the human element needed to give an insight into the problem in hand? Shall we merely make the bald statement that a man lost his work through drink, but not try to give information as to how long he has been a drinking man, how he became a victim to the drink habit, what his attitude is toward his family when he is sober, etc.—facts which differentiate one drunkard from another instead of putting them all in the same category?

Organization according to locality is essential to economy of time and effort, and to the concentration of responsibility without which effective work is impossible. But the fact that some societies measure their duties literally by boundary lines, practically saying, "Out of my district, no longer my problem," is responsible for some of our social patch-work in dealing with needy families. If it is not practicable to help actively in plans for a family who have gone from our prescribed territory, we may render real service by taking pains to see not only that all the facts we have are known, but that they are sympathetically interpreted.

II. PUBLIC AND SEMI-PUBLIC RECORDS

A knowledge of records, public and semi-public, of what records there are, where they are, how to get at them quickly, and use them effectively—is a not unimportant item in the equipment of a social worker. Public records can always be consulted for registry of births and deaths, marriages, divorces and legal separation, for

facts in regard to ownership and assessed valuation of property, mortgages on real estate and personal property, chattel mortgages, guardianships, court records, wills, insurance, etc.

The registration department of a Charity Organization Society generally includes a systematic exchange of information with the City Poor Department. The records of this department are, of course, public, and should be accessible to the Charity Organization Society, not as a favor or on sufferance, but with full recognition of the right to them; but every effort should be made to establish a cordial spirit of mutual helpfulness in this exchange, as the only atmosphere in which the best coöperation can be developed.

Many of the semi-public records—directories, business and professional—are often part of the equipment of a Charity Organization Society office; if not, they are more or less easily accessible at the office of the Overseers of the Poor, the post office, public or other libraries, or local drug stores.

We have had occasion several times to use the year-books of the various religious denominations. A few years ago we were trying to help a widow with an aged mother and an obstreperous young son dependent upon her. The woman was peculiar; we did not feel that we understood her and she would give little definite information about herself. The old mother was feeble, almost in her second childhood, and much inclined to beg, so not helpful in enabling us to get at the real needs of the family. The woman had a sister, but she declared she did not know her exact name and address. She was married, she said, to a Universalist minister named Taylor, whose Christian name was a Bible name, and she lived "somewhere in Vermont." We telephoned a request to the Harvard Divinity Library to consult the Universalist year-book. They found an Amos Taylor listed as pastor in the village of K. Mr. Taylor's wife proved to be the sister of the woman we were interested in, and by following up this clue we learned the story of the woman's life, which enabled us to deal with her with a far more sympathetic understanding than had been possible previously.

Consultation of records is often desirable for purposes of verification and for accuracy in regard to certain details; but the facts gleaned may have a practical bearing not only on plans for an individual family, but in serving larger ends. It was frequent consultation of the records of chattel mortgages at the office of the City Clerk that revealed the prevalence of the evils of the money-

lending system in our city, and led to a special study of its extent and the peculiar methods of the so-called "money sharks." As a result we were able to take an active part in the revision of the laws pertaining to chattel mortgages, and to make practical suggestions to those who had the framing of the city ordinances regulating the business; and the two firms that had offices in Cambridge were forced out of the business.

In these days of registration and coöperation and telephone service, we have resources for prompt and efficient action that in some instances, at least, leave little excuse for inaction or delay—as may be illustrated by the following incidents:

A man of fifty-three wandered into our office one morning at about eleven o'clock and asked for work. He did not seem strong or intelligent and we felt that he was hardly a promising subject for the labor market. We could get little out of him, but on rather close questioning he mentioned Palmer as a recent place of residence. Knowing that the State Hospital for Epileptics was located there, we telephoned to the State Board of Charities to inquire whether such a man had been a recent inmate. The reply came that according to report from that hospital a man of that name had left the institution two days before. A telephone message to Palmer, eighty-four miles away, brought word from the superintendent that the man had left against the advice of the authorities; that he was entirely unfitted to earn his living out in the community, but that he could do some work about the institution; and that they would like us to use our utmost efforts to persuade him to return. He refused for a time and shed tears at the prospect; but after much kindly persuasion on the part of one of our workers, who shared her lunch with him, he consented. He was put on the train in care of the conductor, the superintendent was telephoned to that he was coming, and at half-past five in the afternoon he was in safe hands again. He wrote us a day or two later that the doctor met him, that he had a good bath and a good supper, and was back at his old job at the stable.

A Young Men's Christian Association worker called on us one morning between ten and eleven o'clock to say that there had strayed into his office late on the previous afternoon a young man who was clearly insane. He had given his name and said his family had turned him out of doors, but he would give no other information. Our informant suspected that he had been in some institution. A

telephone message to the State Board of Insanity revealed the fact that a man of that name had a few weeks previously entered a private hospital for the insane sixty miles from Boston as a voluntary patient. Another telephone message to the hospital named brought the information that the young man had left that institution two days before against the advice of the superintendent, and that he ought not to be at large. The address of the man's sister, who lived in a Boston suburb, was given, and with some difficulty she also was reached by telephone. The young man had been at her home the day before, but had disappeared again, and the family had been distracted with anxiety about him. In less than three hours from the time our advice was asked, arrangements had been made for a consultation between the young man's relatives and a Boston specialist, and at five o'clock he was in the hands of his friends.

III. MISCELLANEOUS SOURCES

An obscure situation occasionally calls for the use of sources of information not on any routine list. A fair-haired, blue-eyed young fellow, a vigorous physical specimen, but apparently innocent and immature, came to us one morning with a story of having left his home in the central part of the State a few days before and walked to Boston in search of work. He had spent one night in a barn, had begged food and shelter another night, and now was homeless and friendless. In telling his story he mentioned the name of a manufacturer, who, he said, had once bought a farm of his step-father. We at once telephoned this gentleman at his place of business in central Massachusetts. He told us that the young man was an illegitimate child and that his mother had married a colored man. "That boy belongs with his mother," said he, "get him back to her as quickly as you can, and I will refund the amount of his railroad fare." The young man was given a lunch, put on the first train with which we could connect, and before nightfall was under his mother's roof once more.

We have had occasion now and then to use the consul of some foreign country. In one instance the son and brother of a family of semi-invalids—a mother and three daughters, two of the latter at times insane—was at work in one of our Southern Atlantic States. Letters came for a time, sometimes speaking of the young man's poor health, and then ceased; then the letters of the family

to him were returned, and they were worrying themselves ill. A letter to the local postmaster brought no result. Finally, the family being of English birth, an appeal was made to the English consul, and with his help the missing son was located.

We have found societies like the Masons and Odd Fellows always ready to give or help us to get any information that promised to be of practical benefit to a present or former member of those organizations or any of their relatives.

We get most of our information from a limited range of sources, used in practically every case; but with experience comes skill in gleaning facts that give individuality to each problem, and reveal some exceptional source of knowledge which is likely to give the key to the whole situation. The habit of mind which leads us to study each family individually in this way, is one which ought to lead also to thoroughness, ingenuity, elasticity and open-mindedness in subsequent treatment of the family and in intercourse with other social workers; and to a broad conception of our work in all its complex relations to the life of the community.

EXCHANGE BRANCH RECORD CARDS

We wish again to draw the attention of societies installing registration systems, or changing them, to the record cards printed by the Exchange Branch and sold by them at cost. These record cards contain the entries which were determined upon by a committee of secretaries and practical workers at the Buffalo Conference. The entries were drafted into their present physical form by Miss Laura G. Woodberry, Registrar of the Boston Associated Charities. The price is sixty cents per hundred plus postage; samples furnished upon request. An alternative form is now in preparation by Mr. Otto W. Davis of Columbus, Ohio. Address Miss M. F. Byington, Room 613, 105 East 22d St., New York City.

·R·S·F·

CHARITY ORGANIZATION BULLETIN

PRINTED BUT NOT PUBLISHED

FOR THE CONFIDENTIAL USE OF
CHARITY ORGANIZATION SOCIETIES BY THE
CHARITY ORGANIZATION DEPARTMENT
OF THE
RUSSELL SAGE FOUNDATION, ROOM 613, 105 EAST 22D ST., NEW YORK

MISS M. E. RICHMOND, DIRECTOR
FRANCIS H. McLEAN, FIELD SECRETARY MISS M. F. BYINGTON, ASSO. FIELD SECRETARY

VOL. I. (NEW SERIES) APRIL, 1910 NUMBER 5

TWO NATIONAL INSTITUTIONS

Should this BULLETIN happen to come to the hands of a member of the board of directors of a struggling charity organization society, this first short article is for him. There are two national institutions which have been of the greatest help to our societies in the past and are now better than ever equipped to render them effective service. We refer to the annual meetings of the National Conference of Charities and Correction and to the weekly issues of the *Survey*. Neither one of these institutions needs any advertising that we can give it, but both are needed by our societies, and more especially by the societies that are still striving to educate a hostile or an indifferent public.

The more devoted your general secretary and the more generously he gives himself to the society's work and to the work of your community, the more important it is that he should have the inspiration and refreshment which will come from a week of intercourse with his colleagues and with the country's leaders in social work. It is wasteful to pay a salary to a worker and then permit the conditions of his work to render him less fit to earn it. A week at the National Conference brings back to your society new ideas about case work, new ideas about co-operation, about the social program of your community, about effective office administration, and about raising money. The investment is ridiculously small for so rich a return, but should the present condition of the society's treasury not justify it, why

could not some individual member who wished to give the society a fresh start and assure it a more prosperous year during 1911 provide the means for the trip? In one society a director who is a busy man of affairs sends the general secretary to the Conference each year as his personal representative; in another, a volunteer worker who feels very grateful for the many opportunities to serve which the society has given her, expresses her appreciation yearly by paying the Conference expenses of one of the newer paid workers. But usually the society itself can afford this expense if it will but realize how ill it can afford to do without the results. These results are not problematical; given the right kind of a general secretary—one who is still growing and still capable of receiving and profiting by new suggestions—they are certain.

The Conference meets this year at St. Louis from May 19th to 26th, and all the details of the program, railroad rates, etc., may be had by addressing the secretary, Mr. Alexander Johnson, Fort Wayne, Indiana.

As to the second aid toward winning your public, one does not usually think of a weekly paper as a national institution, but the *Survey* deserves that title. If your board of directors take it and read it, you will have one kind of a society; if they do not, you will have another. The doctors have a great deal to say nowadays about the importance of "ventilation," of unobstructed breathing, that is; and the housing specialists are urging upon us the importance of light in our homes and of a through draft of air. We charity organization specialists cannot over-emphasize the importance, in the field of charitable and social ideas, of light and ventilation. What most cripples your work? Prejudice and lack of understanding, probably. But once give a charitable fellow-townsman of yours the *Survey* habit, once let him begin to read it regularly, and ten chances to one you'll find an opening made in some pet prejudice of his, and a through draft of fresh air established upon which your message may be carried to him. He may not agree with all that he reads in this illustrated record of social advance and you may not, for none of us do, but it is characteristic of a free current of air that it not only brings but takes away; there's no dogmatism in fresh air or in the editors of the *Survey*.

There is some offer, we believe, of the *Survey* for a dollar if a new subscription comes in accompanied by the usual payment in renewal of an old one, but we have not informed ourselves about this because we are not advertising the paper but are making a suggestion to one who is trying to educate his public in sound charity organization views. To such a one we suggest for systematic approach, first the board of directors of the society; second the influential leaders in related movements; third the only partially interested business and professional men. Induce each, in turn, to read the *Survey*. If necessary, invest in a trial subscription and have the paper sent to them. The details of how to do this may be had at the *Survey* office, United Charities Building, New York.

A new Directory of Charity Organization Societies is now in preparation. It will be sent to all secretaries before the first of May. This will be followed soon by a new edition of the Transportation Agreement and Code.

THE SELECTION OF CASES FOR THOROUGH INVESTIGATION IN TIMES OF STRESS

By FRANCIS H. McLEAN

The period from 1907 to 1909 has been one which has compelled each one of our charity organization societies to do one of three things—to enlarge its force, to investigate only a portion of its cases thoroughly, or to lower the quality of its investigations all through. The stress period, when applications were pouring in, permitted no other way out. Therefore the writer has endeavored to obtain from a number of societies exactly which of these policies they followed. The value of these experiences should be two-fold: they should not only be helpful in themselves, as tending to establish a policy for times of emergency, but they should also shed a reflected light upon the problem confronting, even in normal times, the smaller society with an inadequate staff. If too rigid an application of these results were attempted in connection with the ordinary press of work of an inadequately equipped society, it would be harmful rather than helpful; but a partial application can be made to serve a useful purpose. If, for instance, a small society should adopt, as the only possible one, a classification based on the principle of selecting for treatment those cases which should be most thoroughly investigated, the application would be all wrong. But if, on the other hand, a secretary, after determining on a policy, boldly proclaimed to his board and the board boldly proclaimed to the community that, because of lack of personal service, only such and such cases could be adequately investigated and treated and such and such cases could not, then the selection would serve as an arouser of the conscience of the community. The writer has more than once expressed his belief that a society is in a much better position to force sufficient financial support from the community by a showing of this kind than by attempting to cover up all of its shortcomings by a very thin plaster of inadequate investigation and treatment. A secretary, after once being satisfied by comparison of the work of other societies that the very best work possible is being done by the present force, should announce at board meetings and in public just where the society falls short. The responsibility is

then placed where it belongs. The attempt to hide under the thin mantle simply means that the secretary is blamed for all the shortcomings which are bound to be discovered. This does not mean, of course, that all actual emergencies are not to be attended to, but that some cases are to receive only the most superficial attention in order that the others may be adequately dealt with.

Having in mind, therefore, the two aspects of this question, namely, its use to smaller societies and its use in emergencies, let us see what data have been gathered. Ten cities have answered the requests for information. These are Boston, Cambridge, Minneapolis, Newark, N. J., Baltimore, Cincinnati, Atlanta, New York, Orange, N. J., and St. Louis. This is most fortunately an exceedingly representative group, being composed of societies of all sizes and situated in different parts of the country. Not all of them acknowledged that the depression beat down their standards to a disastrous degree, though all would doubtless concede that the work was not as well done as usual.

THE RETURNS

Boston reported herself not quite as hard hit as other cities. Extra workers and a temporary special committee of the central office on out-of-works were the two larger expedients.

Minneapolis reported the Northwest less affected by the panic than other sections of the country. A slightly increased force held things fairly well.

Baltimore reported an augmented force and no selection of cases.

Cincinnati reported the same, excepting that homeless men were given work only, with no investigation.

Atlanta reported no conscious classification excepting that homeless men were considered by the committee to have the last claim upon its attention.

New York reported the engaging of additional workers only.

Orange reported the engaging of two additional workers, a certain number of men sent to farms, and the obtaining of much temporary employment through ordinary channels of industry. "Original investigations were pretty thoroughly made, and the only point where we fell down at all was in the following up of cases through continued friendly visits. Thorough investigation was attempted in those cases where there was (1) sickness, (2) desertion, (3) child neglect, (4) widows with children—in the order

named." In general, where the need was due to unemployment there was little investigation.

Newark, N. J., reported the securing of an extra worker and the use of five volunteers. There seems to have been a letting down upon investigation all along the line, but three classes of cases were especially "watched," (1) where children were involved, (2) where sickness was involved, (3) where physical inability to work was involved.

St. Louis, while like all the others conceding the necessary personal exceptions, suggested this as the general order of relative importance of cases: (1) Cases involving welfare of children, (2) the sick, (3) distressed widows, (4) out of work and willing, (5) deserted wives with children; after which (6) the won't works, transients, single or homeless men, etc.

Cambridge believed that the relative importance of individual need was first considered. "For instance," Miss Birtwell writes, "on general principles we should place cases of illness of bread-winners above cases of desertion, but if in a deserted family we found a child whose eye-sight was in danger, we should give that prompt attention,—which doubtless goes without saying." She adds the following classification, based on the actual working out during the two years: (1) Widows with children, (2) cases in which gross moral danger is involved for women or children, (3) cases of illness of bread-winner, (4) cases of desertion, (5) families in which there are no children, (6) homeless men.

I suppose also down near the end Miss Birtwell would put cases in which intemperance or other vices of the man of the family would have to be considered.

AN ANALYSIS

In carefully examining these various *emergency* classifications we observe that everybody of course has put the homeless man last. But that points no other moral than that the resident family in times of emergency takes precedence of the non-resident. Mrs. Solenberger's forthcoming book on the Homeless Man will, the writer believes, conclusively show that the homeless man problems of one city are more often than is supposed the family problems of another city, and that no charity organization society is fulfilling its duty to the community until it is dealing just as effectively with the homeless man as with the resident family.

Taking the last four detailed classifications, we doubt the value of the item given twice in the reports of "where welfare of children is involved." The welfare of children is involved in most cases and the classification is too general.

"Sickness" comes next in two lists, first in one and third in the other. "Widows with children" might constructively (using the convenient cover of "welfare of children") be placed as coming first in two lists or possibly three. The divergences in the ranking of "Desertion" may be partially interpreted upon the basis of just what was uppermost in the writer's mind, investigation or treatment. We fancy that where it was placed second it was with the idea that nothing much could be done, even in a temporary way, without thorough knowledge.

AN INTERPRETATION

Having in mind these different classifications, and the evidently different points of view from which they were written, can we arrive at any broad principles or any general interpretation? Let us analyze the family into its three elements—father, mother, children. Everyone will agree that we must give precedence to families in which there are children. Very good. Where either father or mother is absent, the welfare of children requires the most serious attention. Superficially, however, many such cases appear to be less pressing than cases in which the father, the bread-winner, is temporarily or permanently incapacitated physically. The widow, also, may be struggling along on little or nothing, apparently making her way, though slowly undermining her strength. According to the accepted policy of preventing the probable breakdown of the future, do not the widow and the deserted wife, not yet of the recurrently deserted type, require the most thorough investigation of all, so as to learn just how they are getting along; what resources there are; what possible avenues of helpfulness?

Should not such cases take precedence over sickness even of the bread-winner, if temporary in character? Not that we would neglect these last families but that we would place them in a second group so far as *investigation* is concerned, though cases in which the permanent incapacity of the male bread-winner is involved should be considered in the first group.

Classification according to investigation does not involve, of course, neglect of any obvious physical treatment for any members

of any family. This is the easiest thing to accomplish and should never be neglected. Nor should anything involving the saving of children from immediate moral danger be neglected. These things need not wait upon adequate investigation and treatment.

We have been speaking so far of families which inferentially owe their condition to no moral turpitude, or if so it is remote; or it has walked away in the person of the recalcitrant father. But here we approach another difficulty. For in quite a large third group of families, superficially normal, the welfare of children is involved, for instance, in the parents' intemperance. In these, because of the complexity of the problems involved, effective attack is not possible, unless there is time and opportunity to see the fight through to the bitter end. Though the depths have not been reached, still the mischief has been done.

In the first two classes there is resiliency to every helpful service rendered, but we must recognize, on the other hand, that in them is also the possibility of dropping to the plane of the sub-normal and still lower. For, after all, it is the aftermath of insufficient investigation and inadequate treatment which must be watched. Let no one delude himself as to the wreckage which will be discovered. Already societies are discovering the strained and racked family crafts, disintegrating as a result of the industrial storm and of our own bad seamanship. The only thing to do is to prevent as much foundering as we can and therefore, because the first two classes offer the best opportunities for salvage, they should first occupy our attention.

It will be noted that we have been considering exclusively (1) the family which is sub-normal in constitution with the father or mother away or the bread-winner physically incapacitated for work, and (2) the temporarily abnormal family where sickness or moral danger threatens. What of the family normal in constitution and with no even temporary maladjustment amounting to abnormality? In times of stress these can only be worked with in bulk, unless the paid workers are increased; where a small society has an inadequate force they must simply leave these to shift for themselves with the material aid superficially required, with possible opportunities for work, etc. There is immense danger in such a course, but there is danger in any omission of duty on our part.

Indeed, for any group of charity organizers in any society claiming to represent our cause to fold their hands before they are able

adequately to investigate and treat *all* cases applying to them is a grave violation of trust. Why should the child of the drunkard be left until threatened with moral shipwreck? And there are a good many other whys.

The society in the midst of a financial panic must first fight for more workers, and then do the best it can; there is always the light ahead. For the society inadequately supplied with workers in ordinary times the general secretary must cry from the very house tops that many cases have *not* been properly looked after and must present this same moral daily to indifferent directors.

Having the foregoing considerations in view, we suggest a classification with reference to the relative importance of investigation and treatment—the first class at least to be covered in all ordinary times:

CLASS I. RESIDENT FAMILIES NOT NORMALLY CONSTITUTED

A. *With Children.*

1. Subnormal. (Father or mother dead or permanently absent. Father or male bread-winner permanently incapacitated.)
2. Temporarily not Normal. (Owing to sickness [not chronic] of bread-winner.)
3. Abnormal. (Owing to vices or moral weaknesses of father or mother. This includes families of recurrent deserters.)

B. *Without Children.*

CLASS II. NON-RESIDENTS

CLASS III. RESIDENT FAMILIES NORMALLY CONSTITUTED

(Represented, for instance, by out-of-work cases in times of industrial distress)

The above classification, be it again noted, refers to investigation and treatment, and would not limit any society in doing the more obvious and superficial things, such as procuring medical advice, returning children to school, etc., in a wide range of cases. One other consideration. It seems to the writer to be clear that if, during an investigation, it is revealed that a family, no matter of what class, has apparently sufficient resources (moral, financial or mental) either in the family circle itself, or among relatives or other connections, then the adjustments should be left to these to work out, *if* by so doing the society can save a family of another class with apparently less protection against destruction. A chance is taken, of course, but in the face of the greater need we should insist that the chance be taken.

THE BUFFALO COMMITTEE ON CLOSED CASES

By ANNA B. FOX

Registrar, Buffalo Charity Organization Society

In the Buffalo Charity Organization Society, the procedure to be followed in the closing of cases is still in the experimental stage. While it is hoped that a satisfactory solution of this problem has been worked out, time and use may prove the method lacking, and it is subject to modification and change if, thoroughly tested, it does not bring the desired results.

The District Visitors in this Society are instructed to begin each month with an empty file into which is placed day by day the record of every family which is treated during the month by the Society, or by a co-operating agency. At the end of the month, therefore, the Visitor has one file of records that actually have been dealt with, and another file of records that have not been under consideration during the specified period. In connection with making out the District report for the month, the Visitor is required to examine carefully all these inactive records and pass mental judgment upon each one in regard to its need for further work. All such records, which in the Visitor's opinion show no want to be filled or problem to be solved through continued connection with the Society, and which have been inactive for sixty days, are closed, the reason therefor being written on the back of the face card. They are sent with the report to the office of the Registrar.

In that office, all of the closed cases of the different Districts are reviewed, for the double purpose of entering relief and other items on the statistical cards corresponding to the records, and of making an examination both of the treatment given the family problems, and of the technique of the records. Last year, critical notes under the three headings of investigation, treatment and record-making were tabulated and given to Mr. Lee with illustrative records. In his discretion, the points at issue were taken up with the Visitors by means of personal interviews, general talks, or class work, and with the District Committees through the Committee on District Work. This practice, however, did not effect an improvement in record-making as lasting and general as was judged desirable, nor bring about as complete investigation and thorough treatment in every case as was considered essential. It was determined, there-

fore, to organize a Committee on Closed Cases—to consist of the Secretaries, an experienced volunteer, and the Registrar—to which the Registrar is privileged to bring for consideration cases exemplifying unwise, inconsistent or unfinished treatment, partial investigation, or imperfect construction. The Committee discusses the different points involved in each case and embodies its conclusions in a letter written by the Secretary of the Committee, and sent to the District Visitor or to the Chairman of the District Committee, according to the nature of the criticism. At the direction of the Committee, any record may be returned to the District for revision, or for further action.

It is unfortunately not possible to be perfectly definite regarding the procedure of the Committee on account of its recent organization. Enough has perhaps been said to show that its aim is to raise the standard of work and of workmanship. It will endeavor to evolve a method best suited for reaching its aim, and it will be content to achieve gradually, but very surely.

It may not be out of place in this connection to mention another check the central office has upon closed cases. If for any reason such a case is reopened during the year, the corresponding statistical card is made out in a distinctive color. By means of these cards, a list can at any time be made of the closed cases that have later been reopened, and the records can be studied with a view to determining whether the closing was premature, or whether the recurring dependent condition was due to something that could not have been foreseen. The inferences drawn from such a study will furnish valuable material for the Committee on Closed Cases.

It is thought by this Society that through the enforced review by the Visitors every month of all the inactive records in the districts, with the consequent necessity of coming to a conclusion regarding the treatment of each as finished or unfinished, and through the safeguarding of premature closing by the means of consideration in the Registrar's office, the danger of neglect is less than if the records were kept indefinitely in the district offices.

Although not germane to the point under discussion, it may be of interest to add that all of the records in all of the offices are read over at intervals for the purpose of keeping the statistical cards up to date, and all active records are at the end of the year given careful study.

THE WIDOWS WITH CHILDREN SCHEDULE

March 5, 1910.

MISS MARY E. RICHMOND,

DEAR MADAM:

Acknowledging your favor of 3rd inst. with accompanying schedule, I am led to make inquiry relating to certain features of it concerning which I am in some doubt. For us to engage in this extended investigation would require an extra assistant. Then we have between thirty-five and forty different nationalities, some of whom could impart no information without an interpreter. The most serious consideration, however, is the humiliation which a sensitive but deserving widow would feel in being put through a 49th degree. Does it not rob her of the self-respect which we wish to cultivate? Would not most of us in better circumstances be disposed to resent such investigation? Does the end sought justify the measures adopted in acquiring the information?

I am only interested to know what is best and wise and my inquiries are not criticisms. Cordially yours,

_____.

March 12, 1910.

DEAR MR. _____:

I am very much interested in your letter of March 5th and am glad to meet your frank questions with equally frank replies. We are trying to work out together a plan of more effectual helpfulness for victims of all kinds of misfortune, and no one of us can claim any large amount of knowledge as yet as to the right way in which to proceed. I have just gone over the widows schedule and asked myself concerning each of the 49 questions of the blank how many must be asked of the widow herself either directly or through an interpreter. I find that seven only must depend for an answer upon information that she gives. In fact the blank as a whole is much more of an investigation of your treatment of the widow than it is an investigation of the widow herself. It is far more searching in its inquiries as to the kind of charitable treatment that charitable people in your town are giving widows than it is on the side of the widow's own personal affairs. Just at a glance, of course, it looks like 49 questions to be asked of the widow.

Suppose that I were a widow with four or five small children and without means to support them. I do not think that, however proud and sensitive I might be, I should regard it as any impertinence for the person of whom I asked help to ask me what my name was. Then, too, I should have sense enough to see that my ability to earn before my marriage and the amount that I earned before my marriage would have a direct bearing upon how much I could be expected to do for my family now. My age approximately would of course bear upon this same point of my ability to support my own children. The condition of my health would also have a direct bearing upon this point. If there were other members of my household beside myself and my children I should naturally expect those whom I asked for help to know about them. As to the details of my children's

health and whereabouts, most mothers are only too proud to talk about their children, and probably I should be appreciative of any interest shown in them too. The approximate date of my husband's death and the story of his last illness is, I confess, a painful subject, but I have been doing charitable work for twenty years and I have yet to find the widow recently bereaved who refused to discuss the matter. Every other item in the blank, as I study it, requires an answer dependent not upon the widow's own statement at all but upon the quick observation and painstaking service of the charity agent to whom she applies. We are not dependent upon the widow, for instance, even for information as to whether the children attend school regularly and promptly. Often she does not know. The teacher is the one who knows, and in any family receiving regular help the teacher will gladly co-operate to the extent of sending you a postcard once a week about the attendance of the children.

One general secretary in a society having a good many districts read this blank to all the district workers and asked them for criticisms. At first a minority of the workers thought that the blank was too detailed, whereupon the general secretary asked them to indicate which questions were unnecessary and what information called for was superfluous for a charity agent to have. They could not decide to eliminate a single question. Upon closer scrutiny it was evident that each one called for information that was fundamentally necessary if they were going to help the family effectively. The physical condition of each child, for instance; how can we possibly let an overburdened mother struggle along with the additional handicap of chronic ailments among her children which a little intelligent care on our part could remove? Such care is impossible unless we know the physical condition of the children. Many of your widows are foreign widows, as you point out. They grew up under conditions entirely different from our own in a country where it was not so necessary to have an education in order to earn one's living. If we help them at all in their widowhood, surely we should not overlook the importance of helping them to get their children well prepared for the struggle of life. Children who enter the labor market without such preparation are in no position to support their mothers, and it is the mother who suffers in the long run when through her lack of knowledge of our modern conditions she fails to give her children educational advantages and a good industrial start. I will not attempt to discuss this point more in detail, but I could go on through the blank, I think, and show you that the questions are devised for the purpose of bringing out the possibilities of helping the widow and not devised with any idea of humiliating her or even of subjecting her to many questions. In fact, the better trained a charity worker is the fewer questions he has to ask directly of applicants. Information about habits, employment, earnings, etc., comes far better from former employers than it does from the applicants themselves. Many details about the children and their schooling come best from school teachers. The account of what other charities have been doing comes best from the charities themselves; and so on.

Again thanking you for the opportunity to explain this blank, I am,

Yours very truly,

MARY E. RICHMOND,
Director.

·R·S·F·

CHARITY ORGANIZATION BULLETIN

PRINTED BUT NOT PUBLISHED

FOR THE CONFIDENTIAL USE OF
CHARITY ORGANIZATION SOCIETIES BY THE
CHARITY ORGANIZATION DEPARTMENT
OF THE
RUSSELL SAGE FOUNDATION, Room 613, 105 East 22d St., New York

MISS M. E. RICHMOND, Director
FRANCIS H. McLEAN, Field Secretary MISS M. F. BYINGTON, Asso. Field Secretary

VOL. I. (new series) MAY, 1910 NUMBER 6

THREE NATIONAL CONFERENCE ANNOUNCEMENTS

I.

Some days before the opening of the National Conference of Charities at St. Louis, members of the Families and Neighborhoods section will receive an analytical program of the meetings, noting under each of the topics about which papers will be read a few sub-topics. These sub-topics are to be suggestive starting points for the section discussions and are not intended to limit them in any way. Most of the section meetings will be opened with only one formal paper fifteen minutes in length. The subject will then be thrown into the arena, and it is hoped that all members of the Conference will come prepared to participate in the freest and frankest possible interchange of views. Responsibility for meetings so conducted must be divided among many, and all who come to the Conference should feel some share of it.

The topic for the general meeting will be the Interrelation of Social Movements. The five section meetings will be on Widows with Children, Social Surveying, the Relation of Commercial Bodies to our Charitable and Social Standards, the Settlement Problem of a Shifting Population, and the Social Worker and the Church.

II.

The General Secretary of the Baltimore Federated Charities, Mr. J. W. Magruder, writes as follows:

Will you kindly publish in the May CHARITY ORGANIZATION BULLETIN a call for a meeting of general secretaries of all charity organization societies to be held at the Hotel Jefferson, St. Louis, Tuesday, May 24, 1910, at 2.30 P. M. At a similar conference of secretaries held at Buffalo last year I was instructed to issue the call for this year's meeting. The invitation covers all paid workers present at St. Louis and also two volunteer workers, but no more, from any one society. The general secretaries are asked to see that these other representatives are notified of the meeting. A full attendance is especially desired.

III.

At last year's National Conference, so much interest was shown in the exhibit of charity organization work that the Exchange Branch societies were asked by the meeting of general secretaries to recast this exhibit in a more permanent form. The work has been done by Mr. Minnick of the Providence Society for Organizing Charity, who has arranged the forms and printed matter on framed cardboards and standards in shape to be economically shipped and quickly put in place. Two rooms adjoining the meeting hall of the section on Families and Neighborhoods will be devoted at St. Louis to the exhibit. It will show the complete record and office systems of one or two large and one small societies. Other forms will be found classified according to their purpose for ready comparison. The exhibit will include beside a model office with filing cases, etc.

The Exchange Branch was also authorized last year to prepare a loan collection of stereopticon slides illustrating charity organization work. Some of the pictures from which these slides have been made will be exhibited. Workers who are seeking new ideas as to office system, financial methods, case records, etc., will find it worth while to set aside a quiet few hours for the careful study of this exhibit in all its details.

Although the Directory of Charity Organization Societies was mailed only a week or ten days ago, one more society has been born since and seeks entry in the family register. Please add at the bottom of the first page the Associated Charities of Charlotte, N. C., 4½ South Tryon Street, L. B. Myers, General Secretary.

The Charity Organization Institute begins its four weeks' sessions at the Clinton District of the New York Charity Organization Society on Thursday, June 2d, at 9 A. M. Students have been enrolled from Colorado, the District of Columbia, Indiana, Kentucky, Maryland, Missouri, New Jersey, New York, Pennsylvania, and Oregon. Each student has been asked to bring in writing to the first session of the Institute data about his own community under the following general heads: Population, location, industries, health, conditions surrounding children and charities.

TUBERCULOSIS AND RELIEF

AN INTERCHANGE OF LETTERS ON THE APPARENT CLASH BETWEEN ORDINARY RELIEF PRINCIPLES AND TUBERCULOSIS RELIEF PRINCIPLES

Recently Mr. Almy submitted a question of policy to four charity organization workers outside of Buffalo in connection with a tuberculosis relief problem. At the time of the first submission Mr. Almy practised a little innocent deception, all the four believing that he was presenting a real case. Later he explained that it was hypothetical and that he had made the problem somewhat broad in terms so as to cover possibly more than one aspect of the tuberculosis relief questions with which many charity organization societies and tuberculosis leagues are dealing. By reason of the widespread interest in these questions, the first statement and the replies are here published:

THE QUESTION

This is the question as Mr. Almy first put it:

We have a family consisting of a man and wife with two children, which should be independent, as the man is quite able to provide for his family. The Tuberculosis Association reports that the wife has tuberculosis, for which no hospital treatment is available. She is a trifle too advanced for Ray Brook, but we are assured that the disease could be checked, if not cured, by plenty of food, with rest and freedom from worry for six months. The question is whether relief should be put into this family to give the woman suitable food, or even to pay the rent, so that she will not worry. It is understood that a vigorous effort will be made to make the husband pay this rent, and that this effort will include finding work for him and keeping him at it if possible. If this effort fails, shall relief nevertheless be given in order to cure a communicable, dangerous disease. Some of those present were in favor of giving no relief at all because there is an able-bodied man; others would relieve not more than a month at the utmost; others would give all the relief necessary to cure the woman, if the relief as given seems to be having that result. In other words, some thought tuberculosis quite as contagious and quite as dangerous as pauperism, though this was the minority opinion. Perhaps you will guess that I was in favor of curing the sick woman, as would be done, of course, if the disease were typhoid instead of tuberculosis.

Mr. Porter R. Lee, General Secretary of the Philadelphia Society for Organizing Charity, replied:

Your letter, with the problem of the tubercular woman, reached me last week and was considered yesterday by our district superintendents at our weekly meeting.

In reaching a decision, we had to make some assumptions. We assumed that the man was of the kind who will not work regularly except under pressure, and we assumed also that the woman was not so sick at the present time that she could not take some responsibility. Under these circumstances, our superintendents (seventeen of them) voted unanimously to try this plan: First, secure work for the man and keep him at it, which is following your suggestion. This should provide all necessary relief without any aid from the Society. If this effort fails, no relief should be given unless the woman will swear out a warrant for the arrest of the man on the charge of non-support, and if this legal action fails to eliminate him from the family the woman must leave him and forbid his return to the house before any of our superintendents would give relief.

You say that there is no hospital treatment available for the woman. We do not see, therefore, how the children can escape the danger of infection. The matter comes down then to a choice between pauperizing the family or killing the woman. We believe that both can be avoided if she will take this stand against the man. Needless to say, we would bring all possible pressure to bear upon the man in the first instance to keep him at work, and upon the woman in the second to eliminate him from the situation.

It is worth remarking that we have very little confidence in the possibility of avoiding infection when a tubercular patient is kept at home with other people in the same household. That has been tried here by the most painstaking workers with families who have been scrupulously careful and who have had the benefit of constant medical attendance, nursing service, sick diet and so on, and we know of no cases where it has worked satisfactorily and we know of several where it has worked disastrously.

I think thus far I have stated the unanimous feeling of our superintendents. My own judgment is that I should take care of the woman first and see that she had what she needed, and would do as hard work as possible on the man afterwards. If he failed to work and provide the necessary treatment, I should certainly expect to have him punished even if I had to swear out a warrant for his arrest as a vagrant. I regard pauperism as a more dangerous disease than tuberculosis. Of course, tuberculosis in the early stages, or even in the fairly advanced stages, can be cured or checked, but I do not think that we have the facilities for curing a genuine case of pauperism.

Miss Mary E. Richmond, Director of the Charity Organization Department of the Russell Sage Foundation, answered:

I am very much interested in the problem that you put to me in your letter of the 9th. I do not personally care very much about the dangers of pauperism in the abstract, nor have I very great faith that the wife about whom you write can be cured of tuberculosis by relief the most ample given in her own home during the next six months. Your specialists tell you that she is too far advanced for Ray Brook, but that the disease could be checked, if not cured, by plenty of good food "*with* rest and freedom from worry." You do not go into the question in any detail of the man's characteristics other than his unwillingness to provide for his family. But usually a man who is unwilling to provide for his family has other ugly traits, too, and his wife seldom is permitted to have "rest and freedom from worry" just because a charitable society is willing to pay for her food and put up the rent. In other words, the charitable society does not control the conditions, and the real danger is not pauperism so much as *failure* to cure a communicable, dangerous disease. I am assuming that no institution, either public or private, and no place except her own home, will shelter this woman during the next six months. Is the man the sort of paragon who will do the work at home in case he is not working outside of home? Is he going to take care of the children and do the housework and be good to his wife? If not, why not eliminate him and so get rid of one very uncertain factor in the situation by insisting that the wife sue him for non-support and then driving ahead on that side, at the same time that you try to relieve the wife adequately? When you say that you are in favor of curing the sick woman you seem to be assuming that it can be done without dealing with the man too; I doubt it. He can frustrate all your plans unless you carry the war into the enemy's camp. Here is luck to you if you adopt this aggressive program.

This was the statement of Mr. Francis H. McLean, Field Secretary of the Charity Organization Department of the Russell Sage Foundation:

I think a little more regarding the character of the man is required in order for any one outside to offer an opinion. Is he intemperate or just plain lazy? I take it that he is efficient, because you speak of his ability to support his family. Then also an element to be considered is whether the family has previously been in your care. If so, at what time, for what periods and what was done or what was attempted?

Another consideration which must be taken into account is that, though tuberculosis is a contagious or infectious disease, with

home care you cannot have the same isolation with the patient as you would have with diphtheria or typhoid. In other words, you cannot separate the interests of the patient in any way from the direct immediate interests of every other member of the family. That means, of course, that the man may not do a stroke of work, and you must in self-defense see not only that the children are properly cared for, but that this hulking idler gets all the food he wants. Why? Well, you remember the stories of the Baltimore nurse. Even with well ordered families, the eggs for the invalid went into puddings and such like, oftentimes. You must, if you decide to follow it out along this line, be prepared to arrange a rigorous supervision to see that the diet is properly used. Then, too, is this such a family that you could be sure that things did not happen which happened to us sometimes in Brooklyn and Chicago, the good eggs being sold for other things?

Now I may have been offering possibilities which need not be considered in connection with this particular family. If so, my reasoning is not at fault, but the scantiness of your delineation of the character of husband and wife.

There is still another consideration which was recently presented in the Clinton District. In connection with a woman who refused to accept sanatorium treatment, the committee decided to force matters by refusing to arrange for home treatment. This was because it was believed that even when a family observed precautions there was extreme danger of the disease spreading, under tenement conditions. A specialist who was consulted gave this as his experience. Not only did tenement conditions handicap the patient, but even careful patients were unconscious spreaders of the disease.

In that case sanatorium care was possible. You say it is not in your case, and so you must resort to home care. Home care with a very good family in a crowded city tenement is fraught with danger. How much more so does the experiment appear problematical with the disturbing element of the husband and father. Is it not a pretty hazardous experiment?

It seems to me that if no other way appears to be open, I would exhaust every legal remedy to put that man on his good behavior somehow. I thought that New York law had been changed, so that one not the wife could swear out the complaint for non-support when the family could technically, as you could make this one, become objects of public charity. If this would not do, I would see if I could get up a police conspiracy to have him arrested as a vagrant or suspicious person. I do not think you can let him afford to be in any other position, if he does not try to do better, than that of a probationer out on sufferance; because if he sees you are helpless before you know it he will be getting hold of some of

his wife's diet unless you have a nurse with her all the time. The more you put into the family under such conditions, the more he will get hold of himself. This is all conditioned, of course, upon his refusing to do better under the stimulus of a man friendly visitor.

Is there not one of the private state sanatoria like Stony Wold to which you can look for an early or later admission of the woman, the children being given institutional care or other disposition while she is there? That means a quicker return to health for her, greater safety for the children and a lesson for the man. Furthermore, unless you do get a strangle hold on that man, it will be a more economical process, estimating by proportion of expenditure to results.

With further delineation of the family, I should be glad to go into this exceedingly important typical case again.

I do think it is a case you cannot drop under any circumstances. If home care is inevitable, it may mean placing the children elsewhere for a time, or not. But it certainly means that you must get that man under your thumb if it requires all the lawyers' brains in Buffalo to get him tangled up in a legal net, providing moral influence does not change him.

This came from Mr. W. Frank Persons, Superintendent of the New York Charity Organization Society:

Dr. Devine has asked me to answer your letter of February 9 respecting the matter of treatment in the family described.

The question presented is one that often arises in our own work, and I shall accordingly speak of our own practice in such matters. I find it a little difficult to give definite suggestions in this instance because of the fact that so little is known by me concerning the man in the case. If there is a likelihood of his going to work, maintaining his family and providing the care and attention needed for the cure of his wife's disease, pressure should be exerted, of course, to bring about so desirable a result. If, however, he is lazy and addicted to drink, the chances of his wife's improving in health while at home as rapidly as elsewhere I should regard as exceedingly slight. The result of such an experiment would be probably to harm him more than to benefit her.

Accordingly, I should advise breaking up the home, unless the husband can be relied upon to co-operate in a suitable plan for home treatment. If the wife's disease is so far advanced that she cannot be received at Ray Brook, it would be practicable probably to find a suitable boarding place for her at Liberty or at Saranac, where she could be assured of suitable medical oversight and treatment at an expense which would not be prohibitive. The children

would need to be cared for, of course, out of the home as in many other cases.

I can think of no reason for declining to assist in the cure of the woman's disease because of the man's fault. He and not the sick woman presents the real problem in this case. I shall be glad to know what is your ultimate conclusion in the matter, and what other plans may be suggested different from that which I have expressed or which is indicated in the latter part of your letter.

UNANIMITY ON FUNDAMENTALS

Let us see how far the four are agreed. There can be no question that they have all emphasized the fact that the health of the woman can be neither considered nor bettered apart from consideration of the man. No portion of a family problem can be isolated so long as the family is kept together. The man could tear down all the good done to the wife.

Only one of the four can forbear asking either inferentially or directly whether the question of sanatorium care outside the home has been gone into with absolute and complete thoroughness. One of the three in bold, broad statements indicates that she *assumes* it, but the wording of the asssumption in itself is a challenge for another heart-searching on Mr. Almy's part. The other two ask directly, and one of the two suggests an avenue of escape which cannot have been cut off. Outside care is the one best plan; all the others are problematical and involve grave danger. And all are agreed that if home care is inevitable it spells disaster to leave the man *in statu quo*. That, indeed, is the impossible thing to do. It means the breakdown of everything and nothing cured, neither tuberculosis nor anything else. Then too, by inference and by direct statement, the question is raised whether, if home care is agreed upon, the children should not be cared for outside the home, for behind lies the other fear that with all precautions taken the children in a city tenement are in danger from this infection whenever it is near them.

Will not others contribute to the solution of this important problem? Correspondence is requested.

·R·S·F·

CHARITY ORGANIZATION BULLETIN

PRINTED BUT NOT PUBLISHED

FOR THE CONFIDENTIAL USE OF
CHARITY ORGANIZATION SOCIETIES BY THE
CHARITY ORGANIZATION DEPARTMENT
OF THE
RUSSELL SAGE FOUNDATION, ROOM 613, 105 EAST 22D ST., NEW YORK

MISS M. E. RICHMOND, DIRECTOR
FRANCIS H. McLEAN, FIELD SECRETARY MISS M. F. BYINGTON, ASSO. FIELD SECRETARY

VOL. I. (NEW SERIES) JUNE, 1910 NUMBER 7

CORRESPONDENCE ABOUT A CASE RECORD

Last month we were able to give our readers a correspondence about a hypothetical case which was not intended for publication, not even for the selected audience of the BULLETIN. This month we are permitted to print another private correspondence about a real case this time. Readers of the three letters which follow will agree, we think, that the Charity Organization Department has a right to feel proud of having arranged for the case-record criticism which these letters contain. They deserve not merely to be read, but to be studied again and again.

August 23, 1909.

Dear ———:

I infer that in so young a society your worker is beginning, as we all did years ago, without doing much case work under the constant oversight of a person of long experience. At least in this record, clear and concise and apparently showing that the good will of the woman was gradually gained, I see some of our early mistakes repeated. I suppose the purpose in sending it to me is to try to hasten the slow process of learning merely by one's own experience, so I shall be quite frank.

The outcome in this family might have been the same, but in a dozen families if methods such as I suggest had been used the total result would, I think, be more prompt and efficient.

My criticisms would be:

1. That investigation moved too slowly.

2. That in visiting the family and the hospital and in telephoning the doctor the worker did not try to get essential information and therefore had to repeat the visit or inquiry.

3. The record seems clearly expressed but rather bare. I infer perhaps wrongly that the investigator had in mind in his first visit getting information about present conditions and did not think it important to get the background of their previous life or the woman's hopes and plans for the future; what occupation John wanted to follow when he grew up, and so on.

4. I infer that he took too easily the woman's thinking that they would manage to get along instead of considering that for a woman still very weak after an operation to care for six children on an income of $3.00 a week and such meager supplies as city charities usually give was an impossibility.

5. The plan of sending the children to a home is made in the investigator's mind and presented to the woman in the *first visit* before inquiries have been made. The letters to the priest and probation officer put forward this plan. The investigator perhaps does not yet realize the power of suggestion, and how likely this method is to prevent the person consulted from using his own ingenuity to propose perhaps a better plan. Counsel is just as important a result of inquiry as information, and a little delay in putting forward one's own plans is more likely to bring it. The record does not show this putting forward of the plan in visits to the relatives, but this same plan is drawn from each of them. They might have suggested it in any case, but one wonders why the relatives did not put the children in a home while the mother was in the hospital a month before, if the idea originated with them.

If plans are to be presented at all it is well to describe two or more in order to set the mind of your interlocutor working. In talking with relatives, for example, it might have been possible to suggest that while the woman was getting her strength back she was of course unable to carry her burden at home, and get them to take one or another of the children, perhaps one old enough to be of some use to the old people who had the little child of four to care for in its mother's absence.

In the letters to the superintendent of the hospital and to Dr. Stoddard it seems to me unnecessary to have told so much as to future plans in order to get the information and enlist Dr. Stoddard's interest. In general it has proved better, I believe, to tell only what is necessary to show a friendly interest and so invite it from others. This avoids any chance of one's tentative plans being

repeated to the family or others as final, perhaps exciting criticism or even opposition. The committee itself, April 30, is also "too previous." They conclude that the mother should be sent to the hospital although they have had no professional opinion from either doctor or nurse. Nearly four months later Dr. Masters' written opinion in August confirms the impression I had gained from the record up to April, that a convalescent home, a country boarding-place, or relief from work at home and good food there, were indicated rather than a hospital.

Indeed, it seems a pity that the woman's expectations expressed in the first interview that she would soon be strong again and able to earn should not have been the basis of co-operation, instead of the children's need of care. I take it that everyone would have liked to see that family kept together and if anything had been done then to help her to get stronger, I cannot help feeling that she would have been more easily convinced by those who had thus helped to forward her plan, that some modification of it, relieving her of the care of some of the children for a time, was wise.

6. The friendly visitor seems not to have been started well. She begins by taking relief and by trying to persuade the mother to a plan against which the visitor must have been told she was prejudiced. Apparently neither the committee, whose activity and interest in the progress of the family it is very pleasant to find all through the record, nor the investigator, had advised the friendly visitor about any way of beginning which would have led her to get the influence which could have been used later—getting acquainted with the children, arranging some pleasures for them as likely to appeal to a woman whose chief fault according to relatives had been that she gave them too many pleasures. At present she cannot be giving them any and would probably appreciate their coming from someone else, and this would be a chance also to introduce less expensive and more wholesome pleasures; outings, perhaps, if there are parks near; or a visit to a railway station with its "choo-choo" cars, or any other activity that would interest children if the visitor is willing to be seen with their dirt and rags. Once given this point of view of *getting influence* before using it, the visitor herself may find better ways of doing it than these I have mentioned. It is not unnatural that after such a beginning the friendly visitor should drop out of the record altogether, but this may have been due to lack of system in the work of the committee and its investigator in looking after friendly visitors and in showing to the visitor frequent and friendly interest in the family and its problems.

I may make 1 and 3 a little fuller.

1. As to delays, no explanation is given of the six days before the first visit, nor of the interval of nearly a month between the letter from the priest and the doctor's statement that Mrs. Morse was unable to assume the responsibilities of her home, and any communi-

cation with the woman. If Dr. Stoddard's information and his evident interest in the case had been gained in March one wonders if it might not then, or even on July 7, when the woman was feeling poorly, have been used to enlist her co-operation more effectively than in August, when she was feeling well. Very likely the delays may have been due in part to pressure of other work.

3. As to the bareness of the record: This last matter illustrates perhaps what I mean. When the investigator asks the woman to be examined one wonders if putting the examination forward was tactful. Could Dr. Stoddard's interest and his willingness to advise her have been put more persuasively if the examination which might follow were not mentioned? This may have been done. I am well aware that records do not tell the whole story, and this is a minor matter. I do, however, feel strongly about the first visit. I have noticed in some other records that if the man were dead the investigator seemed not to care to know anything about him, but wouldn't it be well to learn what his occupation was, his health, habits, etc., what income his labor provided—all bearing on the inheritance of the children, the scale of living to which the family was accustomed, the occupations with whose environment the children were already familiar, and so on? From the ages and time in the United States, I infer that the woman must have been about twenty-eight when she was married, and that she had been before that some five years in this country. What was her occupation in this interval? Would that throw any light on what she might do now or what she might help her children to do as they grew up? The man's former employer, the boy's employer, the relatives, the friends of the woman (rather important, as the relatives turned out not to be entirely friendly), the physician who had attended her every two years in childbirth, or who sent her to the hospital (as Dr. Stoddard presumably had no previous acquaintance with her)—these and other clues would have come out naturally in the talk, I think, if the investigator, having made evident his wish really to help, had not had his mind so much upon the foreground. I wonder if your workers know Dr. Richard Cabot's Backgrounds and Foregrounds in Work for the Sick? It may be had at ten cents a copy from the New England Hospital for Women and Children in Boston. Though addressed to doctors, it is just as helpful to social workers.*

Another instance of bareness in the record is as to the children. John is the only one individualized at all. In that month's delay after the first visit he not unnaturally got discouraged. Who wouldn't? (And, by the way, was any effort made to get John work between April and August? None appears in the record.) Didn't the friendly visitor or the visiting nurse get to know the children?

---

* See also Social Service and the Art of Healing, by Dr. Richard Cabot. (Moffat, Yard & Co.)

The visiting nurse also is not mentioned after her call at the office May 14. One wonders why Tessie, ten years old, is preferred to Alice, twelve, as the one to be kept at home from school when help was needed in the work.

In the outside inquiry, I question the wisdom of going to neighbors, especially if near present residence, unless known to the investigator as persons of judgment. The family physician, the man's employer, the previous landlady, and so on, would seem safer persons to have inquired from.

The woman's sister speaks of $750 received at the man's death, although at the first interview the investigator understood that there was no insurance. Would it have been well to follow up that clue and learn where it came from and whether it was really already spent? The sisters of the parish who were presumably the children's teachers were not seen, although there is a suggestion of it. This might have been something for the friendly visitor to do. The city charities were not seen. Perhaps the investigator knew that they would have no worth-while information to give, but it would seem worth while to make the inquiry there unless the society has some automatic means of exchanging information about all families regularly with this important agency.

I am going to try my hand at inferring from the record what kind of a woman you have to deal with—a dangerous attempt, I know, especially where the record is lacking in background, but it looks to me like this: Here is a woman who was probably suffering from the difficulties Dr. Stoddard describes even before her husband died. That and the shock of his death may have put her into a nervous and irritable condition and account for the "insult" to her husband's sister at the funeral. Her lack of economic sense is shown quite as much by her expecting to manage on $3.00 a week and a semi-monthly grocery order (even though her rent was incredibly small) as by her spending for candy, ice-cream and amusements for her children, when she had what doubtless seemed to her a good income. She is evidently fond of her children in a way, wants to work and make a home for them and does not realize how weak she is and how long she will remain so on so insufficient a livelihood. She is probably so weak that she cannot keep the house clean or manage her children, yet there must be some fund of affection or of undefeated spirit in her which makes her so sanguine as to the future. It would seem that there was something to build upon in her, perhaps not enough, but how can one judge until she is given a chance at health and a possibility of decency?

I infer there must be some resource not discovered, as a family of seven could hardly have subsisted for three months on grocery orders from the city alone, even if the milk mentioned May 7 continued. I conclude it did not since there is a new application for it in August.

It is interesting to see a plan for getting the boy into work, lightening the mother's labors and giving her sufficient help, taking shape and effect at the end of the record. I hope it may still be possible to enlist a friendly visitor, for while Mr. Carter can follow John, I suppose his duties as probation officer will not allow him to give much time to this family otherwise, and Mrs. Morse and the other children need a good friend who will of course co-operate with Mr. Carter.

October 23, 1909.

My Dear ———:

I want to thank you personally for what seems to me an excellent and searching criticism of my case writing in your letter to Mr. ———. I say case writing chiefly because my records do not show my case work. Your criticism showed me this fault.

I want to dwell especially upon what you say about the "first interview." My experience of about two years in charity organization work has often made me wonder whether the "first interview" is always the most valuable one. For example, this city has never had a charity organizing society in it until within the year, and the relief was given by people prompted chiefly by sentiment, with the result that the community has become pauperized. The word "charity" to these families conveys nothing more than getting something for nothing. When they come to our office they usually come with a story well "framed up," and their idea is that the better they can frame up their story the easier it will be for them to get the groceries, shoes, coal, etc. They have learned this from past experiences. As a result, the story on their first interview does not hold good upon investigation. My experience has been that it is often profitable not to press them for a story at all; in fact, do not let them talk—rather draw out by conversation the essential facts that are necessary to start the case, then give them a talk upon what the organization they have come to really means, and during this talk knock out of their heads the idea that the word "charity" means giving. To use a popular term, "get your say in first."

I usually try to make them feel that they have in us a "friend" whom they can go to for advice and counsel, rather than a society which is here for the purpose of giving them groceries and coal. In reading over records I have found in the majority of cases that when a family has once told their story they will do everything in their power to stick by it, and if you question their veracity you fail to win their confidence. Why can we not ask questions slowly and draw the information desired out of them by degrees rather than force it at the first interview? I have found that as a rule people who are really "worthy" are the ones who hesitate about coming to a charity office, as they call it, and one of the things

they are most sensitive about is being questioned. I often wonder how we would like it. Is it not better to go a little slow at first and show these people that in you they really have a friend, and one who is willing to help them and take an interest in the real problems of their life? I believe, as Dr. Devine said, that "the supreme test of the friend of the poor is the power of gaining and holding their confidence and enlisting their unreserved co-operation in the cure of their distress." Have we this always in mind and don't we at times take the attitude of a detective questioning a suspect?

Many of our applicants look upon us with more or less suspicion. They have probably heard stories about us from some applicants who have been refused help for some good reason and what they say about us we are all acquainted with. In my most successful cases, where I have had good results that seemed permanent, it has been brought about only after considerable time. Often it is necessary to let the family drift for themselves a while, always keeping an eye on them, of course, and let them find out for themselves that you really mean what you say and that a sentimental story will not work with you. When you get them to this point, it has been my experience that they will usually listen to your plan and follow out your suggestions.

Let us return to the word "charity." Personally, I feel that the word should be eliminated from every organization that is working for social betterment. If the relief societies wish to retain it, all right; their purpose is relief, but the purpose of the charity organization societies is another one. There is talk, of course, about bringing the word back to where it belongs. I doubt very much whether it can be done. If a business firm, for some reason or other, has failed and wishes to reorganize it would be folly for them to take up the old name again. The psychology or suggestion of the old name always brings with it its old associations. Could we not educate the public more rapidly and more effectively by starting with a clean slate as it were? I have talked of this matter with a number of the older and wiser heads, but as yet few of them have agreed with me. Perhaps I, too, will change my ideas as I grow in experience.

Another thing I should like to ask you: Do you think it essential to case writing that all conversations and work done on the case which do not bear directly upon the case should be put on the records? I find in many cases that one has to "wade through" eight or ten pages before one gets a clue of something that really concerns the family directly. The rest of it is all conversations with other people who really added nothing of importance to the case.

I know it is asking a great deal of you to answer all these questions in detail, but they are things I have been thinking about a long time and would like to be set right. Any suggestions you can give me upon these points, or special literature you know that would bear upon them directly, will be greatly appreciated.

I am now working on several cases which I should like to send you later on for its frank and searching a criticism as you made of the Morse record.

November 9, 1909.

Dear ———:

I agree with you that it is not well to "take the attitude of a detective questioning a suspect"; and that in social work the best results usually come slowly, especially where due to personal influence. I appreciate your wish not to lead the applicants into the temptation of telling a false tale, and I realize the difficulties a long course of pauperization puts in your way. But I think there are other ways out of the difficulty than to discourage the persons in distress from talking or to delay in getting at the facts.

In the first place, if your community is asked to mail or telephone the name and address to the society instead of sending applicants to the office, and this request is made again and again with the reasons therefor, the first meeting of the worker and the family will usually be in the home, where there is less temptation to say what will not agree with what is seen, and there are all the other advantages of a home interview.

If, however, the applicant does come to the office, we find it better to let him say what he has in mind—unburden himself—but beyond that to encourage only enough talk to get the "identifying information," so that previous records, if any, can be found before making the visit to the home, which becomes the real "first interview."

Isn't the made-up story you hear usually focussed upon to-day's situation, and isn't a part of it really true? There are a few deliberate frauds who are clever enough to make up a long tale and have it hang together, but most people well-to-do or poor are not quick-witted enough for this. A kindly listener who hears what the applicant has made up his mind to say, and sympathetically draws him on to talk of other things, getting a story which runs back through all his life and looks forward to the future, has got something of which the made-up story forms a very small part. If the mind of the person in distress is all on the present, one may say, "Well, suppose I am able to arrange just what you ask, what about next week or month or year?" One secretary likes when she can to say to a man, "Now suppose you could arrange life just as you wanted it, what work would you really like to be doing?"—thus getting at a man's ideals and encouraging him by letting his mind dwell on them for a moment, and sometimes she is able to turn things that way or to some task more congenial than the old one. That for the future. As to the past, one of my friends has learned that the question, "How did you two happen to get acquainted?" will often lighten present distress by a memory of happier times and also bring a flood of information as to the relatives on both sides, former home and occu-

pation, the standard of living to which they were then accustomed, and so on.

From points which do not seem to them essential, and would not to the investigator but that earlier omissions have proved them so, one gets clues not only to possible inquiry from others, but to the character and psychology of the family itself. Afterward what proves to be untrue may be ignored, and between the family and the investigator a common knowledge of what is true may be taken for granted.

Are you quite sure that your own attitude—the feeling that what the applicant is going to tell you when he first appears "is a story well-framed up," one that will "not hold good upon investigation"—is as free from the suspicion that you deprecate as the method I advocate? Guiding the conversation does not mean questioning, necessarily. I refer you here to Miss Birtwell's paper on Investigation.*

It seems to me that in the cases which you call your most successful, where good and permanent results were brought about only after considerable time, you had probably been doing work with the family that might have been done by the friendly visitor if one had been introduced at the beginning. And is a friendly visitor quite fairly treated unless backed up by a good investigation which prevents the visitor wasting time and energy on a false trail? It happened that a day or two after your letter came I lunched with a former C. O. S. investigator now in other social work. I said to her what I have just written, and she answered: "Yes, but even when the district investigator takes in part a friendly visitor's place, he does much better work himself and is saved many mistakes and delays if he has gained as full knowledge as possible at the beginning."

I quote her because she is one of the three or four excellent investigators whose work I know well who got their experience in the days before much training was given investigators. Each of them reached *independently* the conclusion that the first interview should be as full as the family are willing to make it, and that this willingness is largely dependent upon the investigator himself. There should be, of course, no forcing.

I hope you are reading the October FIELD DEPARTMENT BULLETIN on Outside Inquiries. It is strong on the point I made in my earlier letter, that counsel is to be sought and not merely information and approval of plans. Evidently, Mr. McLean no more than I uses your criterion of success: "that they will listen to your plan and follow out your suggestions."

You remember I pointed out in the Morse record that you had to go twice to the hospital and doctor because you had not got in the

---

* Published by the New York Charity Organization Society and the Boston Associated Charities.

first interview with either of them all they were willing to tell. The same waste of time and energy is avoided by a full first interview with the family, and it is sometimes not so easy to get information in the second interview with a family—they believing they have told before all that is necessary—as it is from a hospital or a doctor to whom one can more easily explain.

As to the family's attitude, it is often like that of a patient who for the first time finds a doctor who really gets to the bottom of his trouble, taking in not merely obvious present symptoms but showing unexpected insight into matters of whose relation to the trouble the patient has been unconscious. The patient goes away with new hope and fresh resolves to do his full part. Of course, not everything is gained in one interview. That is to be supplemented by outside inquiries, and, when one can arrange for continued personal relationships, by the gradual unfolding that comes in these. Sometimes later interviews prove of equal value. But without exception in my experience, investigators who have taken your view as to the first interview have been the least successful in the *average* outcome as to their families.

As to "charity," I am not a stickler for words. If we *do* the right thing the words will take care of themselves. So long, however, as we still speak of charitable opinions, and count as charities, district nursing associations, legal aid societies and others which give service only, I do not think we need feel the word discredited. It would be easy to spoil any new title by poor work while we could not give to it the richness of association nor the sense of personal relationship involved in the old word "charity."

As to your last point, I think everything that bears directly or *indirectly* on the case should go into the records—not in full in the chronological record, but referred to there. One never knows what will be needed and no information should be thrown away. In general, too long a record is safer than one too short. But this need not make "eight or ten pages to wade through." If, as you say, the record is made up of conversation with people who really added nothing of importance to the case, one of three things has probably happened: (1) The first interview did not secure the proper clues to choose from; (2) the clues to follow up first were not well chosen; or (3) in spite of care and skill the trail is a blind one and all sorts of devices must be tried.

One method of strengthening and shortening a record is to keep current notes of matters that slowly come to a head in rough, on papers kept with the record until, when the point is reached, they are condensed on the record itself, but in specific, not general terms. Usually, however, in a slow-moving record the difficulty is in style. I used to go over a record and draw a pencilled line through words and sentences and ask the investigator to see if my erasures helped or hindered. With one investigator, when clerks complained of too

long records, my pencil was useless—no word could be omitted without taking something from the picture. To cut would have been like cutting "Cranford."

I am tempted to add a true story of an investigator who was asked by Miss X——— to call on a certain woman. As the investigator was leaving, after learning *all* that she wished, the woman spoke of her pleasure in the call, her hope that she would come again, and added: "Please tell Miss X———, if you see her, that she needn't send that lady who was going to ask a lot of questions—I don't need anyone but you."

CHARITY ORGANIZATION INSTITUTE

New York, June 2 to 30, 1910.

OUTLINE OF DAILY CONFERENCES.

Friday, June 3—SOCIAL OUTLINES of three New York Districts, Greenwich, Kips Bay and Clinton.

Saturday, June 4—SOCIAL OUTLINES of Port Jervis, N. Y.; Colorado Springs, Colo.; Muncie, Ind.; Paterson, N. J.; Elizabeth, N. J.; Newark, N. J.; Harrisburg, Pa.

Monday, June 6—SOCIAL OUTLINES of Baltimore, Md.; Louisville, Ky.; Washington, D. C.; Pittsburgh, Pa.; Cleveland, O.; Columbus, O.; and Kansas City, Mo.

Tuesday, June 7—CASE CONFERENCE. Widows with Children.

Wednesday, June 8—CASE CONFERENCE. Recovery of lost ground after a bad first start.

Thursday, June 9—CASE CONFERENCE. Correspondence about cases.

Friday, June 10—CASE CONFERENCE. Utilizing volunteer service.

Saturday, June 11—INVESTIGATION. Defense of. Methods Common to All. The First Interview.

Monday, June 13—INVESTIGATION. Outside Clues. A Minimum Standard.

Tuesday, June 14—TREATMENT. Homeless Cases. Transportation.

Wednesday, June 15—TREATMENT. Desertion. Non-support. Inebriety. Work Tests.

Thursday, June 16—TREATMENT. The Sick. Tuberculosis. Institution *versus* Home Care. Infant Mortality.

Friday, June 17—TREATMENT. The Child Problem. Breaking up of Families. Education. Recreation. Training for Work. Finding Work. The Delinquent.

Saturday, June 18—No session.

Monday, June 20—RELIEF. Principles. Forms.

Tuesday, June 21—RELIEF. Sources. Public versus private. Organization of sources. The Special Case System.

Wednesday, June 22—THE VOLUNTEER. The District Conference. The Case Committee.

Thursday, June 23—CO-OPERATION. Forces available in Case Work. In Community Work.

Friday, June 24—ADMINISTRATION. Definitions and Statistics.

Saturday, June 25—ADMINISTRATION. Office System and Clerical Details.

Monday, June 27—ADMINISTRATION. Problems of Finance.

Tuesday, June 28—ADMINISTRATION. Methods of Propaganda.

Wednesday, June 29—ADMINISTRATION. The Board of Directors. The Central Council.

In addition to the foregoing daily conferences, lasting two hours, and in which each student will take part, the membership of the Institute has been divided into four groups, each one under a different instructor, who will be responsible for the reading, observation, case and problem work of the group. The text-book of the course is Devine's "Misery and Its Causes."

LIST OF STUDENTS

NAME.	CITY.	POSITION.
Aldstadt, Miss Eva M.	Louisville, Ky.	Visitor of A. C.
Anderson, Miss Luella	Muncie, Ind.	General Secretary.
Bruno, Frank J.	Colorado Springs.	General Secretary.
Burdick, Miss Harriet E.	Elizabeth, N. J.	Office Assistant.
Clifton, Miss Matilda A.	New York City.	Asst. Dist. Secretary (Greenwich).
Cuddeback, Miss Caroline M.	Port Jervis, N. Y.	General Secretary.
Damon, George F.	Kansas City, Mo.	Supt. Prov. Association and of A. C.
Dewees, Arthur M.	Paterson, N. J.	General Secretary.
Dissosway, Miss S. T.	New York City.	Asst. Dist. Secretary (Kips Bay).
McMaster, Miss Elizabeth	Washington, D. C.	Agent.
Martin, Miss Charlotte M.	Columbus, O.	Visiting Agent.
Mills, Miss Hilda K.	Baltimore, Md.	District Agent.
Mock, Miss Annie T.	Indianapolis, Ind.	Asst. to Gen. Sec.
Rusbatch, Miss Sara L.	Cleveland, O.	District Agent.
Sandford, Miss Margaret Louise	Newark, N. J.	Registrar.
Saylor, Miss F.	Dallas, Tex.	General Secretary.
Smith, Rufus D.	Pittsburgh.	
Van Hook, Mrs. Mary J.	Harrisburg, Pa.	General Secretary.
Wallace, Miss Marion	Bronxville, N. Y.	General Secretary.
Wisdom, Miss Jane B.	Montreal, Can.	Asst. to Gen. Sec.

·R·S·F·

CHARITY ORGANIZATION BULLETIN

PRINTED BUT NOT PUBLISHED

FOR THE CONFIDENTIAL USE OF
CHARITY ORGANIZATION SOCIETIES BY THE
CHARITY ORGANIZATION DEPARTMENT
OF THE
RUSSELL SAGE FOUNDATION, ROOM 613, 105 EAST 22D ST., NEW YORK

MISS M. E. RICHMOND, DIRECTOR
FRANCIS H. McLEAN, FIELD SECRETARY MISS M. F. BYINGTON, ASSO. FIELD SECRETARY

VOL. I. (NEW SERIES) JULY, 1910 NUMBER 8

UNREADY CASES BROUGHT TO DISTRICT COMMITTEES FOR DISCUSSION

By MISS MARY GOODWILLIE

Vice-Chairman of the Southeastern District of the Baltimore Federated Charities

Anyone who has been for a number of years a member of a district board will have seen many unready cases brought up for discussion. There are a few things in regard to such cases that strike me as I look back over ten years of district work. Perhaps the first and most encouraging is the steady and marked improvement in the technique of investigation. In the earlier days many an unready case was considered complete because an agent did not see far enough into the possibilities of investigation.

Unready or incomplete cases are brought to district boards for discussion for various reasons.

1. A busy agent may have overlooked some possibility of investigation which is disclosed by the questions of her committee.

2. Most agents are dealing with more cases than they can thoroughly investigate, and so, though an agent may be well aware that a case is incomplete, she often feels—if the problem is a difficult and pressing one—that her committee can give her really valuable help by discussing the case in its unfinished state. Such cases are usu-

ally brought up for several weeks in succession, a new phase being presented at each meeting and agent and committee working together towards completion.

3. Some agents who have untrained district boards bring up an unready case for its educational value. For the committee to suggest the next step in investigation is often a good way to train them in the principles and possibilities of case work. Several agents with whom I have talked have told me that they have used unready cases with success in this way. They added the word of caution that it should not be done too often, as the committee ought to feel that the agent has a high standard of investigation and knows the value of thoroughness. One agent, who has an evening committee of business men thoroughly understanding the principles of case work, said that she never brought an incomplete case before them, since it would only have wasted the time of busy men who were there to help with the solution of problems on which all possible information had been gathered.

4. An agent who is dealing with foreign families may have followed every clue which she could find; but in the case of some of the more difficult foreigners—such as the different Slavic peoples—she can never be sure that she is in possession of all the information which the family can give. In presenting such a case to a committee it is well to remind them of the obstacles in the way of a complete investigation; such obstacles, for instance, as confused spelling of unfamiliar and difficult surnames; the foreign tongue imperfectly interpreted by a neighbor or child; the attitude of suspicion of many foreigners to what they regard as a "bureau" more or less official. This suspicious attitude has been brought with them from the old country, where an unjust government has fostered suspicion and distrust, into a new country where, unfortunately, too often the treatment they have received has but deepened the distrust.

In the only district in which I have ever worked we have a large number of Polish families. We have felt in dealing with them that the difficulties in the way of getting a complete family history have been so great that we have never been sure when a case was ready. We kept this fact—the difficulty of thorough investigation—steadily before our district committee until they were persuaded that no good work could be done with our Polish cases until we had a trained Polish agent, and they were not willing to rest until we had secured one. Now that we have had for a year a Polish agent who can speak to the people in their own language and—more important still—can understand their story as told in their own language, who knows the history and geography of Poland and can get some record of their lives and surroundings before they came to this country, who can explain to them our friendly attitude, our desire to get at the truth so that we may really help them—we are getting for the first time complete family histories. This better understanding and greater

trust is also winning us the co-operation of the families in our plans for their re-adjustment.

One Polish record in which the woman appeared as a deserted wife without relatives now has assumed quite a different aspect since a husband and four married brothers—all living in Baltimore —have found their proper places on it. As soon as the correct spelling of the woman's maiden name was learned, the relatives were discovered through identification with another record. The woman at first stoutly denied having brothers, but finally admitted it and told us that the neighbors had said that we would not help her if we knew she had relatives. This case was first brought before the district board as a deserted wife with three children and no relatives, and was accepted by the board as one of those foreign families about whom we knew practically nothing. The next time it was brought up for discussion the man (who had meantime returned and had been supporting his family) had been sent to the Municipal Hospital as an advanced case of tuberculosis. The doctor who referred the case to us said that the man had consented to go to the hospital on condition that his family would be cared for. The woman was expecting confinement. The addresses of the four brothers were known and visits had been paid them. Two of them were quite unable to help. The other two were apparently well-to-do, judging from their neat and comfortable houses. The men were not in at the time of the agent's visit, but their wives said that no help could be given. The supposition was that they were unwilling to help, and the committee in discussing the case felt that responsibility ought, if possible, to be placed on the brothers. The decision was that no help be given in the home, but that the woman be sent to a hospital and the relatives asked to care for the children in their homes. The following week, when a report of the case was given to the committee, the agent had succeeded in seeing the two brothers and had had long talks with each. In both instances the refusal to help was not unwillingness, but inability. One brother had been out of work on account of a long illness. He was buying his house and was hard pushed to make the necessary payments on it. The other brother had debts and other heavy demands on his wages, so that in justice to his own family he could not spare anything for his sister. Both expressed sympathy and affection for their sister, and their wives offered to help her with the children and the housework and to care for her when she was ill. Each also agreed to take a child into his own home if the hospital plan were carried out. When the district board heard this new phase of the case, they reconsidered their decision and advised helping the woman at home. She was most anxious to stay at home, but had consented to go to a hospital when it was presented as our only plan.

In this instance, it seems to me, the time of the district board was wasted by bringing the case before it in its incomplete form. It

would have been better to give temporary help and to wait a week until all the brothers had been seen and the true state of affairs had been ascertained.

The neglected point in investigation is too often the man—if not the head of the family, then a grown son or brother or father. This usually happens because of the difficulty of seeing a man who is at work at a distance and at home only late in the day or on holidays. The agent's visit is thus of necessity delayed, but the man is such an important link in the chain of investigation that it is almost always best to hold the case over until he has been seen.

We had a case reported by the school attendance officer in which the two younger children were out of school. The agent found, on visiting, a much neglected home and the children running wild. The man, a postman, was earning $100 a month, but it furnished not one comfort and barely the necessities of life, because the woman was a hard drinker. She took no care of the house or children and was almost mentally unbalanced by dissipation. The man, after a long talk, seemed willing to accept some sort of institutional care for his wife and to reconstruct the home with the help of the relatives. The relatives had all said that they would not go near the house if the woman were there, but were quite open to suggestions if she were taken away. In the course of the discussion it came out that there was a grown son living at home. He was a motorman and apparently a sober, respectable fellow. He was in the habit of giving his mother money. He had not been seen, though several efforts had been made to find him, and the committee felt that his attitude must be known before an intelligent plan of treatment could be made.

Another case was reported to us by a doctor in charge of a sanatorium for tuberculous patients. He said that the man, who was doing well, had threatened to go home because his family could not get on without him. On visiting, the agent found the woman much worried over taxes and ground rent which had fallen due. The family income had been much reduced because one of the sons was out of work. The woman was very proud and said she would rather die than accept charity. She would not give the name and address of a married son or of any relatives. The case was brought in this very incomplete form to the district board for their suggestions as to the best method of dealing with it. Their decision was that it would be well for the agent to take a day and go to the sanatorium. With the doctor's permission, she was to visit the man and see if in a frank talk with him she could not win her way better than she had with the woman.

In this instance, it seems to me, it was a good thing to bring up an unready case for discussion.

Following the suggestion of our district chairman, who has had experience in teaching medical students, we have made use of a blackboard in much the same way as the doctors do in a medical

clinic. This simple device has greatly helped our discussion of cases. An outline of the case is put on the board before the meeting. The aim is to present the case as briefly, but at the same time as completely, as possible. The ages, nationality, church connection, relatives, etc., are thus kept before the committee during the discussion and much questioning and repetition are avoided. The family budget is always given, as we have found this a difficult detail for a committee to keep in mind. In preparing the outlines, which are kept on cards on file, the agent tests her own investigation, asking herself questions about each separate source of information. The members of the committee test her investigation in the same way. Their minds are not burdened by trying to remember each detail of the case, so they are free to consider the following up of all clues suggested by the outline. We have also found that a plan for treatment is more easily and intelligently arrived at with the help of the blackboard.

Here is a case as it appeared on our board:

MURPHY—

M. died April, 1909; Irish; Roman Catholic.
W. 37; Irish; Roman Catholic.
5 rooms, $7.00 a month.

CHILDREN—

Mary, 14; works in rag factory.
Henry, 12; Public School; frail.
Agnes, 4.
Margaret, 1.

RELATIVES—

W.'s sister, in service.
W.'s half-sister, scrubs.
W.'s half-sister, District Record.

INCOME PER WEEK.		EXPENSES PER WEEK.	
Mary	$2.85	Rent	$1.75
St. Vincent de Paul Soc.	1.50	Insurance	.30
	$4.35		$2.05
		Food?	
		Clothing?	
		Fuel?	

This case the agent thought was ready for discussion relative to a pension. The questions of better work for Mary, examination at a dispensary for Henry, and more church help, we felt were more easily kept in mind by the outline before the committee. The decision covered these questions and the amount of the pension was arrived at on the basis of the budget. The underfed condition of the family, which had been living for some months on so small an allowance for food, was brought out, and milk of a good quality, ordered through the office, was made part of the weekly pension. A friendly visitor was also secured who went away from the meeting with a good idea of the work she could do for the family. The plans have

since been carried out successfully, and the marked improvement in the physical condition of the family is especially gratifying.

In conclusion, I would say that, as most of our districts are now constituted, I think we shall have a certain number of unready cases brought up for discussion. It seems to me that our committees and agents should always keep in mind a high standard of investigation —never allowing the press of work to lower that standard—when dealing with incomplete cases, should recognize them as such and should look forward to the time when the districts are sufficiently small to allow time enough for each case.

The model district should deal with only so many cases as can be thoroughly investigated and carefully treated. Such a district in charge of a well trained agent should be able to put case work to the proof and try out the principles of organized charity. Its district committee should have a certain proportion of its members thoroughly grounded in case work and should act as a recruiting station and training school for new volunteers.

A TRIAL LIST OF A HUNDRED BOOKS

The following list of a hundred books on social service, intended not for students but for general readers, was prepared by the members of the Charity Organization Institute at the request of a public library in Texas. It has been revised by the Institute instructors, but is still only a trial list submitted for criticism to the readers of the BULLETIN.

SOCIAL SERVICE THEORY.

Cooley. Social Organization. Scribner.
Peabody. The Approach to the Social Question. Macmillan.
Ross. Social Control. Macmillan.
Patten. New Basis of Civilization. Macmillan.
Devine. Efficiency and Relief. Macmillan.
Bosanquet. The Family. Macmillan.
Devine. Social Forces. Charities Publication Committee.
Shaler. The Neighbor. Houghton, Mifflin.
Gladden. Social Salvation. Houghton, Mifflin.
Rauschenbusch. Christianity and the Social Crisis. Macmillan.
Addams. Newer Ideals of Peace. Macmillan.

ORGANIZATION OF CHARITY.

Masterman (ed.). Chalmers on Charity. Constable, London.
Loch. Charity and Social Life. Macmillan.
Warner. American Charities. Crowell.
Henderson. Introduction to the Study of the Dependent, Defective and Delinquent Classes. Heath.
Henderson. Modern Methods of Charity. Macmillan.
Devine. Practice of Charity. Lentilhon. Bond, Mead.
Devine. Principles of Relief. Macmillan.
Richmond. Friendly Visiting Among the Poor. Macmillan.
Richmond. Good Neighbor in the Modern City. Lippincott.
Conyngton. How to Help. Macmillan.
Fowle. Poor Law. Macmillan.
Bosanquet. Poor Law Report of 1909. Macmillan.
Webb, Sydney and Beatrice. English Poor Law Policy. Longmans.

SOCIAL CONDITIONS.

Riis. How the Other Half Lives. Scribner.

Dugdale. The Jukes. Putnam.

Hill. Homes of the London Poor. State Charities Aid Association, New York City.

Rowntree. Poverty: A Study of Town Life. Macmillan.

Booth. Life and Labor of People in London (final volume). Macmillan.

Kellogg (ed.). Pittsburgh Survey, in six volumes: The Pittsburgh District, a symposium; The Steel Workers, Fitch; Homestead: The Households of a Milltown, Byington; Women and the Trades, Butler; Work Accidents and the Law, Eastman; Pittsburgh: The Gist of the Survey, Kellogg. Charities Publication Committee (Russell Sage Foundation).

Kelley. Some Ethical Gains Through Legislation. Macmillan.

Seager. Social Insurance. Macmillan.

Frankel. Workingmen's Insurance in Europe. Charities Publication Committee (Russell Sage Foundation).

Devine. Misery and its Causes. Macmillan.

Brandt. Deserters and their Families. Charities Publication Committee.

Bosanquet. Rich and Poor. Macmillan.

Woods. City Wilderness. Houghton, Mifflin.

Kellor. Out of Work. Putnam.

Devine. Report on the Desirability of Establishing an Employment Bureau in the City of New York. Charities Publication Committee. (Russell Sage Foundation).

Cadbury, Matheson and Shann. Women's Work and Wages. Chicago University Press.

Abbott. Women in Industry. Appleton.

Chapin. Standard of Living among Working Men's Families in New York City. Charities Publication Committee. (Russell Sage Foundation).

Wassam. Salary Loan Business in New York City. Charities Publication Committee. (Russell Sage Foundation).

Brown. Development of Thrift. Macmillan.

Calkins (ed.). Substitutes for the Saloon. Houghton, Mifflin.

Horsley & Sturge. Alcohol and the Human Body. Macmillan.

Weller. Neglected Neighbors. Winston.

Veiller. Housing Reform. Charities Publication Committee. (Russell Sage Foundation).

IMMIGRANTS.

Commons. Races and Immigrants in America. Macmillan.

Woods. Americans in Process. Houghton, Mifflin.

Steiner. The Immigrant Tide. Revell.

Balch. Our Slavic Fellow Citizens. Charities Publication Committee.

Coolidge. Chinese Immigration. Holt.

CHILDREN.

Newman. Infant Mortality. Dutton.

Gulick and Ayres. Medical Inspection of Schools. Charities Publication Committee. (Russell Sage Foundation).

Ayres. Open Air Schools. Charities Publication Committee. (Russell Sage Foundation).

Ayres. Laggards in Our Schools. Charities Publication Committee. (Russell Sage Foundation).

Greene. Among School Gardens. Charities Publication Committee. (Russell Sage Foundation).

Lee. Constructive and Preventive Philanthropy. Macmillan.

Doubleday.

Leland (ed.). Playground Technique and Playcraft. Bassett, Springfield, Mass.
Johnson. Education by Play and Games. Ginn.
Buck. Boys' Self-Governing Clubs. Macmillan.
Folks. Care of Destitute, Neglected and Delinquent Children. Macmillan.
Proceedings of the White House Conference on the Care of Dependent Children. Government Document.
Reeder. How Two Hundred Children Live and Learn. Charities Publication Committee.
Lyttelton. Training of the Young in the Laws of Sex. Longmans.
Addams. The Spirit of Youth and the City Streets. Macmillan.
Parsons. Choosing a Vocation. Houghton, Mifflin.

HEALTH.

Cabot. Social Service and the Art of Healing. Moffat.
Allen. Civics and Health. Ginn.
Woolsey. Handbook for Hospitals. Putnam.
Otis. The Great White Plague. Crowell.
Hutchinson. Conquest of Consumption. Houghton, Mifflin.
Hutchinson. Preventable Diseases. Houghton, Mifflin.
Ashburn. Elements of Military Hygiene. Houghton, Mifflin.

DEFECTIVES.

Keller. Story of My Life. Doubleday, Page.
Beers. A Mind that Found Itself. Longmans.
Barr. Mental Defectives. Blakiston.

VAGRANTS AND CRIMINALS.

Willard (Josiah Flynt). Tramping with Tramps. Century.
Kelly. Elimination of the Tramp. Putnam.
Wines. Punishment and Reformation. Crowell.
Parmelee. Principles of Anthropology and Sociology in their Relations to Criminal Procedure. Macmillan.
Henderson (ed.). Correction and Prevention, in four volumes; (1) Prison Reform and Criminal Law; (2) Penal and Reformatory Institutions; (3) Preventive Agencies and Methods; (4) Preventive Treatment of Neglected Children. Charities Publication Committee. (Russell Sage Foundation).
Train. The Prisoner at the Bar. Scribner.

BIOGRAPHY.

Sabatier. Life of St. Francis of Assisi. Scribner.
DeBroglie. Life of St. Vincent de Paul. Benziger, New York.
O'Meara. Frederic Ozanam; His Life and Works. Catholic School Book Co., New York.
Denison. Letters and Other Writings. Bentley, London.
Hodder. Life and Work of the Seventh Earl of Shaftesbury. Cassell.
Tiffany. Life of Dorothea Lynde Dix. Houghton, Mifflin.
Richards (ed.). Letters and Journal of Samuel Gridley Howe (especially volume 2). Estes.
Addams. Twenty Years at Hull House. Macmillan.

·R·S·F·

CHARITY ORGANIZATION BULLETIN

PRINTED BUT NOT PUBLISHED

FOR THE CONFIDENTIAL USE OF
CHARITY ORGANIZATION SOCIETIES BY THE
CHARITY ORGANIZATION DEPARTMENT
OF THE
RUSSELL SAGE FOUNDATION, ROOM 613, 105 EAST 22D ST., NEW YORK

MISS M. E. RICHMOND, DIRECTOR
FRANCIS H. McLEAN, FIELD SECRETARY MISS M. F. BYINGTON, ASSO. FIELD SECRETARY

VOL. I. (NEW SERIES) AUGUST, 1910 NUMBER 9

THE BONDS OF AFFECTION

By MISS JOHANNE BOJESEN

New York Charity Organization Society

Investigation calls for more than a collection of statistical data, more than "facts"; it calls for a knowledge of individual men and a knowledge of "things not seen." We fail most often here, sometimes by not realizing the importance of the unseen, and frequently because our personal limitations block the way in appreciating other people's possibilities. Initial investigation rarely brings out the state of affection in a family, and we have to go slowly in forming plans of treatment which would carry with them the utilization of all the resources of the family. Frequently we need to reveal these to the members themselves. Young boys and girls have sometimes to be roused to the perception of their love for their parents, though this may mean combating their self-love; more distant relatives have sometimes to be worked with a long time to awaken an affection that perhaps, owing to geographical or other temporal distance, has never had a chance to exercise or express itself.

We have in our district a family of a widow with seven children, only one of whom is old enough to earn. The woman had for two years or more supported her family by her own efforts before coming to us, and when she came she was on the verge of a break-

down. The family was pensioned to supplement the oldest girl's earnings, leaving the mother free to care for her home and children. It was learned that there were two well-to-do uncles on the father's side in Ireland, so the latter were written to and asked to take two boys, aged twelve and ten, who had reached the age and the point where they needed the supervision and control which this careworn and delicate mother could not give. The uncles agreed, ostensibly for the sake of their dead brother, and promised to give the boys a real start in life if their mother would agree to leave them in Ireland until they had secured a proper education and learned a trade. One of these uncles is without children and the other has only one baby. The boys were sent, but they and their new relatives found it difficult to adjust themselves to one another, and nothing but mutual complaints arrived from the other side. The last letter from the uncles, evidently written under special provocation, demanded that the mother send for the boys at once or they would be put in the poor house. Nevertheless, it was felt that the boys and their uncles merely needed time to adjust themselves; the request of the mother for transportation for the boys was not favored, therefore, and instead the priest was asked to write to the uncles, and we also wrote, appealing to their generosity, and urging them to be more patient with the children. No reply has as yet been received, and it still remains to be seen whether, as we firmly believe, it is simply a parallel to the first year in married life which is said to be always the most difficult for both parties, or whether temperamentally and even socially the uncles are incapable of winning the boys' affections.

An inquiry was made in an Italian household regarding a family in the writer's first year's experience in social work, and the impression left by the visit has never been eradicated. The background was sordid enough—two partially dark rooms on the ground floor of an old wooden tenement. A little girl of about seven was standing on top of a box doing the washing. Shocked at seeing this small child bending over the washtub, I asked why she was doing work that would seem much too heavy for her years. The small girl straightened up and said: "I never did this before, but my mother has come with a baby, and I want to help her." The mother was lying in bed in the inner room with a few days' old baby; the father was a laborer, who provided for his family, the home was clean and the family, though poor, was a normal one. The little girl had not been told to do the washing, but she was trying to give her mother a pleasant surprise, her love having imposed upon her an obligation as she saw it.

Again, there appeared in some magazine, now forgotten, a short story about a young factory boy, who, after having worked in the mill from six years upward to about twenty, suddenly threw up his job and left his home to tramp, leaving a mother and five or six

younger children, only one of whom had just commenced to work. This boy had been forced into the mill long before physically or mentally fit for work; he had for many years been dragged up by the hair of his head at an unearthly hour in the morning and had labored long hours as the breadwinner of the family through his entire childhood, so at twenty years old he kicked over the traces, just when life should have become a bit easier for the family, because another member could work.

It would be unfair to set the same standard for these two cases; each one did what would be the normal thing under the conditions. The child that had been cared for and guarded did out of spontaneous affection the perfectly natural thing. We have all in our young years tried to help mother and brother by doing some unheard of thing, in itself out of all proportion, but a sure measure of the sort of love we had for someone else. The second one did the perfectly natural thing under abnormal conditions. Often in dealing with our families we come across the boys who won't work, or who do not bring in their earnings, who seem utterly careless and indifferent to the needs of those whom they are supposed to love, and, while in some cases the parents would have a right to expect something different from them, in how many cases are the parents reaping what they themselves, or abnormal conditions in the home, have sown!

The reaction of other influences and of certain personal tendencies on love are so many and so varied that we seldom or never can feel sure of where we stand. For instance, when it comes to the case of man and wife, of the wife—almost always the wife—who shields her husband, works for him, takes his abuse, takes him back after each of his desertions, and starves rather than go to court—who shall say? Sometimes, of course, we know that it is the children that keep the mother loyal to a bad husband, and yet in most cases we feel that her love for her children should militate against her loyalty to her husband. Perhaps we use her love for her children as the most efficient lever in accomplishing results. Of one thing we feel sure, the wife's love for a bad husband can never be used as a means of reaching a desired end; it would seem better to look for the motive power in what love the man himself possesses, if not for his wife, at least for his home or his children. And the experiment of depriving a man of his home, breaking it up, sending his wife and children away where he could not see them, making him realize what his home had meant to him, has worked out well on more than one occasion. This was partly due perhaps to the love of being cared for, but in far greater measure due to the man's actual love for those whose loss he had never before had a chance to experience.

We have all observed the fact, curious to the uninitiated, that the lower a woman sinks in the scale the fiercer in almost every case her love for her child—a love that will hold against all odds; and the transmutation of that primitive instinct into the fine gold of the love that will give up ownership for the best interests of the child can be accomplished only by dwelling on her love; not by trying to make her sacrifice appear less, but by helping her to understand her own love and translate it into renunciation. On the other hand, the young unmarried mother who would much prefer to keep her respectability and let the child go, can only learn to love the child by being forced to keep it; persuasion will not create that affection, but the baby will generate it if given half a chance.

There are many people in all classes of whom it is true that, if you want to awaken their affection or develop it, you must make demands on it. They are utilitarians in their inmost consciousness, as well as in their view point; they appraise at a material value everything which comes within their ken, and care but little for sentiment as such. Their own affections naturally take a concrete expression when once aroused, and where the expression is wanting the sentiment withers.

A number of years ago a society with which the writer was connected had undertaken to investigate for the public charities all Protestant cases of application for commitment of children, with a view to making different provisions when possible. The worker who had charge of this had a scant knowledge of general principles and technique, a short experience, limited information as to resources, and absolutely no financial backing; her only equipment consisted in some knowledge of human nature, and a firm conviction that in almost every case there would be natural, even if misguided, affection to call on. The number of cases cannot now be remembered, but the results were surprising, though at the time they only seemed the normal outcome of an investigation that scoured the earth in its effort to find some near or far relative whose heart and house would open to other people's children. It meant hard work, repeated personal dealings for hours with some uncle or grandmother, indeed, often with some mother to whom the burden seemed too great and who wanted to shirk, but the love was there even when well buried, and the resurrection from the dead was wonderful in its effect all around, quite aside from the main issue. We are all familiar with the story of the clergyman who, meeting on the streets of Edinburgh a little girl who was carrying a very large baby, asked her, "Isn't that too heavy a burden for you, little girl?" and received the answer, "That's na burden, it is ma wee brither."

VISITS TO PRESENT NEIGHBORS

By MISS AMELIA SEARS
Chicago United Charities

A discussion of visits to present neighbors can properly have a place in the consideration of the technique of investigation of needy families only when that study is known to be limited to cases in which there is either insanity or a semi-criminal condition involving actual or potential court action. In the investigation of such cases the society is usually working in conjunction with some one of the courts or with an insanity commission. The one justification for visiting present neighbors is the necessity, immediate or prospective, of securing court evidence.

In ordinary investigations it is ill-advised to visit present neighbors, as such visits are humiliating to the applicant, are subversive of his good will and calculated to work hardship for him by arousing gossip in his immediate neighborhood and giving opportunity for an ill-natured or prejudiced neighbor to express his animosity. The fear that immediate neighbors will be questioned is one of the terrors of advancing poverty, as the anxious eyes of a woman on her first application testify when she asks if the investigator "will have to go to every one," and an occasional family is deterred from appealing for aid by the fear that, through that appeal, the neighbors may learn of the poverty they have bravely concealed. In order to obviate any misunderstanding of the accepted attitude on this question, it might have been well to head these paragraphs Never Visit Present Neighbors; then in fine print beneath, in close imitation of the rules in the Latin grammar of our youth, might have appeared a few exceptions.

The visiting of present neighbors has been compared to that last resort of the surgeon—the exploratory incision, permissible only when every means of diagnosis is exhausted and the condition of the patient admits of no delay. Perilous situations permit of untoward measures; danger inherent in the family situation so serious as to necessitate immediate and decisive action justifies recourse to any expedient. Physical and moral danger within the family indicates one of two conditions—mental instability or moral turpitude. Illustrative of the former we have the spectacle of an epileptic insane father of three small children. He suffers from frequent seizures and is shielded by the mother who, by her defense, stultifies all efforts to have him judged insane. He is finally placed under confinement by the testimony of present neighbors.

In spite of the harshness incident to the visiting of present neighbors, it is conceivable that the process may prove beneficial to families needing legal protection. A refined German widow and her son, a mechanic of thirty, were both possessed of fixed delusions

of persecutions, delusions which precluded their giving information about friends or relatives. The mother, when interviewed by a physician, who had called at the visitor's request, was sufficiently cunning to conceal her mental state and send him away convinced there was no condition which justified his interference. The next step, a deliberate and systematic canvass of the neighborhood, revealed many startling facts about the couple but nothing sufficiently conclusive until a neighbor stated that a physician had been seen to enter the home some weeks before. The clue was followed up, and upon the evidence of this second physician, who was an alienist, both mother and son were placed in a state hospital for the insane.

Many as are the manifestations of mental instability which threatens family integrity, they do not present the intricacies of investigation which are offered by the various types of immorality, including licentiousness, theft, fraud, begging, begging letter writing, abuse of children other than physical, brutality and extreme intemperance. These latter conditions not only justify but they demand recourse to any and every means that may give needed protection to children.

The investigation of such family situations besmirched as they often are presents exceptional difficulties; not only must the truth be discovered regarding people who are interested in evading discovery and many of whose associates are of questionable character, but also the truth must be discovered so conclusively that it is possible to provide witnesses possessing first-hand knowledge of the degraded conditions and willing to testify to the same. Often only through a united effort of the charity organization society and the court agencies is there a chance of discovering the facts and of securing evidence sufficient to safeguard the children whose welfare is involved.

For instance, the investigation of the cause of disintegration of the D. family began in the court and was carried thence to the charity organization society. The original action was brought by the father, who requested that the judge of the juvenile court place his children in institutions, claiming that his wife drank heavily and failed to give them proper care. On the first hearing, Mrs. D. was exonerated, the children sent home and the father ordered to contribute weekly to their support. Mrs. D. instituted the second hearing, claiming that Mr. D. was disobeying the court order, whereupon Mr. D. was incarcerated in the county jail for contempt of court. Interviews with the wife in the home and the husband in the jail were contradictory in the extreme, and relatives and references of both were so partisan as to make it well nigh impossible to learn conclusively if the wife drank to excess, which seemed to be the crux of the situation. An unsophisticated drugstore clerk interviewed during a canvass of the neighborhood cleared up the whole matter by naively stating he was in the habit of selling liquor to the D. children

for their mother's use; a statement of quantities, dates and hours at which it was sold, brought, when produced in court, the first conclusive evidence to the attention of the much troubled judge.

Similarly, court officials and the charity organization society united to secure data sufficient to satisfy the judges of two courts in which various members of the C. family were simultaneously arraigned. Pending the collection of evidence, Mrs. C. was released from the municipal court on suspended sentence, having been charged with open and notorious adultery, and the children were paroled from the juvenile court, pending the disposition of their mother's case. The school and the landlord and various relatives were willing to give general statements; it remained, however, for the neighbors in the rear tenement on the same lot to produce the evidence of an eye witness necessary to convict the mother.

The rule of visiting present neighbors only in cases necessitating court evidence holds in relation to families in which possibly there is little viciousness, but where the abuse of the children is the result of ignorance and of low standards.

The old grandmother and the drunken uncle to whom Grace and Johnny M. were paroled from the juvenile court never meant to harm the children, but still the home was unfit and a menace to the children, both of whom were sub-normal. The efforts of the probation officer to secure sufficient evidence to remove the children from this home were curiously frustrated by the fact that during the last months Johnny had improved continuously and unaccountably in health, appearance and even weight, in view of which fact it was difficult to persuade the judge that the home was entirely unfit. The explanation came when the visitor seeking evidence of carousals in the home unexpectedly found the "good neighbor" in the baker's wife, who proudly accounted for Johnny's improvement by the fact that she had fed him regularly for weeks and, of late, mightily interested in his improvement, had also been weighing him regularly.

The justification of the use of any method of investigation as harsh as this visiting of present neighbors, exists only in its beneficent results to the family. If we grant that, as stated in the beginning, the use of this method is limited to such family situations as contain inherent dangers, and keep in mind the solution of the family difficulties compatible with the best and lasting interest of all concerned, it is conceivable that this conquering, this gaining the ascendancy through force—mental not brute, it is true, but still through force—may prove the only means of aiding the family. Possibly

> Conquering may prove as lordly and complete a thing
> In lifting upward as in crushing low.

DEPARTMENTAL NOTES

UPON THE request of this Department, a Committee on Eliminations from its published Directory of Charity Organization Societies has been appointed, consisting of W. Frank Persons, Chairman, Joseph C. Logan, and Otto W. Davis.

This Committee, representing the best interests of all the societies in the country, will consider complaints presented to it with reference to the non-coöperative societies listed in the Directory; that is, any neglecting properly to answer inquiries from corresponding societies. Owing to the numerous embarrassments which have been occasioned by the failure of certain societies to live up to their obligations, it has been thought best to prune the Directory of those organizations which are plainly non-coöperative. The Department, as publisher of the Directory, will hereafter make no eliminations excepting upon request of this Committee.

THE FOLLOWING changes should be made in the last Directory of Charity Organization Societies, issued in April:

Baltimore, Md., Federated Charities, J. W. Magruder, 15 E. Pleasant Street.

Birmingham, Ala., Associated Charities, William M. McGrath, 214½ N. 21st Street.

Charlotte, N. C., Associated Charities, L. B. Myers, City Hall.

Chattanooga, Tenn., Associated Charities, Rudolph T. Solensten.

Cumberland, Md., Associated Charities, Miss Caroline de F. Penniman, 178 Baltimore Street.

Haverhill, Mass., Associated Charities, Dr. Marion C. Littlefield, Rooms 222 and 223, 50 Merrimack Street.

Houston, Tex., United Charities, Mrs. J. C. Love, 603 Binz Building.

Muskegon, Mich., Bureau of Social Service, Mrs. Charles E. Moore, 86 and 87 Lyman Block.

New Harmony, Ind., Charity Organization Society, Miss M. E. Fauntleroy.

Pawtucket, R. I., Associated Charities, Miss Jessie M. Hixon, 209 Oak Hall Building.

Phoenix, Ariz., Associated Charities, Miss C. G. Gilchrist, City Hall.

IN THE trial list of one hundred books published in the July BULLETIN two corrections should be made:

"The Practice of Charity," by Devine, is published now by Dodd, Mead & Co. in a new edition. The Lentilhon edition is out of print.

"Open Air Schools," by Ayres, is published by Doubleday, Page & Co., and not by Charities Publication Committee.

THE EXCHANGE Branch is now the possessor of a series of two hundred interesting stereopticon slides illustrating charity organization work. This collection, known as the stereopticon loan, may be borrowed by any society for pictorially presenting the work, upon the basis of its paying express charges, breakage while in possession, and also making a payment of one cent per use per slide. The collection must be sent in its entirety to any society wishing to use it, but, of course, the charge will only be made upon the number of pictures used. The collection is accompanied by a catalog giving the titles and reduced pictures of all slides. This catalog may be examined before ordering collection. Application for use of the collection should be made to Francis H. McLean, 105 East 22nd Street, New York City, who is acting as agent for the Exchange Branch.

·R·S·
·F·

CHARITY ORGANIZATION BULLETIN

PRINTED BUT NOT PUBLISHED

FOR THE CONFIDENTIAL USE OF
CHARITY ORGANIZATION SOCIETIES BY THE
CHARITY ORGANIZATION DEPARTMENT
OF THE
RUSSELL SAGE FOUNDATION, ROOM 613, 105 EAST 22D ST., NEW YORK

MISS M. E. RICHMOND, DIRECTOR
FRANCIS H. McLEAN, FIELD SECRETARY MISS M. F. BYINGTON, ASSO. FIELD SECRETARY

VOL. I. (NEW SERIES) SEPTEMBER, 1910 NUMBER 10

THE STORY OF THE JUNE INSTITUTE

A new experiment in supplementary training is here more fully described than its tentative character may justify, because the general secretary of a charity organization society is, in his relations with his staff, both teacher and trainer. Somewhere, therefore, in this enumeration of books and documents used, topics discussed, methods employed, he should be able to find a suggestion for the improvement of local case work standards.

Notice of the Charity Organization Institute was sent by this Department to all charity organization societies in April. It was understood that those holding executive and case work positions in the societies would be eligible for membership; that a choice would be made from among those applying, with reference to the nature of the course and the needs of the various communities; that the membership would be limited to twenty; that there would be no fee; that certain data about each member's own community must be presented as the entrance requirement; and that the certificate of the New York School of Philanthropy, under the auspices of which the Institute was to be held, would be issued to those whose educational attainments and Institute work were satisfactory.

Under the plan proposed, this was not to be a school, using either the lecture or the recitation method, but a month's conference of professional workers, in which most of the work was to

be of a practical character and most of the instruction given was to be imparted informally by group leaders. It was planned to divide the twenty members into four groups, but the illness of one of the Department's staff reduced the number of group leaders to three; Mr. McLean had charge of all the general secretaries, Miss Bergen, secretary of the Clinton District, had all the district workers outside of New York City, and Miss Richmond had the four remaining case workers.

As Dr. Lindsay said on the opening morning, the experiment was a new one in social training. No such homogeneous class membership had before come together to study intensively any one form of social service. At the very outset, emphasis upon the co-operative nature of charity organization work, upon its close interrelation with health questions, industrial questions, the conditions surrounding child life, the drift of populations, and the administration of public departments, was imperative. Accordingly, in the Social Outline required of him, each student was expected to give briefly a picture of his own community in all these aspects. The facts contained in these outlines were referred to again and again throughout the course. The outline questions have already been printed in the Department's pamphlet on the Interrelation of Social Movements (page 5), so that they are not given here.

On the other hand, the intensive side of the Institute's plans was emphasized by conducting all its exercises in one of the busy workshops of the New York Charity Organization Society, the Clinton District office. No other district office in the country, probably, could have made twenty workers welcome at one time and have kept them supplied with current work of an instructive sort. But the Clinton District, since its organization not quite two years ago, has been supported in part by the Charity Organization Department with the particular end in view of making it a practice school for workers. Its location, size, office plant, form of internal organization, have all been chosen with reference to this training function; it was gratifying, therefore, to find how well the district met this first adequate test of its ability to do the work for which it was created. There was ample room in the office quarters for the daily conferences of all the Institute members, for the three separate group conferences held simultaneously, and for the regular weekly district committee meetings even with the addition of their student guests. There were district case records ready to be studied and summarized on diagnosis and treatment sheets, others in which the record study was to be followed by visits to the family, and new cases, as yet unvisited by any representative of the Society, to be assigned to Institute members for investigation and continuous treatment under the close supervision and guidance of their instructors. Many of these new cases were discussed during the month at the regular district committee meetings, where the pre-

sentation was made by the students, the plan was developed by free discussion, and the co-operation of other charities in the plan was often assured by the attendance of their representatives at the meeting. The interest taken by the Clinton District committee members in the Institute, their return to the city in some instances to attend the meetings, and their ready help in arranging visits to institutions in the district, etc., was a very important feature of the Institute's plans. With the aid thus generously given it was possible for a large majority of the members of the Institute to work out satisfactorily one case each—not to bring the treatment to a conclusion, unfortunately, but to devise measures that were closely enough related to the actual conditions to deserve the name of plan, and to put them in motion.

Copies of case records gathered from other cities were also freely used as a basis of study, and eight such records were discussed in four case conferences conducted by the Director of the Institute. One month is all too short a time in which to give any adequate idea of the possibilities of case treatment, but, thanks to the hearty working together of all the Clinton District force, paid and unpaid, some idea of the meaning of practical statesmanship in case work could be and was conveyed.

The topics of the general conferences held daily from nine to eleven were published in the June BULLETIN. At the opening conference, on the social outlines of three New York districts, Miss Pauline Goldmark gave a most interesting address on the various social changes through which the West Side neighborhood now known as the Clinton District had passed since it was farm land sloping to the Hudson River. On the succeeding days, each member painted his own background in a ten-minute description of the community in which he worked. In the case conferences which followed, the uses of full records for purposes of study were illustrated. First, all of the steps of an investigation were given, then the conference criticized these, developed a plan based upon them, compared this plan with the one actually tried, and traced the result as shown in the record. The form of the record, the method of conducting the correspondence about the case, the use of co-operating agencies, the methods used in retrieving mistakes and false starts, the relations of the case worker with the various members of the family, with their relatives, employers, doctors, teachers, etc., were all there to be criticized and defended in the light of the results achieved. One record showed great skill on the part of a district secretary in corresponding with kindred at a distance; another showed the three methods of treating one family adopted, in turn, by a public office, a private relief society and a charity organization society; another unusually full record contained the story of the Americanization of an Italian family, covering a period of fourteen years; another showed the successful working

out of a difficult tuberculosis problem in a few months; still another illustrated the handicap imposed upon good, faithful service by an inadequate investigation, covering only the period of widowhood and of contact with charity. It would seem to be one of the few established axioms of case work that the things which were true of applicants at the time when they were most normal are far safer foundations upon which to build our plans of charitable treatment than the things which become true of them after they fall into distress.*

Four hours were given to the subject of Investigation. One member of the class reported on Miss Birtwell's paper in *Charities Review,* Vol. IV. (reprinted by the Boston Associated Charities), and some of the members examined the London Society's "How to Take Down a Case," in its "Occasional Papers, First Series;" but it should not much longer be true that the brief and tentative papers on Investigation published in this BULLETIN during the last two years are the most authoritative statements on this subject. The relative merits of office and home "first interviews," the order in which outside clues should be followed up, the minimum of investigation possible as a beginning of treatment, were some of the aspects discussed. Miss Smith's "Methods Common to all Social Investigations" (BULLETIN for February, 1909) served to connect the subject with the Social Outlines which had gone before.

The subject of Treatment was continued in four conferences under the leadership of Mrs. John M. Glenn, chairman of the Clinton District, in which the care of the homeless, of desertion and non-support cases, of inebriates, of the sick, and of children, was considered. Summaries of the following books and articles were presented at these sessions by members of the Institute:

Homeless Man and Organized Charity, Mrs. E. D. Solenberger; in *Survey,* Oct. 24, 1908.

Vagrancy, O. F. Lewis; in *Survey,* Sept. 4, 1909.

Deserted Wives; Special Report by Miss Z. D. Smith to Boston Associated Charities.

"Family Desertion," Miss Lilian Brandt (New York Charity Organization Society).

Wife Desertion; Twenty-fourth Annual Report, Philadelphia Society for Organizing Charity.

Special Report on Inebriety, made by the New York State Charities Aid Association.

"Social Service and the Art of Healing," Dr. Richard Cabot.

Pamphlet of the American Association for Study and Prevention of Infant Mortality.

Children Who Need Not Have Been Blind, published by the Committee on the Prevention of Blindness of the Russell Sage Foundation.

"The Spirit of Youth and the City Streets," Jane Addams.

* "It is the business of the physician to restore normal functioning; normal functioning is thus his starting-point in thought, his goal in action." Abraham Flexner in "Medical Education in the United States and Canada."

During one of the conferences on Relief there was a spirited debate, led by two members, on the relative merits of public and private outdoor relief. At another, Mr. Almy's little "Primer of Charity" was summarized, and the special case system of raising relief funds was fully explained.

The last six conferences were on Administrative Problems, under the leadership of Mr. McLean. The eight general secretaries and five district secretaries attending the Institute took an important part in some of these meetings. District workers from Baltimore and Cleveland explained diagrams of their own making, showing the forces available in treatment in their respective districts. The registration system of Newark, the methods of raising money in seven small cities, and the publicity plans of Pittsburgh and of five other cities represented were all similarly described by those who had helped to shape them. The subject of Statistics was ably treated by Miss Lilian Brandt. Miss Bergen reported upon the methods used for securing co-operation in the Clinton District, and upon the deliberations of an Exchange Branch committee which was trying to secure uniform definitions of the charity organization terms in common use.

In addition to these general conferences, there were group conferences three or four times a week to discuss with their leaders (1) Devine's "Misery and Its Causes," which was the textbook of the course; (2) field work; (3) practical problems actually confronting workers, such as, in the general secretary group,

How to restrict the sale of drugs in Dallas, that being a question now under discussion there.

How to deal with the homeless man problem in Dallas.

Child labor in Indiana and how to co-operate with the National Child Labor Committee.

Supplemental discussion of financial problems.

Question of experimenting in the exchange of records of homeless men in certain well mapped out groups.

Or, in the district secretary group, the following:

The running of committee meetings.

How to organize and keep going business men's committees.

Emergency work, including work at Christmas time, during coal famines, etc.

Criticism of diagnosis and treatment sheets filled out by members of the conference from Clinton District records.

Supplemental discussion of general conference topics.

Instructors examined the conference notebooks of members weekly, supervised their field work and reading, and assigned their share in the general conferences.

The field work consisted of Clinton District case work, and of the study of any New York activity likely to be useful in the working out of a local problem. With some this was tuberculosis, with others municipal research, with others housing or the socialization

of the public school. Special visits of different groups were arranged to the registration bureau of the New York Charity Organization Society and to its employment bureau for the handicapped; to a tuberculosis clinic, open air school and two day camps; to a housekeeping center; to the municipal lodging house; and to the children's institutions on Randall's Island. Busy experts were good enough to arrange special conferences with certain Institute members. Seven attended a housing conference with Mr. Veiller; and the State Charities Aid Association and the Bureau of Municipal Research rendered similar service.

From documents filed in the Charity Organization Department, it was often possible to assign a small piece of useful research work. One member of the class, for instance, went over all the material on the organization of a Central Council, with a view to establishing one in his own city; another studied a hundred Widows with Children schedules; another sorted the Exchange Branch material for the last eight months, selecting therefrom particularly good and particularly bad examples of publicity; another helped to organize a new charity organization society in New Jersey; and all members helped in compiling a list of one hundred books on social service for a library in Texas.

It will be seen from the foregoing that, as the course developed, it was possible to consider the needs of individual members and try to meet them. Here are the entries from the cards of two members, taken at random:

A. B. (a general secretary).

1. Analyzed five case records from other cities.
2. Reported to class on "Methods Common to all Social Investigations."
3. Prepared a critique of 25 Clinton District records.
4. Studied field secretary's reports on El Paso, Milwaukee, Nashville, and Dallas. (Any such general plan possible in own city?)
5. Studied socialization of public schools in New York and led a group of Institute members in a visit of inspection.
6. Reported to class on Addams's "Spirit of Youth and the City Streets."
7. Addressed a meeting in New Jersey to organize a new C. O. S.
8. Addressed Evening School of Philanthropy at its commencement.

C. D. (an office assistant).

1. Analysis of a case record.
2. Case record read and the family visited.
3. One new case worked through.
4. Study of Cabot's "Social Service and the Art of Healing," Lilian Brandt's "Causes of Poverty," Pendleton's "Interviewing."
5. Study of seven articles on the treatment of non-support cases.
6. Report on the registration system of the Boston Associated Charities.

These tasks were additional, of course, to the attendance upon daily conferences, group conferences, and district conferences, and to the study of "Misery and Its Causes."

Altogether, it was a full month and a happy one. Perhaps the experimental character of the work gave to teaching and to

study a certain zest. The Department group and their visitors had, moreover, unusually good opportunities for getting well acquainted; there were a number of social gatherings at private houses and several social outings which cannot be a part of this record. Should the experiment be tried again, doubtless many improvements in the methods employed will be developed, but no future Institute can have a more congenial membership, a heartier spirit of work and of comradeship than the first has had.

SOME MEDICAL ANALOGIES FOR CHARITY ORGANIZATION TRAINING

Every social worker knows that there are doctors and doctors; every social worker, therefore, should be interested in the remarkably courageous and readable report on "Medical Education in the United States and Canada," prepared by Abraham Flexner and recently published by the Carnegie Foundation for the Advancement of Teaching. The purpose of this report is to further the reconstruction, already begun, of medical education in the United States, to make it more scientific, practical and thorough; it recommends the reduction of the number of medical schools from 155 to 31 (eliminating altogether the commercial type of school), and urges that the output of the remainder be improved by closer university connection, by a larger and well controlled supply of clinical material, by higher laboratory standards, by more enlightened methods of clinical teaching, and by more exacting entrance requirements. Results of visits to medical schools the country over are set down without fear and without favor, the history of medical education is briefly summarized, and the best methods of laboratory and clinical teaching now used in America are fully described. It is the purpose of the Carnegie Foundation to publish similar studies of medical education in Great Britain, Germany and France.

The present volume concerns everyone who is interested in the cure and prevention of disease—and who in these days is not?—but it is mentioned here, where its merits as a means of securing needed reforms cannot be passed upon, for another purpose; namely, for the possible light that it may throw upon the future training of social workers, and more especially of charity organization workers. No one believes, probably, that the right method of training in social work has yet been discovered,—in fact, as this volume points out, methods must change, "there is no one way to study medicine" or social work. But here is a great body of experience in a science and art also dealing with human material. What can we learn from those who have tried to teach it and those who are striving to reform its teaching? Analogies are not argu-

ments, but they furnish food for thought. Without attempting to point the moral or suggest the possible application in each case, here are some of the suggestive discouragements and encouragements, as recorded by Mr. Flexner, in the development of the medical situation in America:

1. Medical teaching has passed through three stages, the era of dogma (Galen took his place beside Aristotle in the schools); the era of empiricism (based on experience, but upon its partial and uncritical interpretation); the era of modern science (characterized by the severely critical handling of experience).

"The fact is that the empiric lacked a technique with which to distinguish between apparently similar phenomena, to organize facts, and to check up observation; the art of differentiation through controlled experimentation was as yet in its infancy . . . Ignorant of causes, the shrewdest empiric thus continued to confound totally unlike conditions on the basis of superficial symptomatic resemblance; and with amazing assurance undertook to employ in all a therapeutic procedure of doubtful value in any."

"The fact that disease is only in part accurately known does not invalidate the scientific method in practice; . . . the physician may indeed only surmise, but, most important of all, he knows that he surmises. His procedure is tentative, observant, heedful, responsive. . . . In the end the scientist alone draws the line accurately between the known, the partly known, and the unknown."

2. When the medical schools replaced the apprenticeship system, and the student no longer rode with his master the countryside "in the enjoyment of valuable bedside opportunities," the schools leaned heavily, at first, upon the didactic lecture; it took them fully fifty years to wake up to the fact that they had a scientific and not a dogmatic function to perform. "The apprentice saw disease; the didactic pupil heard and read about it; now once more the medical student returns to the patient." The didactic lecture still has its place, of course. It may be employed "to orient the student, to indicate relations, to forecast a line of study in its practical bearings; from time to time, too, a lecture may profitably sum up, interpret, and relate results experimentally ascertained....But however used.....it has no right to forestall experience, filling the student with ill-apprehended notions of what he is going some time to perceive." The laboratory and the clinic must precede the didactic summary. "At the Johns Hopkins, out of a total of 400 hours, 40 are didactic."

In the first two years of a four-year medical course, the laboratory side is emphasized, though all the sciences here taught must be related, and closely related, to practice. Pathology and bacteriology are full-grown biological sciences, but the medical student must study them in their bearing upon human disease.

3. The student cannot effectively know unless he knows *how*. The test of the medical school, therefore, is its clinical work, and the supreme test of its clinical work is its clinic of internal medicine.

"To sample a school on its clinical side, one makes in the first place straight for its medical clinic, seeking to learn the number of patients available for teaching, the variety of conditions which they illustrate, and the hospital regulations in so far, at least, as they determine (1) continuity of service on the part of the teachers of medicine, (2) the *closeness with which the student may follow the progress of individual patients*, and (3) the access of the student to the clinical laboratory. It matters much less what else a school has by way of clinical opportunity if it has this, though, of course, the school that has it will have whatever else it needs too. The main point is that there is no substitute for a good clinic in internal medicine; the school sampled and found wanting there suffers from a fatal organic lesion. Excellent didactic instruction is no compensation; successful passing of written state board or other examinations is no proof that the school has managed to do without. A large surgical service with amphitheater operations every day in the week, a dispensary crowded with eye, ear, and throat cases,—these are all very well in their way. But one comes back to the medical clinic: that is the really important item."

Here we begin to get very warm, as they say in the children's game, and when Mr. Flexner points out the folly of depending upon the local profession for clinical teachers, we grow even warmer. "The practitioner who has ceased to make discoveries is the one person for whom there is no place in the medical school." "The laboratory men are imported; their productivity has been increased by crossing the breed. The clinical men are local and, with some notable exceptions, contentedly non-productive."

But there are difficulties on the academic side also. "It happens not infrequently that a university president will hear with astonishment, if not with resentment,.... that a surgical clinic is no substitute for a clinic in internal medicine. The regeneration of clinical education is therefore apt to proceed somewhat slowly."

A characteristic passage on this subject of practical *versus* didactic teaching is quoted from a pamphlet by Drs. Cabot and Locke:

"Learning medicine is not fundamentally different from learning anything else. If one had one hundred hours in which to learn to ride a horse or to speak in public, one might profitably spend perhaps an hour (in divided doses) in being told how to do it, four hours in watching a teacher do it, and the remaining ninety-five hours in practice, at first with close supervision, later under general oversight."

"There comes a time, indeed," the report adds, "in a physician's development when any opportunity to look on is helpful; but only after he is trained: his training he cannot get by looking on. That he gets by *doing:* in the medical school if he can; otherwise, in his early practice, which in that case furnishes his clinical schooling without a teacher to keep the beginner straight and to safeguard the welfare of the patient."

4. What are some of the methods employed in clinical teaching? Not all are equally admirable. The report condemns in no uncertain terms the large amphitheater clinic, the superficial contact with many cases in hospital and dispensary, and all unrelated, scrappy work in whatever department.

"There is no merit in making a blood-count unless the student has been disciplined to connect the blood-count with all other symptoms of the pa-

tient whose blood is counted." In well organized hospital instruction, "the student is made a factor in the conduct of the hospital: he assists on the clinical side as clerk, on the surgical side as dresser . . . In each department he serves an appointed novitiate, following his 'cases' from start to finish,—now to recovery, again to autopsy."

Clinical instruction should always be given to small groups instead of large classes, and the practical work of students must be subject to the control of competent instructors, who will fully safeguard the welfare of patients. Records are indispensable.

"Whoever is responsible, poorly kept records are very apt to denote inferior bedside instruction. The situation is this: there lies the patient; teacher, interne and students surround the bed. The case is up for discussion. A question arises that requires for its settlement now a detail of the patient's previous history, now a point covered by the original physical examination, now something brought out by microscopic examination at some time in the course of the disease. If complete, accurate, and systematic records hang at the bedside, there is an inducement to ask questions; doubtful matters can be cleared up as fast as they are suggested. That, then, is the place for the records,—full records, at that."

5. The traditional pharmacopœia is replaced in modern medical teaching by a new science of pharmacology. Instead of "naïve reliance upon a poly-pharmacy" (the older social worker's forms of relief) we have the experimental study of the response of the body to medication. "It is ascertained, for example, that quinine was administered in vain nine times out of ten; but that in the single condition in which it was applicable—malaria—it struck at the root of the disease by actually destroying in the blood the obnoxious parasite." The modern laboratory has created a new and powerful set of relief agents in its serums, but here, as everywhere else in modern medicine (and modern philanthropy), it approaches the subject "from the standpoint of disease, as opposed to the pharmacological approach from the standpoint of the drug [the relief] itself."

6. Are there sects in social service? There are in social reform and in medicine, but the scientific approach tends to their destruction in both. "The tendency to build a system out of a few partially apprehended facts, deductive inference filling in the rest, has not indeed been limited to medicine, but it has nowhere else had more calamitous consequences." Nevertheless, allopathy has been routed by scientific medicine, and the other sects, which were reactions against allopathy, must follow in its wake.

For the scientific method, "comprehensive summaries are situate in the future, not in the past; we shall attain them, if at all, at the end of great travail; they are not lightly to be assumed prior to the beginning. Science believes slowly; in the absence of crucial demonstration its mien is humble, its hold is light. 'One should not teach dogmas; on the contrary, every utterance must be put to the proof. One should not train disciples but form observers: one must teach and work in the spirit of natural science.'"

7. There is still far too great a distance between the best, the average and the worst in medical training. New medical discoveries are often not applied; the public is not at all critical about the attainments of its medical men; and cheap commercial medical schools continue to turn out new practitioners in an atmosphere which is "at best that of a successful factory." We have no parallel in our profession for these cheaper schools, but their success should be a warning to us, and should lead to the closest scrutiny of every new training course offered to social workers. If its purpose is to secure a number of workers at small pay for a charity or group of charities; if its lecture list is crowded with the names of local officials and its topics range from Dan to Beersheba, "oh, fear to call it" training! These 346 pages on medical education are crowded with evidence that social workers must guard the plans for training in their own newer profession with jealous care.

8. In earlier days the doctor's relation was to the patient and the patient's family, but now his relation is to the whole community. "To the intelligent and conscientious physician, a typhoid patient is not only a case, but a warning: his office it is equally to heal the sick and to protect the well."

A large majority of all graduates in medicine will be practicing physicians, but there is no fundamental opposition between the methods of research and of bedside practice. "Investigation and practice are....one in spirit, method and object." The medical educator must be saturated with the spirit of both. Much of his "duty may consist in traversing a well known path; but if otherwise he is progressively busy, the well known path will never look exactly the same twice."

Of one American contribution to the art of teaching medicine, namely, the Harvard "case system," there is so much to say which should be suggestive to the teacher of social work that it must be reserved for another number of the BULLETIN. In this report, the system is only mentioned in passing as "an effective discipline in the art of inference." Dispensary work and hospital social service work in their relation to medical study are also very inadequately considered; but the volume remains, nevertheless, a perfect treasure house of well digested fact, clearly and interestingly presented.

THE EXHIBIT of the Exchange Branch, which attracted a good deal of attention at the St. Louis conference, is now with the Columbus, Ohio, Associated Charities. It goes from there to the Chicago School of Civics and Philanthropy, where it will remain until December 15. After that time it will be available for other societies or conferences which may desire it. The expense involved is the transportation from the last place where the exhibit was displayed. As far as possible, routes will be arranged so that the distances and transportation cost will be reduced. Application should be made to Mr. Francis H. McLean of this office, who is serving as agent for the Exchange Branch in this matter.

·R·S·F·

CHARITY ORGANIZATION BULLETIN

PRINTED BUT NOT PUBLISHED

FOR THE CONFIDENTIAL USE OF CHARITY ORGANIZAYION SOCIETIES BY THE CHARITY ORGANIZATION DEPARTMENT OF THE RUSSELL SAGE FOUNDATION, ROOM 613, 105 EAST 22D ST., NEW YORK

MISS M. E. RICHMOND, DIRECTOR
FRANCIS H. McLEAN, FIELD SECRETARY MISS M. F. BYINGTON, ASSO. FIELD SECRETARY

VOL. I. (NEW SERIES) OCTOBER, 1910 NUMBER 11

ABOUT THESE BULLETINS

May we make six suggestions? A charity organizationist in whom the teaching instinct is strong wrote to us last April, to inquire whether there was not some way of establishing examinations for general secretaries, to test their knowledge of the contents of the five numbers of the new series of the BULLETIN then published. He was only half in earnest, of course, but was serious in believing that some of its short papers prepared by busy case workers deserved a careful re-reading.

This is especially true of some of the series on Investigation now drawing to a close. In the January and February numbers, Miss Pendleton gave such a practical turn to the discussion of "Interviewing" that the edition of these issues is exhausted. In March, Miss Birtwell suggested outside sources of information and ways of using them that must have been new to many of us. In June, an anonymous correspondent criticised a case record most suggestively. In July, Miss Goodwillie gave us an excellent example of ways in which to present graphically the main facts of a case to a case committee, and illustrated some of the dangers of bringing up unready cases. In August, a policy with regard to seeing present neighbors was formulated for the first time, we believe, by Miss Sears, and now, in this number, we have Miss Hutsinpillar's careful review of our relations with employers. This is all first-hand material, hammered out of personai experience, and still we have not named all the good things bearing upon the practice of this art of investigating which are contained in our pages.

Plans are on foot to preserve the gist of this material in a permanent form, available for all social workers, but this will take time, and we commend its study, meanwhile, to those who receive this little paper monthly.

Our second suggestion refers to future numbers and their contents. What do the societies wish discussed, now that a new series is in contemplation? What, in their opinion, would be helpful? Letters on this subject must be received soon, if the advice is to be acted upon.

Our third suggestion is a reminder. This year 1910 was to be Widows with Children year in case work. It was not possible to arrange for the collection of material systematically on schedules from more than twenty charity organization societies, but from all the others we invite, as the year progresses, any new ideas and new experiences on this subject.

Our fourth item relates to teaching. It is a sobering thought that the staff of this department is teaching more than two hundred new social workers every year in various schools of philanthropy. *We need new illustrative case records all the time*, and must depend upon the societies to furnish them. We need illustrations of good and bad investigations; of effective co-operation with relatives, employers, teachers, medical agencies, public officials; of new ways of dealing with deserters, inebriates, working mothers, children in training for work or starting to work, convalescents, the physically handicapped and many other types of cases. All the help given in this will come back to those who give it when the newly-trained social workers get to work.

Our fifth matter of importance is very important indeed, for it relates to the *Survey*. We are credibly informed that some charity organization societies have not renewed their subscriptions to this periodical and that still others do not subscribe at all. Quite aside from the fact that the *Survey* is the organ of the charity organization movement and full of material about social work which is invaluable, this seems to us very wasteful. A recent article by Orlando F. Lewis (September 10th) on financiering contained suggestions that would have been worth twenty new subscriptions, at least, to any society adopting them, and the paper costs only $2 a year. Its circulation editor authorizes us to announce, moreover, that the *Survey* will be sent for a year free to any society which secures five new subscribers to the periodical from among its board of directors. Before November this offer should have been accepted or the old subscription renewed.

And last of all, may we call attention to the accompanying pamphlet on the "Formation of Charity Organization Societies in Smaller Cities." It has been rewritten by Mr. McLean, after three years of field work, and its revised budgets and comments will be found suggestive even in societies that are well past the beginnings about which he writes.

ROBERT TREAT PAINE

Early in August, the last surviving of the four great pioneers of the charity organization movement in America departed this life at his home near Boston. Many others served our cause with distinction during its years of beginning and struggle, but the leaders whose names will be longest remembered for their rare insight, their sustained enthusiasm, are Robert Treat Paine of Boston, John Glenn of Baltimore, Josephine Shaw Lowell of New York, and Oscar McCulloch of Indianapolis.

Wonderful power of personality was welded into the beginnings of our movement. Its founders have handed down to us a noble tradition, with every detail of which it behooves those of us who are of a younger generation to become familiar.

The best of all the notices appearing immediately after Mr. Paine's death was written by a settlement leader, Robert A. Woods, of South End House, and published in the *Boston Transcript* of August 12. It is reprinted here in order that present-day charity organizationists may know more of one who shaped the path in which their feet are set.

Robert Treat Paine has joined the figures of the past, and in him goes the last representative of the ardent dignity, with its forensic attitude and utterance, that came down from the period before the Civil War, the golden age of Boston. He was also almost the last survivor of those who as part of their own private family tradition were entrusted by eye-witnesses with the story of the Revolution.

For long he has come and gone with this atmosphere of the old régime about him, but making contact up and down the scale of society as hardly the most contemporary democrat among us has done. Misunderstood to a degree in his own walk of life by some who tested his bearing by the manner of to-day, and by others who hardly see light when there is heat, he has yet for the past forty years, as an analysis of his career will show, kept surprisingly close to the pattern of the most clear-eyed and adventurous citizenship of these decades. During all that period he has stood in Boston, and indeed before the country, as the type of the man of means who devotes himself to the unofficial service of the community.

There must be great numbers of people to whom he will always remain the example of the philanthropist. As such he has had a large share in changing the whole standard of social responsibility in this community. It is necessary to project one's self back to the actual human situation in our cities thirty years ago, to realize the significance of this prophetic statement—"The day has gone never to return, when selfish enjoyment of one's happy lot can go on side by side with wretchedness, lifting no hand to help." And these words came from a man who made it his daily absorbing business, from his young manhood to the end of his life, to see that the prophecy came true.

In his day and generation, the development of the career of philanthropist had not merely the general significance that goes with any disinterested service to human need and misery. It had a real influence, at a critical time in what had become in many ways essentially a new city, toward making all community relationships more considerate, more in the spirit of mutual aid.

This service came at a moment when headlong material progress accompanied by a flood of immigration, had created a type of city life which was

really so impossible that many patriotic people sought to spare their feelings by utterly ignoring it.

THE NEW PHILANTHROPY

Beyond that, it is particularly interesting to examine Mr. Paine's work from that present-day point of view from which the old philanthropy is rather removed and all emphasis is laid upon broad statesmanlike social reconstruction, particularly through forms of downright democratic association. Though having been privileged to see Mr. Paine at close range in different typical activities, I find myself surprised, on taking a general review of his career, to find how very fully it meets this most modern test.

Robert Treat Paine, fourth in descent from the signer of the Declaration of Independence, was born in Boston in 1835 and graduated from Harvard at the age of twenty. He studied law and was for ten years a practising attorney. During this period he labored diligently to recruit the family fortunes which had been allowed to suffer in the preceding generations.

Early in the seventies he was able to give up his legal practice, and devote himself first for several years to the supervision of the great project of building Trinity Church. When this task was completed he became, in 1879, the active president of the then just formed Associated Charities, a responsibility which he fulfilled steadily and thoroughly until some three years ago. In 1879, also, he made a beginning toward the establishment of the Wells Memorial Institute for workingmen, which with its manifold interests has had his unremitting attention down to his last illness. Another important responsibility of Mr. Paine's has been the American Peace Society, of which, for many years, he has been president. Along lines collateral to these main interests he has always given of his time unstintedly, being compelled at last to limit himself on the somewhat pathetic plea that he was already "a member of sixty committees."

Every form of sound social work rests upon a proper organization of charity. This principle was first established in London in 1869. It was transplanted to Buffalo a few years later, Philadelphia and Boston quickly taking it up. Mr. Paine was the leader and spokesman of the little group of enlightened and devoted men and woman who laid out the lines of the Associated Charities in Boston and for a quarter of a century in breadth and in detail assiduously developed their programme until it has in large part become written down in the social conscience of the city and has become embodied in a partly visible, largely invisible, but altogether durable organism for the really effective consideration of the poor.

Mr. Paine's service as leader of the Associated Charities was notable in several respects. In the early stage he educated the city by setting before it the clearest, most cogent analysis of the need and of the remedy proposed. He showed that with the sudden growth of the city by immigration there was danger that the contagion of pauperism, with all its attendant evils, might get established, and lay hold of the new generation; that the proposed new system, bringing no restraint upon the independence of any society and accepting any proffered measure of co-operation from them, would make aid to the worthy more sure, would close the door against the impostor, would make sure that children did not grow up in pauperism, would help to secure work for the unemployed, training in skill for the young, more sanitary homes and more hopeful outlook upon life generally.

The comprehensiveness of the new alliance was strongly emphasized by Mr. Paine with local committees in every ward, a sufficient number of volunteer visitors were enrolled so that, so far as careful estimates could show, the whole number of families needing such visitation in the entire city were enrolled. It was figured that 662 visitors would be sufficient for this purpose, and the roll was soon made up. Mr. Paine reminded the visitors over and over again that their motive was to bring the needy above

the level of need, and with characteristically sound optimism assured them that they would find a surprising number of cases where the really interested visitor discerned means of helping families into independence.

It is a most significant fact about all of Mr. Paine's work that he followed out in action the implications of every position taken by him. Is it found that the search for employment is too large a problem for the friendly visitor? He helps to establish the Industrial Aid Society. Are the housing conditions bad not only in isolated cases but in areas? He creates the Better Dwelling Society which finally gets the city beyond the attitude of waiting for a pestilence before instituting sanitary reforms and by periodically prodding the Board of Health secures the destruction of all the worst slums in the older parts of the city.

On the other hand, he does not merely preach the beauties of friendly visiting, he is a friendly visitor himself. During all the years of his connection with the Associated Charities, as its president, he has been also a faithful and painstaking member of the little local group which is assigned to the Old South Cove district, accepting his full share of the detailed and often seemingly petty duties which fall to the neighborhood visitor in and out of some of the poorest and meanest by-ways in the city.

THE WELLS MEMORIAL

The establishment of the Wells Memorial with its suggestive group of related activities shows that Mr. Paine was one of the first social students and workers in this country to see clearly that social service and reorganization was not in its main aspects a problem of the relief of poverty and distress, and not merely a matter of the prevention of small evils, but involved the whole question of associated action with and among the substantial working classes for economic, hygienic and moral progress.

In reaching this advanced and enlightened attitude, Mr. Paine, who was both a great traveler and an eager learner, had imbibed the spirit of the Christian Socialists, represented by Maurice and Kingsley and their followers, in England. Already they had encouraged and stimulated a movement by which some 900 such centres had been established and federated, largely under the control of workingmen.

Mr. Paine's plan was for an association somewhat like the Y. M. C. A., but entirely unsectarian, which should concretely meet the needs and interests of the mechanic and the artisan. He has always emphasized the fact that the Wells Memorial was both a club—with its smoking and game rooms, its concerts and its dances—and also an institute in which men and women received practical training to make them better wage-earners and heads of families.

From the beginning many of the affairs of the Wells Memorial—and of the People's Institute established by Mr. Paine in Roxbury on the same model—have been governed by a managing committee of workingmen whose members have given generously of their time to make these enterprises successful. At a great proportion of these managing committee meetings Mr. Paine has himself presided.

Two phases of Mr. Paine's work in connection with these great social centres for workingmen are very impressive. He developed a systematic, comprehensive plan of amusement and instruction, and particularly of co-operative self-help. The co-operative banks, the building societies, the associated purchasing organizations at these centres have accomplished, in the total, impressive results in raising the whole standard of a thrifty, healthy, happy home life for thousands of workingmen. And in the second place, Mr. Paine, here as in his distinctively charity work, was personally thorough and painstaking. Not many know that for a period of twenty-five years not many weeks passed when Mr. Paine did not spend one or two evenings with a little group or committee of workingmen, taking counsel with them on an

equal footing as to investments of the funds of the co-operative banks in the homes which some of the members were building, or upon some other problem of mutual aid among themselves. A long list of substantial workmen in factory, shop and store could be given who would gladly testify that Mr. Paine had been their patient, generous instructor in a type of business sagacity which has meant great things to them, to their families and to their employers.

This close-range work gave suggestion and stimulus to the broader efforts which Mr. Paine made through his connection with the Co-operative Building Company, which has erected blocks of model tenements in several sections of the city and through the Workingmen's Loan Association, his own creation, through which by effective competition much of the cruel evil of the pawnshop has been done away with.

THE PHILANTHROPIST AT HOME

Mr. Paine's own home has always been hospitably open to all who shared his interests, and many a hopeful plan has had its inception under his roof among a group of guest-friends such as would hardly have come together at any other house. One of the most pleasurable experiences in the lives of any who have been fortunate enough to participate, were the annual receptions given in June at the Waltham place to the entire body of the membership of the Wells Memorial and People's Institutes. On these occasions the members saw clearly that the interest in them and all their affairs, which they knew Mr. Paine felt, was loyally shared by all the members of his family.

Besides urging upon workingmen at every opportunity the importance of co-operative action among themselves, Mr. Paine was perhaps the first substantial citizen in Boston to welcome the essential principles of trade-unionism. He opened the halls of the Wells Memorial to their meetings, in spite of the fact that there were serious points of policy in which he did not agree and which constituted an embarrassment to the Institute. The fact that trade unions in Boston do not meet back of or over saloons, as they do in many cities, and the fact that Boston has for many years been blessed with an unusual degree of industrial peace, and of working understanding between the body of employees and the rest of the community, is largely to be credited to this large-minded and far-sighted policy.

In politics, Mr. Paine's course has been considered to be individual if not somewhat erratic, but Mr. R. Fulton Cutting of New York said to the present writer a few days ago that while he had not agreed with Mr. Paine politically, he had always particularly admired the honest courage with which he took certain unpopular political stands.

MR. PAINE AND PHILLIPS BROOKS

When all his good deeds—and penetratingly good they were—are recounted, the most interesting thing in Mr. Paine's career to many—and this would doubtless have been so to himself—was his devoted, and devotedly reciprocated, friendship for Phillips Brooks. Classmates in the Latin School and at Harvard, they worked together to build Trinity Church, traveled together, and shared continuously a high spiritual fellowship. Phillips Brooks's tribute to Mr. Paine's creative share in the development of the idea of the church may in its full meaning well stand as a sort of parable of a life which will be all the more fully valued as the perspective of it lengthens: "We never shall forget—I hope history will not let it be forgotten—that we owe it to you that Trinity Church is big and dignified, and not a little thing in a side street, which one must hunt to find, and think small things of when he has found it."

CO-OPERATION WITH EMPLOYERS

By MISS FLORENCE W. HUTSINPILLAR
Supervisor of Agents, Associated Charities of Minneapolis

There probably is no doubt in the minds of organized charity workers of the practical necessity of seeing the employer in a case of distress involving a breadwinner, but not all of us have analyzed the situation sufficiently to determine just what we gain in going to him or the best method of approach. If we bear in mind, however, that in order rightly to treat a case we must have a complete view of all the elements affecting it, it is difficult to conceive how we can leave out the employer.

We know that there are in general two occasions for seeing him; first, during the course of investigation to obtain information or advice, and secondly, during treatment to gain his assistance in placing the man, or his co-operation in some form of disciplinary treatment, or for financial assistance.

Cases in which we apply to the employer may fall into four classes: (1) those in which the employee is ill; (2) those in which he has met with an accident; (3) those in which he is out of a job; (4) those in which he is working but not supporting his family.

(1) In the case of illness there is usually no difficulty in approaching either a past or a present employer, as the illness is considered sufficient cause for need and the call does not jeopardize the man's chance for reinstatement. On the other hand, it often results in keeping the position open for the man until his return. Whether this is the result or not, the employer frequently gives information which helps materially in getting an understanding of the case, so that upon the man's recovery he can be more advantageously placed. This point a new agent is apt to overlook because the result is not something immediate. I recall a case in which the family consisted of a young man, his wife and baby. The case came to us after the man had come from a hospital in a nearby city, to which it seemed likely that he would have to return for another operation. Before his illness he had been a salesman in one of our large department stores at $18 a week. Even with the best economy his wife could not make this go farther than their immediate necessities, with something left over which had been spent for the first operation. When they came to us it was for a little "temporary aid to tide them over" until the baby could be boarded somewhere, the wife get to work, and the man somehow, someway, be cared for again at the hospital. The family were so evidently trustworthy and "all right" and the seeing of the employer might mean so great a humiliation to the man later that at first the agent thought perhaps it would be better not to go to him at all. It was only the real necessity of raising funds that in a short while sent her to the firm to see what they would do. Then a new vista opened up. The employer sent her to the head of the

man's department. From him she learned that the man was an exceptionally fine salesman, of excellent character, and with a personality that made him a favorite with the other salesmen. Through the report of this foreman to the employer, the latter was induced to give a satisfactory amount of financial assistance so that the man could be sent back to the hospital. His wife was taken into the home of the foreman where she could room and have a part of her board without any expense to her, enabling her to accept a position in another store and pay for the board of her baby in a good private home. Later the man, upon his return from the hospital, was made foreman of the department during the vacation of the head, at a nice temporary increase in salary, and the wife took the baby back home to mother it again herself.

Another and less pleasing case is that of a man who was ill at the time our agent called. His wife told her that he had been sick and out of work for a number of weeks. Reference to the employer brought out the fact that he had been steadily employed until within two days of our visit and that he was expected back again within a week.

Often, too, when the visitor goes to make an inquiry concerning the man personally, his efficiency, his steadiness, wages, peculiarities of habit or temperament (points which she should always cover), she will be told of the existence of a mutual benefit society of which her applicant is a member and which he is at liberty to call upon. If such information is not volunteered, it is wise for the visitor to inquire concerning it. After a time she will become familiar with the leading firms in her district and will know without asking whether or not such a society exists.

Quite frequently, when nothing of the kind does exist, the employer may be helping the family directly as they make calls upon him. Nine times out of ten he welcomes the visit of the charity agent and is only too glad to give through the hands of the charity organization in whose wisdom he has confidence but which he might not have called upon lest he humiliate his employee. Frequently, too, by going to the employer the visitor will learn that "the boys in the shop" have taken up or are taking up a subscription for the man. Then by going to the man who has the list, the visitor can advise and direct the expenditure of their collected funds, provided always that she is careful not to seem dictatorial nor to assume that the employee in question is incapable of wise expenditure. If such a suggestion must be made let it come from fellow employees. By tactfully stating what seems wise and laying before the man quite fully her plan for the family, she can usually persuade him, in giving the money over to the sick man or his wife, to state just what the family is expected to use it for. It is then well, incidentally, for her to be on the ground a few days later to make certain that these suggestions are followed out.

(2) Much of what has been said of illness is true of accident cases, particularly in regard to the mutual benefit societies and subscription lists. The great difference is in dealing with the employer. We have found it well in such cases, after getting the story from the injured employee, to go to former employers to find what kind of a workman the man was, whether he was a drinker and whether he was careful in working about machinery or in dangerous places. Fortified with the knowledge of the way he usually worked, we can go to the present employer to get his story of the accident. He, of course, is apt to minimize the risk the man ran, and to enlarge upon the carelessness of workmen in general and of this one in particular. In the first interview with him, it is almost invariably advisable for the visitor to tell as little as possible of what she knows or has heard of the matter, throwing out questions from time to time only as necessary to get the employer's explanation on mooted points. When she has both sides of the question and all the corroborative evidence that she can obtain, she had better consult a lawyer or legal aid society. If it seems that the man really has no case from a legal standpoint, but that for humanitarian reasons the employer should assist, then let her go back to him and make her plea, being as eloquent as she can and telling as much of the family circumstances as necessary to arouse his interest and open his pocketbook. By all means, though, let her be fearful of trusting to her own legal knowledge to decide during her first interview with the employer whether the case should be compromised. However pressing the necessity in the family, let the need be met in some other way until the evidence is fully in hand. When the employer assures her that she has no case but says that because she comes in the name of charity he will give his employee's widow $100, and when she knows how much that widow needs the $100 right off, it is truly a temptation to accept a settlement. It is here that the long sight, the view into the future which is, by the way, the *sine qua non* of success of the charity worker, is much needed.

Another consideration in dealing with the employer must be kept in mind, however. Nowadays so many of us are in sympathy with the new employer's liability doctrine that we are apt to try to push the employer farther than our laws warrant and thus jeopardize our whole case, and the settlement of any other cases that we might have in the future in connection with the same firm. Better half a loaf than no loaf at all. So long as the law stands as it does in so many of our states on the question of liability, we must bear in mind that workmen often *are* careless, and that frequently they or their fellow employees are the cause of accidents. When we find such to be the case, we must realize that we cannot demand too much. Improved legislation will, of course, later take care of even such cases in an adequate manner.

A case in point is that of a man who was piling lumber. He was

using his lumber hook wrong side up, as he knew perfectly well it should not be used. The weather being wet, the hook slipped, he fell from the lumber pile to the ground, was injured internally and died. Besides money for hospital care and funeral expenses, the company gave the widow $100. It was a paltry enough sum for the life of a man who left behind him a woman threatened with tuberculosis and three children, but it was the most that we could obtain and we were fortunate in getting so much. It was given out of pure charity by a big corporation which usually did only what it had to for injured employees.

(3) The third type is that of the man out of a job. In this class we find frequently in normal times the handicapped, the misfits, the habitual drunkards or unsteady workers, and the men who do not want to work. In the first call upon the family, when the agent is told that the man cannot find work or was laid off because of slack season, she cannot tell where to place him. Then she begins her round of visits upon former employers, who, alas, too often are numerous.

Here any knowledge she may have of psychology will stand her in good stead. It is often a psychological problem how to engage the attention of the employer so that he will give her more than a perfunctory answer, and how to persuade him to give her a complete idea of the kind of workman the man was, how efficient, how willing to work, and how steady. It goes without saying that until one has become really well acquainted with an employer it is almost impossible to get satisfactory results from a telephone talk or a letter. When possible it is well after talking with the employer, to get him to refer you to the foreman, who, knowing he has the employer's sanction, will trust you fully with his information about the man. In our dealing with a certain railroad, we invariably get a negligible result by telephoning to the office, but never yet have we failed to get information of value when we pick our way through the yards to the shops where we can find the foreman.

After learning the kind of man we have to deal with, it is a separate problem to get him placed. If it is a question of getting him back to his old job, we can accomplish it often by explaining to the former employer why he needs the work, in case he has been laid off merely because so many men were not needed; or, by telling what he has to contend with at home, in case he was laid off because he was ugly or seemed careless; or, by asking to have him given another trial on the ground that he has had his lesson and is going to try to do better, in case he was insubordinate or unsteady. Quite often, instead of trying him in the same place, he can be put in another part of the establishment where the work is more suited to his strength or liking.

Or it may be wiser to try to get him an entirely new place in a different establishment. In any case it is well to tell the employer

pretty fully the whole situation so far as it concerns the man. Otherwise he is prejudiced off-hand by the fact that a charity agent is asking for the job. In fact, we have usually found it more effective to give the situation first and ask for the position after we have interested the employer. It is not only usually necessary to state the facts in order to obtain the position, but it is also only fair to do so; fair to the employer, that he may realize the man's limitations; fair to the employee, that he may not be placed in a false position by being expected to do more than he is able; and fair to the organization, that it may not later be accused of slipping in an employee under false pretences and so losing future opportunities of placing men.

Another advantage may be gained in thus interesting the prospective employer in the man. He may become virtually a friendly visitor, giving the man needed encouragement from time to time, bracing him up when he shows signs of letting down in his work, notifying the associated charities when he lays off because of alleged illness or for no reason at all, etc. Such a plan was tried with a stationary engineer whom we knew. He was a periodical drinker, falling a victim to his disease usually at times of discouragement. We placed him with a real estate man who put him to firing the furnaces in some of his buildings and kept such a watchful eye upon him that we were notified whenever he showed signs of having a "sinking spell." In this way we were able to prolong his period of abstinence far beyond any former period.

(4) The fourth and last type of employee, that is, the man who is working but not supporting his family, is probably the most difficult of all to handle properly. Here former employers are of advantage in so far as they throw light on the man's ability to earn, his habits and temperament; but for any considerable help in solving the problem the present employer must be approached. This is another case where almost nothing can be accomplished by telephone or letter. The employer must be seen and his co-operation secured. Sometimes it is discovered, contrary to what the wife supposed, that the man is not making enough to support his family. The employee himself may be afraid to ask for more wages or for more or different work, lest he lose his position altogether, particularly if he is a man well along in years or a new man. The agent, however, may see the employer, explain that because of the size of the man's family, because of illness or some other special expense, the man needs to earn more. Then if there is a vacancy in another department which pays more the man may be transferred there, or if he is working at piece-work more may be turned in his direction.

It may happen, however, that the man is making enough to support his family, is even an exceptionally good workman, but is not using his money in legitimate ways. The co-operation of the employer may be needed then to persuade or even to coerce the man into

doing better by his family, if necessary allowing his wife or an agent of the associated charities to collect his wages. One such case is that of a tailor, who had been accustomed to drinking up all that he made. By seeing his employer we easily prevailed upon him to allow us to collect his wages and to turn them over to the wife, then later to allow her to collect them. Although he is making no more than before, his wife is gradually getting back debts paid up, keeping up the house and giving him a little each week for his own pleasure, the amount given him bearing a definite proportion to the amount he earns.

It must be said, however, that in many such cases the man gives up his job with the co-operating employer and goes to one less interested in his private affairs. In such cases court treatment is usually necessary.

These seem to be some of the direct advantages of seeing the individual employer on the individual case. An indirect or incidental advantage is in the acquaintance that one forms with various firms. It is sometimes well when calling in regard to a particular case to show an interest in the establishment itself. By so doing there are at least four distinct advantages to be gained; first, a personal acquaintance with the employer is formed which will stand one in good stead if one ever wishes to place another employee in the establishment; secondly, a knowledge of the shop is gained, which will form a basis of understanding later with other men that have been employed here; thirdly, a knowledge of working conditions in the various shops will be required, which, as it accumulates, will amount to a fairly correct knowledge of working conditions in one's own city; and lastly, one may gather some first-hand information on the larger question of the relations between employer and employee.

·R·S·F·

CHARITY ORGANIZATION BULLETIN

PRINTED BUT NOT PUBLISHED

FOR THE CONFIDENTIAL USE OF
CHARITY ORGANIZATION SOCIETIES BY THE
CHARITY ORGANIZATION DEPARTMENT
OF THE
RUSSELL SAGE FOUNDATION, ROOM 613, 105 EAST 22D ST., NEW YORK

MISS M. E. RICHMOND, DIRECTOR
FRANCIS H. McLEAN, FIELD SECRETARY MISS M. F. BYINGTON, ASSO. FIELD SECRETARY

VOL. I. (NEW SERIES) NOVEMBER, 1910 NUMBER 12

SERIES B.

The methods and aims of organized charity only need to be clearly stated to be convincing; they only need to be concretely illustrated to be adopted. There has been a demand, we believe, for a series of simple statements about organized charity in which the essential truth will not be sacrificed to brevity, but in which brevity nevertheless will be achieved. The numbers of such a series should be small enough to slip into a letter-size envelope, and attractive enough to be worth the envelope and the postage stamp attached. Cheap-looking printing is expensive; it wastes the cost of postage.

These considerations account for the first four numbers of "Series B," just published by this Department. Should the first numbers prove useful to the charity organization societies of the country, they will be followed by further numbers in the same style.

The four little booklets, of which samples have already been forwarded to general secretaries, are as follows:

No. 1. What is Organized Charity?
No. 2. Relief. A Primer. Frederic Almy.
No. 3. Treatment. Porter R. Lee.
No. 4. On Being a Director. Alexander Johnson.

This last was mailed to all directors of charity organization societies whose names were on the Department's mailing lists. A number who received them wrote at once for more copies, and our

stock is running low. Of the other three numbers, which were intended for wider circulation, we have large editions, and are prepared to supply them in quantities at cost.

No. 1 answers ten questions about organized charity. It is an alphabetical statement. Price, 60 cents a hundred, postage 18 cents.

No. 2 is a very readable primer of relief, with convenient subheadings that should make it useful to committee members, though its circulation should not be confined to these. In any city equipped to do thorough case work, it should be widely distributed. Price, $1.00 a hundred, postage 38 cents.

No. 3 is a very winning presentation of the philosophy upon which family treatment is based. Price, 50 cents a hundred, postage 18 cents.

Orders for these booklets should be sent early, as they cannot be reprinted without a considerable delay.

INTENSIVE CHRISTMAS GIVING

If the social workers who come most in contact with distress and therefore feel most responsible for its relief and prevention, could speak their whole minds out freely without danger of being misunderstood, they would probably say that they are more saddened than cheered by the spirit of our Christmas giving, with its commercial exchange of presents of equal market value, its bestowing of more goods upon those who already have too many, and its carelessly goodnatured or else ostentatiously public distributions to those who have no goods at all.

Some of the charity organization societies (Washington, Baltimore, Columbus, Atlanta and Pittsburgh, to name a few) have tried to minimize the evils of this chaotic bounty by arranging for an exchange of Christmas lists and a registration of gifts; but, while such organization fosters the expression of good-will by providing it with an unclogged channel, the quality of the good-will itself also concerns us.

Must the channel be dry long before January 25th? Will even a fraction of those who gave at Christmas ever care to know how their beneficiaries are faring, to know whether it is well with them on the days that are not feast days? What, to come nearer home, is the quality of our own good-will? Do we honestly feel ashamed that so many families in our cities are without friends and without resources each December? Do we mean to strain every nerve to put many of this season's recipients beyond the need of help from strangers before the Christmas of 1911 arrives?

Christmas is the great family holiday of the year, and its sweetest expression is in a family life wholesomely intact and self-perpetu-

ating. Such was the life of the family group from which the idea of Christmas radiated centuries ago; such is, or such should be, the goal of all our Christmas endeavors to-day.

If we can answer for the single-mindedness of our own thinking and feeling, if these are free from taint of patronage or condescension, then we must waste not a moment in idle regrets, but must grapple as best we can with the Christmas giver as we find him, and must work out, at the same time, our own ideas of Christmas giving on a smaller scale perhaps at first, but later with co-operation from all others who can understand and help.

The Christmas giver as we find him! At least, he has an idea or two. He realizes vaguely that there's more of Christmas in the gift that can meet with no return. He wishes (if Anglo-Saxon) everyone to have turkey to eat, or something equally good, on Christmas day. He pictures this meal as a family rite, partaken around the family board, unless his mind is confused by the cheap schemes of agencies that "hire a hall" and feed at wholesale. In short, he means well, and not one little flickering flame of desire on his part to be helpful can we afford to extinguish. We must take him where we find him and lead him step by step from the impulse of one rare day to the steady interest of all the days in the year. There are hints as to how this can be done in the *Field Department Bulletin* for December, 1908. We do not repeat these here, because we wish to suggest a second, a separate Christmas—one apart from distributions and crowds and eleventh-hour donors, which each society might attempt, in addition, quietly and without blare of trumpets. Many, no doubt, have attempted it already.

In this second Christmas, the help given should

(1) develop naturally out of intimate knowledge of the family's needs.

(2) be rooted firmly in the idea of permanence.

(3) bring the heads of the family well to the fore, and emphasize their dignity and importance.

(4) make the society an agency anxious to share the good times as well as the bad of its clients.

In the Clinton District of the New York Charity Organization Society, the Committee decided late last November that it would urge upon possible donors individually the opportunity of giving substantial aid to those most needing it, and would combine with this aid plans of Christmas giving that would emphasize and strengthen family ties. For instance, a Committee member who gave one of the three widow's pensions raised at Christmas time in the district also gave the children of the family a chance to earn their mother's Christmas presents. These were bought on a special shopping expedition and kept as a surprise.

One mother went shopping with her friendly visitor to buy warm clothing enough to see all her children through the winter. At the same time, her oldest daughter was told privately to buy her mother's gifts. Sometimes, when the office seemed a safer place, children stored their parents' presents there until Christmas Eve, and they were encouraged to think and plan for these several weeks ahead.

While widows' families received most attention, help was not limited to these. When a Committee member offered to entertain one group at her own home on Christmas Eve, children whose father and mother had both drifted into careless, drunken ways were sent to her, and the parents have since been braced up by close personal work. One elderly single woman with no family had a present of a regular monthly pension.

The office rooms were decorated with wreaths and greens, a tree was put up, and around it six parties were held during holiday week. Only one was large; a member with a large acquaintance in the district entertained 125 one evening, but the others were all small groups, consisting each afternoon of the mothers and children in four or five families. Each group was entertained by a different committee of two, with songs, games, ice cream and cake. At the end of the week, the assistant superintendent and the office stenographer entertained five old ladies. These small parties are still talked about in the district, because they celebrated a friendly relation already established This year, one of the churches has asked the district office to help in organizing a class of children between ten and fourteen who, for six weeks before Christmas, are to be taught to make things for their mothers.

The Clinton District Committee is very new. Its plans are mentioned here because they are familiar to the staff of the Charity Organization Department. If anyone can suggest other details for an intensive Christmas, the BULLETIN will be glad to pass them on. provided they are sent in promptly.

OUR MAILING LIST

Social agencies, public and private, are appealing to us continually to put them on our mailing list for these BULLETINS. After this issue we shall limit any extension of circulation to those who are officially connected with charity organization societies and to those who are preparing students in colleges and universities for social service work. We have made this rule reluctantly, but the character of the publication would have been changed without it.

The organ of the charity organization movement is the *Survey*. Everything intended for publication in our field finds its way into that most valuable weekly quite promptly, and to its pages we refer our correspondents.

PERSONAL EQUATIONS IN HELPING TO SELF-HELP

By PORTER R. LEE
General Secretary of the Philadelphia Society for Organizing Charity
(Abridged from the proceedings of the Eighth New York State Conference of Charities and Correction.)

The principles of relief have become so firmly established that in any given case we know almost to a certainty what is the right thing to do. How to get it done is the real difficulty. Most failures in dealing with destitute families are such not because of the lack of a sound plan of treatment, but because the plan would not work.

Furthermore, it may be asserted that the success or failure of a plan of treatment depends almost wholly upon the personal equation, the personal characteristics of the family and the personal force of the worker. There are, of course, many other factors: The attitude of societies, individuals and officials who will not co-operate, degrading surroundings, lack of nourishment and ill health. These are hindrances only, however, and not barriers. They are conditions to be met and remedied to clear the way for the real work of building, strengthening or guarding the character of the family. Moreover, the remedy for these conditions is usually the tact and resourcefulness of the worker, which are purely personal factors.

In a few concrete cases, studied in detail, we may see how each successive step forward or backward in the progress of a plan of treatment has hinged on personal factors, personal to the family or personal to the workers.

The first family is that of an English shoemaker. Seven years ago, when the family first applied for help, his wife was ill in a hospital, leaving him and the four children, all under five years of age, at home with no food and little work. It was learned that the man's irregular work was chronic and was either the cause or the effect of intemperance. His wife was one of the uncomplaining type; and she had immediately taken up the burden of the family support. This had continued long enough to threaten her with physical breakdown. The man talked earnestly of his devotion to his family and his hard luck in finding work; and although he was abusive to his wife when drunk, acquaintances believed him sincere. There were no natural ties except his immediate family to hold him, as both his kindred and his wife's lived in England. The children seemed as yet unaffected by the man's habits. The obvious thing to do was to keep the man employed and to stiffen his moral backbone, the woman, of course, to receive medical care and to be relieved of all work outside the home. With sufficient employment for the man other relief would be unnecessary.

Before following the progress of this plan, we may look ahead four years. We find the woman still working and in wretched health, the older boys, now nine and seven, becoming wayward and unmanageable, and the man under arrest for drunkenness and abusing his wife. A sound plan of treatment had failed to work. Why?

At the very outset it had been apparent that work for the man and the restoration of the woman's health through release from work depended wholly upon the man's refraining from drink. This then had been the point of attack. The work was done wholly through church workers, as the man was an Episcopalian. The church visitor sought to appeal to his better self. She expressed her confidence in him by leaving with him a bottle of wine to be taken to his wife at the hospital. It was a mistake in judgment, unfair to the man, and when he consumed the wine himself the visitor lost patience and disregarded the man thereafter.

The rector of the church decided to try the reformation effect of stern rebuke. Work enough to enable the man to support the family was provided; the rector gave him to understand that he was showing weakness amounting to criminality in allowing his family to continue in so shameful a condition of poverty while he made a beast of himself, threatening him with severe measures if he did not change his habits. The man did not like the rector's tone, and disappeared for a time from the knowledge of church and society.

After the lapse of a year the family was reported almost simultaneously by two different churches. It appeared that help had been given by both and by several others, and that conditions were no different. A conference of all the churches which had known the family was called by the society and all agreed to give no further aid except through the Charity Organization Society. This would force the man to work and might make him respond to appeals on the moral side. He soon gave up the work found for him. The visitor, a clergyman who had known him for a long time, stated emphatically that he should have no more aid in relief or employment. He so expressed himself to the man, who then moved to another neighborhood with an entirely new set of churches to lean upon. The next two years were a repetition of the first two with much the same persons interested, and all trying unsuccessfully to brace up the man. The two years ended with the bad conditions of the family unchanged except for the worse.

The failure of the plan of treatment thus far had apparently been due to three things:

1. No attempt had been made to get at the man's own plan for his reform and try it, although he constantly protested that he was anxious to stop drinking and look after his family.

2. Successive visitors failed completely to win his confidence to the point where he could believe that the visitor sincerely wished to help him.

3. Every start toward helping him was in the wrong direction. It was assumed each time that he was a beast to be bullied or driven into reform. It was later proved that he was only weak, capable of being lifted and led to reform.

Incidentally, breaking up the family was not thought of, fortunately, since the only possible right way of improving matters had not been tried.

Four years after the first appeal a new district agent appeared in the case. In the course of one of her first talks with the man he said that he was a church member and believed he could stop drinking, become respectable, and look after his family if some one really cared whether or not he did so. It would be a great help to him, he asserted, to go to church and feel that he was welcome. He had said practically the same thing before; but the suggestion was either disregarded or half-heartedly carried out, as in the case of the very first church which attempted to deal with him. Now, however, the district visitor went immediately to the parish church with the suggestion that he be taken at his word, which the church people were willing to adopt. Two years have passed since then. For over a year the man has held his present position at $15 a week, sometimes earning as much as $24. His habits are good. His wife no longer works and the boys are being properly trained. The same plan had been followed and was successful. Why?

There was no sudden change of heart in the man. If the hammering and desultory contact with charity workers during the four years had begun to have an effect, it was not apparent. His attitude was just what it had been when first the family became known to the society. At the four-year point, however, the visitor let him understand frankly that it was his own suggestion he was working out, in which she and the other church people were glad to help him. Four years before it was the visitor's suggestion, in which he was not willing to help. The visitor succeeded in impressing the man with her belief in his own power to reform; and the impression was strengthened by the welcome he received at the church from the rector and men of the parish. For a time he became drunk occasionally, but each time he was led rather than forced up by the visitor, the appeal being made to his own determination to reform. Naturally it was this policy which led the man to believe in the visitor's sincerity. Of course, it would not have been successful with a man of another type. The shoemaker, however, now feels more strongly pride in his restoration to respectability than shame for his former degradation. This attitude may not be so fine ethically; but it indicates a belief in

his own power to rise with the proper help, which was an asset totally disregarded by those who worked with him during the first four years.

The man may have a relapse. I do not believe, however, that this would indicate failure. Rather it would show the need for still greater emphasis upon the methods which have led to the success already achieved.

Lifting a man out of hopelessness is usually no less a difficulty in the "How to Do" aspect of treating distress than supplying moral influence. A young man of twenty-four was employed stuffing sofas in a lounge factory. He contracted a disease in the leg and went to a hospital for treatment. After a year and a half the disease had been checked but not cured; and the operation had doubled his leg up, making him a hopeless cripple. He was the eldest son of a widow with three other children, who, since the death of her husband in 1900, had supported her family without charitable aid. The welfare of the younger children demanded her time at home. If the crippled son could work, his income could replace hers, making this possible.

Less than a year ago a settlement worker became interested. He found the man with a badly scarred face and a helpless cripple, twenty-six years old, utterly hopeless as to the future and acutely sensitive. What was needed was suitable employment, for the mental effect of occupation on the man and because money was needed by the mother. The difficulties in the way were the man's hopelessness of mind and his physical condition, which a year and a half in a hospital had failed to help.

The settlement worker learned that amputation was the only help for the man's leg. Amputation meant hospital, and hospital was naturally tabooed by the man. Furthermore, he would not believe that work could be found for one with his deformities. The worker bided his time, always seeking to gain the man's confidence. After some suggestion he began to go to the settlement to read, although he felt sensitive at exposing his scarred face where there were other people.

He came to the settlement worker one day with an advertisement of a special treatment for twisted legs given by a New York institution, and expressed a wish to try it. It was apparent at once to the worker that the treatment was not designed for the deformity of his protégé. In the man's expression of interest in his future, however, the worker was quick to perceive his first opportunity. At the man's request he wrote the New York institution for full particulars, receiving a reply which confirmed his belief in the unsuitability of the treatment.

The man was disappointed. But in the gap in his mental processes left by the failure of his own plan, the worker was quick to thrust an alternative suggestion of a hospital operation to ampu-

tate the crippled leg in order to accomplish what the New York institution could not: Qualify the man for the work which he himself now hoped he could ultimately do. The man listened and finally consented. Two factors, confidence in the worker and hope within himself, accomplished the man's consent, factors which were lacking when amputation was suggested earlier.

It is no easy task to find work for handicapped men. In this instance the man wanted work as flagman at a railroad crossing. Such positions are practically impossible to secure for men with no claim on a railroad. The man's confidence in the settlement worker's plan for his future was not surely enough established, however, to make it safe to disregard his suggestion. Accordingly, without hope of success, the worker requested such a position for him and was told the road had all it could do finding work for the men whose legs had been cut off by its own trains. The railroad man was interested, however, and suggested that our crippled friend learn telegraphy. He stated that legislation was either passed or pending requiring railroads to employ double the number of telegraphers then employed. Without difficulty the worker persuaded the man to take up telegraphy and raised the necessary money. The man has practically completed his course, and no difficulty in placing him is anticipated.

Four years ago he was an unskilled stuffer of lounges. Two years ago he was a helpless cripple, in that state of despair which leads unerringly to insanity. To-day he is self-reliant, ambitious, and happy, and will soon be more prosperous financially than many social workers.

The steps in his progress have, I think, been made clear; so has also the way in which they were made possible; the winning of confidence, the up-building of the physical to give opportunity for mental effort, the enlistment of the man's co-operation in working out a plan for his own restoration to independence.

A study of concrete cases from the point of view of how to do the obviously right thing leads inevitably to certain conclusions:

1. It is of the utmost importance that the personality of the worker be fitted to the personality of the family. I alluded to this earlier in this paper, but believe it to be of sufficient importance to be emphasized. The most efficient professional worker may be unqualified by temperament or personality to deal directly with families of one type or another. This does not mean that we are to decide to fail with such families. It means that while the professional worker may do the planning, we must find either in a volunteer or elsewhere the right type of personality for continuous contact with the family.

2. Success can only come with the co-operation of the family in the plan of treatment. A plan formed by the

family itself can never safely be disregarded. Its existence indicates that the family has put thought upon its own problem; and like other people the poor will be more enthusiastic for their own ideas than for somebody else's, arbitrarily substituted. This only means that persuasion and not instructions must be used in substituting society plan for family plan, for the substitution must be made if the family plan seems faulty to the society's experts. It must be done, however, without sacrificing any of the family's determination which lies behind their own plan. This may involve, as in the case of the cripple, a trial of the family plan to prove its futility, or as a proof to the family of the worker's sincerity. However secured, the family's belief in the efficacy of the plan finally adopted is essential.

3. A worker will rarely influence a dependent family until he has won the family's confidence and has recognized their point of view. A failure to do both warded off success for four years in the case of the intemperate shoemaker. This is especially important in dealing with foreign-born families. In finding employment, the only considerations usually weighed by a charitable society are the mental and physical qualifications of the applicant for the proposed work. Mere prejudices are usually disregarded, and properly so. It is a question, however, whether a society has any right to disregard, for instance, the prejudice of Italian women against housework, which is almost universal. Failure to recognize the Italian point of view in this matter may completely nullify a society's influence with Italian families. Social workers also have generally come to respect the feeling of the poor for expensive funerals within reasonable limits. This respect is merely a recognition of a point of view usually different from that held by the worker.

4. The mere application of moral and spiritual power is not enough. Such power, in which often lies the hope of rehabilitation, must be firmly implanted in the very fiber of the family. It is sound doctrine that every dependent family should become ultimately independent of relief, if health permits. It should be equally sound doctrine that every such family should become ultimately independent of moral and spiritual influence. Supplied through a friendly visitor or otherwise, there may be no reason why such influence should ever be withdrawn. It is important to know, however, that its withdrawal will not result in a relapse into moral and spiritual debility. The implanting of moral and spiritual power as opposed to its mere application externally, involves a careful study of those family weaknesses where the roots of such power may find an entrance. Shame may be the most effective

lever with which to raise an intemperate man of a certain type. It may only lower one of another type who could be successfully raised by an expression of confidence in his own power to raise himself. Such was the case, again, with the intemperate shoemaker. A slovenly mother who cleans her house and family to earn the good opinion of her visitor is never safe from relapse into a policy of *laissez faire* in housekeeping until she cleans up and stays clean to earn her own good opinion of herself. Personal influence is a telling force; but unless its power is implanted in the personality of its object it will not be permanently effective.

PUBLICATIONS OF THE DEPARTMENT

SERIES B BOOKLETS

1. What is Organized Charity? 60 cents per hundred, postage 18 cents.
2. Relief. A Primer. Frederic Almy. $1.00 per hundred, postage 38 cents.
3. Treatment. Porter R. Lee. 50 cents per hundred, postage 18 cents.
4. On Being a Director. Alexander Johnson. Not for sale in quantities.

The Inter-relation of Social Movements, with information about sixty-seven organizations. $1.50 per hundred.

The Formation of Charity Organization Societies in Smaller Cities (new and enlarged edition). Francis H. McLean. $6.00 per hundred, plus expressage.

Transportation Agreement and Telegraphic Code (new and revised edition). 15 cents each.

Also the following at 40 cents per hundred:

Dominant Note of Modern Philanthropy. Edward T. Devine.
Broadening Sphere of Organized Charity. Robert W. de Forest.
Organization in Smaller Cities. Alexander Johnson.
First Principles in the Relief of Distress. Mary E. Richmond.
Friendly Visiting. Mary E. Richmond.

INDEX OF VOLUME I.

DECEMBER, 1909—NOVEMBER, 1910