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CHARITY ORGANIZATION BULLETIN

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

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INVESTIGATION AS AFFECTED BY CONDITIONS IN OUR SMALLER CITIES

By F. J. BRUNO

Agent, Associated Charities, Colorado Springs, Colo.

THE work of investigation in our smaller communities differs in some respects from the same work in the larger centers. In the first place, the very fact that the place is small influences the character of the work. In addition, the smallness of a place compels it to place on its charity organization workers a less specialized task than the larger units find necessary.

In a city of under a hundred thousand, the possibility of becoming personally known to a considerable portion of the citizens is much better than in a larger place. This influences the character of the possible investigation. Usually it means that fuller information can be secured. In some instances it is possible to obtain some sorts of knowledge that would be closed in the larger centers. For instance, although all banking institutions keep their depositors' names in confidence, in the smaller places when a bank official knows the character of work an organization is doing and knows the information will be held in strict confidence, he will secure for the society practically any knowledge of the banking facts of applicants it is necessary to have. The smaller

community not only makes possible the obtaining of exceptional information, but it furnishes a more natural basis for the interchange of that information which we seek on ordinary subjects. In the larger cities the society's name may be known to the person who has the information we need, but he may have a very hazy sort of idea of what the society stands for; while the visitor is fortunate if he is not prejudiced against the society. The man to whom we go as a stranger, who neither knows nor cares who we are or what our society represents, is more than likely to view our usual curiosity with suspicion. But in the smaller city the charity organization society cannot be unknown to anyone whom we are likely to see. And no matter how much he may wish to shield himself or hide his knowledge, he will at any rate know why we are talking with him, and it will be that much easier to convince him that it is better for the applicant that we should be made acquainted with all the facts than it would be to convince a stranger to whom we are an unrelated and perhaps impertinent intruder.

In getting the information needed to complete our first investigation as well as to secure later co-operation, the personal element cannot be ignored. In addition to the advantage which a society in a small community has of being known to all the citizens in a general way, there is a higher degree of probability in the smaller place that in the process of the investigation some one known personally to the visitor or any member of the office will turn up. In the event of such a coincidence the amount of aid in getting the facts is only limited by the actual knowledge of our acquaintance and the clues he furnishes. This is one of the most delightful aspects of work in the small city. People whom one knows in countless ways are continually bobbing up in unexpected connections. It is then a genuine pleasure to transfer what is ordinarily a pretty anxious experience into a confidential chat with an acquaintance. There is also an incidental value beyond the immediate ca[illegible]. If every good investigation lays the basis for later co-operation, it is many times true when such an investigation is made with one's acquaintance. Usually we fight shy of talking "shop" in our social relationships. We should probably be ostracised if we were not careful to avoid the topic of charity in our neighborly and social intercourse. But it is generally true that these same social and even business acquaintances are more than curious to know just what sort of work the charity organization society is doing. And any investigation which leads us to them is a splendid opportunity for letting in the light.

Every coin has its reverse, and this particular advantage is not without its limitations. If the individual unit in our smaller groupings cannot escape knowledge of the society's name and work, it is also true that he may know too much, and especially is he likely to know too much that "ain't true." The prejudices, the personal jealousies, the exaggeration of personal peculiarities, all these make it difficult in a small community to secure cordial relationship on every side. It is probably within the truth that men of unusual ability but having at the

same time striking peculiarities would be fatally hampered in the smaller places, while in the larger they might have ample appreciation. In the smaller places there is a closeness of personal relationship which would prevent the community's appreciating the man's real ability. In the larger, the personal element would enter to a lesser degree, while the opportunity to change the group of supporters would be wider. The ability of the man would attract to him one group while another might be alienated. But because the organization and its work went on prosperously without them, this same disgruntled group would be more likely to return. Now what is true in this confessedly unusual instance, holds good to a lesser extent of every one who stands in a public or semi-public position. One's personality does have its influence upon the community, and no matter who the man is, some one will not like him. Any such prejudice is intensified in the smaller place. It is not due to provincialism, but because in the small place we are oftener thrown against each other, and there is not the opportunity for the corrected perspective which the larger city gives.

This same consideration may be carried over into the volunteer supporters. There are certain business firms and individuals in this city where we cannot get information of genuine value. And this is caused not by anything which the society has done or not done, but because of the personel of the directorate. This is not a criticism of the directors of the society; they have been described as the ablest group of men brought together in one board in this city. It is simply the result of personal prejudice intensified by the conditions of a small community. Business or personal alignments will create real support; they will also erect very difficult barriers. In an investigation lately made by our society it was very desirable to secure the inside history of a relationship between a former employer and a deserting husband. If we could have secured it, the deserting husband could probably have been traced and serious suffering prevented. But the matter happened to be involved in unusually delicate complications, and on consultation with one of our wisest counsellors it was decided that no information could be secured from that quarter. Not in sympathy with some of our directors and bitter rival of another, the employer would absolutely deny all knowledge of our man, and he might create a very ugly story of the whole matter. It is not clear that an interview could have been secured had this been a very much larger city; but it is more probable that some sort of connection could have been made from among the wider circle of possibilities. In a small community the personality of the volunteer group about an organized charity opens many doors wide, but some it shuts tightly. And both the opening and the closing are more pronounced than in the larger city.

Most of what is usually written on the subject of investigation presupposes the conditions which exist in a large city: paid workers who give all their time to case work, and who are specialists in investigation. The specialist attains a degree of proficiency not ordinarily secured by

the general worker, by reason of his constant attention to his specialty and also by the comparisons he may make with other specialists. Now both these conditions exist in our larger cities. Workers can give all their time to the single matter of investigation and treatment. There are others doing the same thing all about them. Every new method can be tried out; there may be developed a technique by the simple process of doing the same thing many times and comparing the doing of it with some standard or with what others in the same place are doing. But these conditions do not exist in the smaller community. There is neither a large number of paid workers in one society allowing of specialization of work, nor are there a number of societies doing the same thing. Usually the society is fundamentally a one man organization. Even if there be more than one paid worker, there are not enough of them to specialize; two or three additional will have to be like the head of the society—"jacks-of-all-trades". In a well organized society of four workers there is the possibility of some specialization, and undoubtedly the first activity to be benefited is the work of investigation. But usually a society having that number of paid employees, in the very nature of the case, places upon each of them a good many different kinds of work. The analogy between the small society and the district office of the large city is misleading: the smaller society workers have all that the district office has to do, in point of view of kinds of work, but in addition it has every sort of work which the central office does as well. Neither is there much chance to separate in either time or place between what is case work and what is administrative. A meeting of the Executive Committee which is to discuss a deficit in the budget is just as likely to be held immediately after the case committee which has made its numerous decisions on the cases before it.

The mind of the ordinary person is not agile enough to make the quick transition from one course of action to another, or to do what is really demanded—to pursue two or more objects at the same time, each with thoroughness and skill.

It is not at all unprecedented to have some extra work dropped in on the office requiring every member of the staff to stop all case work for a time, and concentrate on the particular thing to be done. If this were entirely unusual, it would not matter, but it is not. Such occasions are provokingly apt to occur when least expected. The influence they exert, the demoralization they introduce into the ideal of good investigations, does not need to be described.

Investigation is an art; it is fundamental to all good case work, but when the interest of two or more committees, or of some occasional work, each with its own programme, each equally insistent that its object is *the* important thing to be done at once, intervenes it is a mental impossibility to do all these things with the skill of a specialist. This explains why money raising is probably just as hard in the smaller city as it is in the larger, although there is less competition. With a smaller ratio between total charity budget in the entire community and

number of families to be helped, it ought to be easier in the smaller cities than in the larger.

But it is not only the lack of specialization of work which leads to poor investigation in the smaller centers; there is also probably a failure on the part of all the workers under such conditions to appreciate fully what good investigations mean, and a consequent unwillingness to pay the price in time and effort which they require. With less competition from other charity societies—there being perhaps only the one city-wide organization for that purpose—standards of work are not so apt to be kept as in the larger places, where stronger competition and closer co-operation between societies develops a proficiency which sets the standard. In the absence of this competition and in the face of the pressure mentioned above, the necessity, that is, of securing a certain efficiency in several different departments of activity, there is a fatal liability to lower the standard, to drop insensibly into a mere relief-giving society: a condition that is really an attitude of mind in which one becomes satisfied with doing what is directly under one's nose. When such a method succeeds, it seems to warrant the process; where it fails one is liable to attribute the failure to the perversity of the poor or to an irreducible minimum of hopeless cases.

We have found several ways in which to check the growth of such an attitude. One is the more complete writing of the records, and the introduction of the newer face cards suggested by this Department. The analysis and treatment blank designed by Mr. McLean is very helpful in this respect. Once a week we have a conference of the employees to review our cases, criticize what has been done, suggest what ought to have been the procedure, and generally to hold our work away from ourselves and see what it looks like in the truer perspective. But after all, the only way one can prevent himself from falling into this vicious and fatal attitude, and the only way one can build up good investigations under the hampering conditions of the smaller society, is to set out conscientiously to do the most thorough work possible with each investigation, and to keep the matter continually in the front of one's mind. What is by reason of competition somewhat of a necessity in the larger communities, must be secured in the smaller, if at all, by conscious and voluntary effort, sometimes against pressure in the opposite direction. Because the actuating motive must be from within the worker, it is correspondingly more difficult to maintain the standard of efficiency in investigation in the smaller society, or in the society in the smaller community.

Standards and methods continually interplay. If relief-giving is the standard, the District or Case Committee will bring pressure upon the line of relief, will minimize office force and the element of personal service. If thorough investigation is habitual, the same committee will spend its time formulating the plan for the family. Or if, what is more usual, thorough investigation is known theoretically by the employees and held as an ideal, while relief-giving is the method, this same com-

mittee is not likely to see the motive and consequently it fails to see that its great opportunity is to formulate a workable plan by which the family may be really helped. Under these conditions it will spend its time simply on the matter of relief, while plans will be made and unmade with bewildering rapidity. Such a situation, which is probably common in our smaller societies, makes good investigation difficult. The committee, while it is verbally asking for investigation, is really doing another thing—supervising material relief without a well thought out plan. The difference is vital. When the plan is the thing which is discussed by the committee and about which its decisions are made, constant pressure is brought to bear upon the society's employees to bring thoroughly good first investigations. The only thing insisted upon is that all information pertinent to the formulation of a plan for the family's rehabilitation shall be at the committee's disposal. This will be an actual pressure from without urging good investigations. But if the committee's interest is relief, all its discussions and all its plans will revolve about an entirely different center. Questions of getting through with a certain number of names per hour, of the amount and character of immediate help to be given, these matters connected with the present situation of the family and all the families will absorb its attention. All of this demoralizes good investigations and good treatment.

The only remedy for this condition is persistence in thorough first investigations until the committee is educated to the point where it appreciates that its best service can be given not in supervising relief but in contributing intelligence toward the formulation of a plan that will work and will secure lasting results. This is simple on paper, but extremely difficult in practice because, again, the entire outside influence is either neutral or against genuine investigation—for the reduction of office expense, the increase of proportion between relief and management—so that the factor which brings about good work in this line must be the intentional, voluntary purpose on the part of the employee to maintain a standard in the face of pressure urging other ideals as of more importance.

Fortunately, there is a reverse to this situation also. If being a jack-of-all-trades decreases the chance of being a specialist in any, there is the advantage that nowhere better than in the society in the small community is the interrelationship between investigation and the other activities of the society better traced by the workers themselves. There is the constant danger that the specialist does not see above his work its relations to the larger whole. His work becomes an end in itself. He fails, partially and sometimes, to relate it to the entire organization. His efficiency, and especially anything he may add to it, is shown chiefly in doing his own particular stint better. Usually this is of advantage to the entire job, but not necessarily. In the second place, when one does only part of the work, there is a lack of interest which inheres in the entire process. Neither of these limitations bothers the worker

in the small community. If he insists and succeeds in securing good investigation, it relates itself at once, in his own activity, to treatment, propaganda, and all the interests of the society. By it he can draw stronger people into the society; he can present before his community a constructive programme which is based in a peculiar sense on his own experience. Because charity organization is in its infancy, this possibility of being engaged both on the firing line and at headquarters gives it a peculiar advantage which few other professions or occupations in our highly specialized age enjoy. Its disadvantages are many, and full credit has been given them. But there is a sense of comprehensiveness, the sense that one knows and is intimately associated with the entire field of activity, that adds greatly to an appreciation for the work and interest in it. The close interrelation between the different branches of activity of the smaller society offers its workers an advantage which those who work in one section of a charity society in the larger centers cannot have, even if each one in his own department does more efficient work than is possible in the smaller. As an educational factor in the training of social workers there is no better laboratory than the smaller society; the better teachers, however, are in the larger.

Two stories point out the peculiar situation in the smaller community. The first family, a man, his wife and two children, three and five years old respectively, was brought to our attention for advice. Both man and woman were not well. They came here on account of the man's condition. He had had tuberculosis for about six years. They had sold some property in a state east of us, and when all their money but one hundred dollars was gone they wanted to know how they could use it so it would take care of them until the man became well. A physical examination showed that the man was hopelessly ill, in the last stage of the disease, and that all that could be done was to make his last days easier. The same physician discovered that his wife had contracted the disease, perhaps from him, and was in a well advanced stage. Her only hope was in good care. The couple were reticent, knew no one here, and would not give names of all their relatives. By pressure, only possible in a small community, aid was refused until names and addresses were secured. It developed that the woman had a father who was a physician, amply able and willing to care for the entire family. Because of difference arising at the time of the woman's marriage, neither man nor woman were willing to accept the offer. This father's co-operation was secured and, although every appeal to churches and lodges against our decision was tried, in the end the family accepted the father's offer. In a larger city it is very doubtful whether such close co-operation would have been possible. The family's plea was very strong. The man insisted it was murdering him to send him back, and the larger the city the greater would have been the chance that some one would have confused the real and apparent needs of that family by providing the means by which it could remain. Such a course, it is not necessary to point out, would not have saved the man's life, though it might have pro-

longed it; but it would have doomed the woman certainly and the children probably to an early death from the same disease.

The other instance was that of a family which almost literally dropped into the city. It was a mother and six children from eleven to a half a year old. The family showed at once the traits of experienced beggars. Woman wished to be sent to a Texan community where she claimed to have lived; story that she and her husband left the Texas town a year previously, going to Wyoming. There man had died and she found it hard to make a living. Thought that among her own people, and in the cotton fields with her children to help her (!), it would be easier. She had nothing to show that verified her story. Our decision was to hold her until we could get the facts. Her begging would have warranted our taking the matter into court and placing her and the children in a detention home, but we have no such place in this city; so all we could do was rent a small house and give her what she needed, while we made inquiries. Meanwhile, she sent her children all over the city with piteous letters, and, although most of these were referred to us, one was not. It resulted in sending the woman and her family off, in spite of our advice when we were consulted. It later developed, in reply to our inquiries, that the woman had been convicted of maintaining a disorderly house at her place of last residence, and that telegrams and letters sent to her relatives were returned undelivered. In this, no greater success was secured in the first instance in our small community than would have been probable in a larger, but almost everyone to whom she appealed did come to this office, and when we had the information it was possible to go over the same ground as that covered by the woman in a more thorough way than could have been done in a larger city. It was almost as if it were a laboratory experiment, and the experiment was near enough for the entire group affected to follow every detail and draw the inevitable conclusions. The net result was a considerably increased confidence on the part of the community in our work, and the addition of some supporters and co-operators whom we had not before secured. The difference between what was done in a small place and what could have been done in a large was the increased probability that everyone who came to know the woman would also know the end of the story.

THE BOOKLETS issued by this Department in November have been very cordially received. More than seven thousand were sold during the first week, and orders continue to come in daily, so that it will soon be possible to issue one or two more numbers in the series. "What is Organized Charity?" was printed in full in a local daily paper by one enterprising general secretary; it will be made part of his annual report by another. Portions of all three pamphlets lend themselves to these uses.

The next number of the series must be a popular treatment of the subject of charitable transportation, to explain and to extend the use of the new Telegraphic Code and Transportation Agreement, just re-issued in much better form. We believe that a discussion of the abuses and possibilities of transportation relief has great educational value.

UNSIGNED COMMENT

EDITORIAL AND OTHER

THE BULLETIN enters upon a new volume with a few typographical changes and this new section, which will be placed after the leading contributed article of each month, and will contain short, unsigned contributions, departmental news, and editorial paragraphs.

The Department wishes a Merry Christmas and a Happy New Year to every charity organization society and associated charities in the United States and Canada. May each one win, during the coming twelvemonth, a wider support, a clearer community understanding of what it is doing and ought to do, a better realization of its highest possibilities. And with all the growth immediately behind and so surely ahead may each and every one grow, too, in that humility and loyalty which lie at the heart of all true service, which find their renewing in the associations of this season.

ABOUT ANNUAL REPORTS

FIRST, as to pictures and diagrams; second, as to case illustrations. Is it or is it not true that a profusely illustrated report is more handled but less *read* than the report which depends for its appeal upon a clear and accurate statement of new work and new discoveries? Is it or is it not better, if one must choose, to have a few carefully selected pictures, well reproduced, or a picture-book of cheap process pictures from poor amateur photographs? These are questions for the psychologist, but every advertising expert is now on speaking terms with psychology, and we were interested to hear one say not long ago that line drawings are at present better advertising material than even good reproductions from photographs.

The publishers of the forthcoming eleventh edition of the "Britannica" announce that, in addition to a number of full-page plates, they are using, in the text, seven thousand line engravings "of a more or less diagrammatic character." Here should be, when the twenty-nine volumes appear shortly, the latest and best example of the graphic method of presenting facts and ideas. An illustration should illustrate, and one abuse of the photograph is that, too often, it is not only poor of its kind but has little or no relation to the text.

One who is skilled in the arrangement of reports and statistical material tells us that diagrams and other drawings which are all lines can be reproduced very cheaply by the zinc etching process, and that the space so covered in a printed report costs no more than the same space of text. In the interest of economy and good taste these diagrams

should be as small as is consistent with clearness; they should not sprawl, but should be proportioned to the text which they illustrate.

Our informant refers us to Bowley's "Elementary Manual of Statistics" (London, Macdonald and Evans, 1910) for the morals of statistical diagrams, and to the "Statistical Atlas" of the last United States Census for illustrations of the many varied ways in which dry facts may be made more interesting.

Apart from the preparation of printed reports, but as a closely related office method, every social agency should be provided with letter-size pads of cross-section paper and a bottle of India ink. Monthly statistics, as compared with the same month last year, with the previous month, etc., could be prepared in diagram form on cross-section sheets and presented at committee meetings in a way to interest and to enlighten busy directors. For the more elaborate diagrams, a young architect or draughtsman with philanthropic leanings could be pressed into service.

The most important thing about a diagram is that it should tell the truth. If it pretends to present mathematical proportions, these should bear the test of the foot rule and the multiplication table. If the figures for which it stands need any explanation, the explanation should be very near at hand. Years ago a newspaper copied from a charity report diagrams showing fluctuations in the population of a charitable shelter for the homeless. These were reproduced to prove that the corrupt party then in power should be returned for another administration, because the curve of diminished applications indicated increased community prosperity. It really indicated nothing more than a series of changes in the administration of the shelter, none of which were explained. The correct inferences should be drawn in our printed statements, the conditions modifying the results should be made clear; otherwise we are only adding to the mass of misinformation, are only illustrating anew that a good deal which passes for public education leads to public confusion.

There is still another type of diagram, and that is the graphic presentation of an abstract idea, or of an analogy—allegorical diagrams, as our statistical informant called them with a half-smile. A good illustration of this type is the outline of a hall with ten exits, printed by the Philadelphia society in 1908 to illustrate the various ways open to those who are caught in the jam of an industrial emergency, and the importance of keeping all these ways open until prosperity return. Excellent use is made of this type (of both types, in fact) by the Social Service Department of the Massachusetts General Hospital, which pictures in its fourth report the vicious circle by which disease and poverty change places as cause and as effect. The best possible use of the other type, the statistical, will be found in the recent reports of the New York Charity Organization Society. The use of maps is well illustrated on page 8 of the last report of the Chicago United Charities.

CASE ILLUSTRATIONS

AS to case illustrations, we are always learning from the doctors, and we have seen no better educational use of a case record than one reproduced here from the Massachusetts General Hospital reports already referred to. Too often we tell our stories with the intention of illustrating one thing but really illustrate quite another, being blind to the obvious implications of our own narrative. Then again, we are formal and colorless or verbose and irrelevant. Note how every word tells in the following; how an important department of the hospital's work, its care of nervous patients, is illustrated; how the chronological order is used without pushing it too far; how the very words of the patient and her teacher are reproduced without falling, head first, into what Mr. James calls the "tepid tank of dialogue."

S. B., twenty-nine, happily married, was referred to Miss Clark (our teacher of hygiene) April 16, 1907, that she might ascertain and treat the underlying cause of her "nervousness."

Miss Clark found that besides a good many physical symptoms the woman had a pitiable *obsession*. "She cannot bear to see her husband with a razor, nor to have sharp knives in the house. Throws them away. Knows it is silly, but fears she may kill herself, fears that by thinking of it all the time she may at last do it. Can't read about murders in the newspapers."

Miss Clark explained to her that this obsession was the result of an auto-suggestion, and that the fears which have thus been produced can in the same way be destroyed. She described another similar case and the complete recovery in which it had ended.

The woman was childless and therefore passed much of her time alone and idle. Miss Clark investigated and corrected some obvious hygienic errors, urged her to keep busy (she was soon to be in the country and could work on her garden), and not to be alone more than was necessary. "Then at bedtime put your face in your hands and say to yourself, 'This fear is nonsense; I shall never harm myself or others. I am perfectly sane and am going to get well. There is no more harm in a razor than in a stick of wood.'"

Later the patient reported herself better but found that sometimes just when she was saying to herself, "Well, now I've not had 'that feeling' all day," unexpectedly the sight of some harmless object, such as a faucet, would "bring it all back." Miss Clark taught her to force the faucet to suggest something *else* and to repeat at such times the auto-suggestion, "Miss Clark says I shall get well, and I will." To keep her company in the long hours alone the patient was given a canary and a small dog.

Ten days later the patient came in looking much better and brighter. She makes the auto-suggestions every night after saving her prayers. It now appears that two years ago, just after undergoing an operation and while still very weak from this, the patient had lost her mother. At the time she could not believe that her mother was dead and her husband had to withhold her forcibly from "taking her right out of the casket."

May 1. "Went on a little spree with the patient" (*i.e.*, swan-boat on Public Garden and luncheon at New England Kitchen! Perilous dissipation!).

May 3. Now "doesn't mind the sight of the razor at all; can have it on the mantelpiece, right near the comb."

May 7. Has done quite a big wash. First time for months. Is ready for the move to the country.

May 28. Writes from Maine to

"Miss Clark, Outer Patients Society Service:

"You would not know me I am looking so well. As long as I live I shall

never forget what you have done for me. I thank you from the bottom of my heart."

December 6, 1907. The fear has been gone for months. Is well and happy. "Wants to be working or doing something all the time." Advised: "Now and then after finishing one thing and before taking another, sit in a comfortable chair and relax and think of some pleasant day you had this summer. Go out of doors if you get nervous and tend to rush. Write a list of things and cross them out one by one as you do them."

This teaches what it was intended to teach, and in a way to grip the memory. Here, by way of contrast, is the kind of story, printed under beautiful half-tone pictures of mothers and their little ones, that one still finds in the publications of societies whose practice is doubtless far better than their methods of publicity would lead one to suppose:

Little Jennie and her three small brothers were made half-orphans by a mine explosion. Their mother is not strong. She works hard in a laundry to keep her little brood together, and is generously aided by our society from time to time. The children were given shoes and a Christmas treat recently, and the mother has received a good supply of groceries.

Granting that societies are sometimes justified in publishing pictures of their clients, though we have doubts about it, see how the foregoing catches the attention of the reader by its attractive picture, only to leave a vague impression of need and its succor, instead of a definite impression of widowhood and its prevention, or of widowhood and its intelligent, thorough-going relief.

When the reader thus "educated" encounters a similar case, what has he learned to do? Will he be satisfied to supply shoes and groceries and Christmas treats—a thing that everyone with a little money can do—or will he see the need, from this statement, of keeping the mother alive and the children decently cared for by helping through an organized agency which thinks and looks ahead and plans? Either good case work "comes by nature" or else it requires study and training; if the latter, then every case illustration published by a charity organization society should show the exact kind of treatment which that particular case requires, and should state frankly the shortcomings of the treatment which it received.

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THE ART OF CASE RECORDING

By MRS. JOHN M. GLENN

EACH of us has experienced it—the numbed feeling that comes to secretary, agent, agent's assistant, friendly visitor, after a conscientious effort to read intelligently a pile of case records. We, each of us, have tried to hold our minds to the fact that the records are individual histories, stories of life, and that it is our business to seize on the particular differences that are to be our guide-posts to the individualized plans we are committed to make. But the will to differentiate gets lost in the "boggy morass," and we echo Mr. McLean's statement in The Technique of Investigation and Record Writing,* "Much good work *is lost* in poor case writing; *lost* to the detriment of the families involved, as well as the committees." The italics are mine, for it is the sense of irrevocable loss of opportunity that is the final impression my dulled mind carries from a steady reading of our C.O.S. case records.

Each of us, however, has also had the experience of lighting on some one record in a pile which brings vividly to mind the individuals that go to make a family group. The mind, jaded by the repetition of ill-differentiated facts, lifts appreciatively with the description of distinct personalities, and begins to work constructively. The disadvantages under which the various persons are shown to be struggling range them-

* See BULLETIN, January, 1909.

selves, along with the compensating advantages, and the drama of real life takes hold. The attention is caught. The particular family is withdrawn from the dead level of being a case, because an investigator is shown to have liberated something of her true self when she adventured on her delicate task of inquiry. She has told her story vividly, because she saw deeply.

There are of course investigators who are innately quick to grasp leading facts, and who have the gift of vivid portrayal; but putting to one side the few who are by nature safeguarded from recording the general along with the particular, the non-essential with the essential, I wish to consider that we run in common the risk of falling far short of our mark, which is to reach the point when we really shall have acquired a power of apt recording.

It goes without saying that back of good recording must lie the development of the faculty to appreciate rapidly the personality of others. We need, as M. Paulhan insists in "Les Caractères," to realize that the acquirement of such appreciation is the supreme task of those who are to become in any true sense students of "character under adversity." To acquire a technique of investigation is, as readers of the BULLETIN know, to start forth on a long road. We can travel it, however, under Miss Richmond's and Mr. McLean's guidance. I only wish here to emphasize my conviction that the C.O.S. agent has it in her power to blaze a way for the rapidly growing body of investigators, who as probation officers, school-attendance officers, church visitors, hospital social service workers, etc., are counting the family as the unit for their study of individual needs. The opportunity is ours. Will we seize it?

Edgar Allen Poe has defined the requisites of a good short story, and though I appreciate that no record of family life can be a completed story, it is possible that we may be guided to our advantage by considering Poe's five essential attributes: Totality, finality, compression, immediacy, and verisimilitude.

Totality, the ability to be read at a sitting, may be beside the mark, though it should be striven for; finality may certainly be considered no part of our aim; but compression is our specific lack, not a compression that omits essential facts but one that carefully sifts the irrelevant from the peculiarly pertinent, that arranges concisely the significant facts, and presents them so that there may be the least expenditure of energy on the part of the reader. We must surely bear in mind that we do not write our records for the sake of writing them, but that they may be read.

Poe writes that the initial sentence should tend to the bringing out of a certain unique or single effect, which is to be wrought out by what follows, so that "a picture is at length painted which leaves in the mind of him who contemplates it a sense of the fullest satisfaction." The warp and woof of our canvas is too uneven for us to dare to try to make such an impression of immediacy. We can, however, try to make the account of the first well-rounded interview carry its full effect, so that the reader is carried on through the subsequent investigation with a feel-

ing of satisfaction; and certainly the record as a whole must carry its own verification. There must be left no impression that if the investigator had not been stirred by prohibition agitators, drink as a cause would be less conspicuous; that if she had not had many trying experiences of the abuse of material relief, she would be able better to gauge the ability of the particular family group to use material relief helpfully; that if she had not taken a line of least resistance in her use of day nurseries and work tests, she would have a different version to give of the reaction of a particular woman or man to such institutional aids. To compress one's history so as to leave in sharp outline the telling, convincing facts, to drive home from the opening sentence the characteristic data which tend to differentiate the particular history from any other history in the file, to obliterate one's own personality, so as to reveal the family whose story is being told—that is the big, important task whose fulfillment rests on the burdened shoulders of our C.O.S. agents. We want clear, broad currents of family history, the flow unimpeded by the back-waters of irrelevant facts, which dam the flow and leave often a mere muddy pool of incidents. We want to be drawn into the current ourselves, so as to be forced to grapple with the individual problems it bears.

This effort to make genuine records of real lives does appall one; but if we have buoyancy of disposition, a reasonable amount of common sense, and the spirit of consecration, we shall win, provided we are willing at times to lose ourselves as agents in order that we may find our way. At the great World Missionary Conference held in Edinburgh this past July, a resolution was passed requiring every missionary who is to go to a foreign field to know how to safeguard his *own* health. In a recent book on Euthenics*, on the other hand, Dr. H. M. Eichholz is quoted as having said, in a paper read before the Conference of Women Workers in London in 1904, that "Nature endows the vast majority of mankind with a birthright of normal physical efficiency. It is the duty of those who aspire to be known as social workers each to do his share in confirming his fellow beings in this possession."

I quote this rather ponderous paragraph because, when put side by side with the resolution of the Missionary Conference, it emphasizes the point I wish to make; namely, that we, ourselves, if we really wish to find ourselves, must first learn how to let go physically and mentally, in order to safeguard ourselves, for our work's sake. After we have looked after our own physical efficiency, we shall be in fit shape to confirm someone else's.

We charity workers have come to look on overwork as not only an economy but a virtue. The foot soldiers of our army, the agents, are held to overwork, it is true, by many causes. Pressure is brought from above by secretaries, who in turn bear pressure from managers, who have to bear the demand of the public for immediate quantitative returns. But taking into account this pressure from without, the fact stands that

* "Euthenics, the Science of Controlled Economy," by Ellen H. Richards.

we, as our mental and physical fatigue grows, refuse, with increasing determination, to let go of routine. The impossibility of letting drop our particular end of the line becomes an obsession. The worker who refuses to take a holiday, or to regulate her hours, is the worker who has, often, no mind left for practical use. She may tread the mill, but no fine grain is ground. The most extravagant use a society can make of its trained force is to allow it to get to this stage of inability to safeguard itself. The society may multiply the number of visits paid, and so increase its own sense of accomplishment; but in reality it is letting drop the torch which it is morally obligated to hold up to help light the way to an acquired art of philanthropy.

There can be developed no art of recording until at least some of our agents are free to keep physically fresh to meet the requirements of their work. M. Paulhan's faculty of rapid appreciation of personality does not come for the asking. Perhaps it is best furthered when the worker is off duty and is lying fallow. There must be freedom, too, for mental recuperation and uplifting. I do not suggest a list of best reading, nor do I consider that leisure should be construed to be the time for ridding one's table of the accumulating magazines and books which belong to our field. Each of us must have her own shelf of selected books from which to draw when the time for recuperation comes. My own shelf would not hold an alleged problem novel, though it might groan under many volumes of real fiction, books that go to the brain and make one exclaim with delight, "Here is our problem in a nut-shell; here lies our stumbling block; these should be our principles!" Perhaps such a shelf will hold one or more of the books on psychology which Dr. Richard Cabot suggests as reading for hospital social service workers. To read one of these is to draw on a fresh well of inspiration, and to carry away analogies that enrich, unconsciously, one's own field. Such a book as Royce's "Philosophy of Loyalty" has, also, the power to revive one's mind, and to carry one quickly away from the field of every day, on to a more ideal plane. To have some strong biography* on hand for leisure moments is to make possible the grafting of some personality on our own, which will carry its mark into the daily task. To have within easy reach some book of verse, which may perhaps be read out of doors, is to bear back with one into the difficult round of duties that sense of the

> Marching out of the endless ages,
> Marching out of the dawn of time,
> Endless columns of unknown men,
> Endless ranks of the stars o'erreaching,
> Endless ranks of an army marching,
> Numberless out of the numberless ages,
> Men out of every race and clime,
> Marching steadily, now as then.

To be inspired to carry the image of the army of souls marching forward, and then to pick up last August's *McClure's* and read William James's

* See BULLETIN, February, 1909.

"Moral Equivalent of War", is to take to one's chosen work a renewed sense of the value of our campaigning, and a fresh determination to increase the number of conscripts in our army of social service.

But not through reading alone does one use one's leisure so as to find the will to do effective work. To lose one's grip on one's work for a time so as to feel, really, the music of a symphony, to catch sight of the first buds in the spring, or the last leaves on the trees in the autumn, to see with one's mind's eye a Meunier workman, a St. Gauden's Lincoln, the balance, as M. Paulhan puts it, of a Raphael Madonna, the magnanimity of Rembrandt's noble Slav, to get the picture of the bridges that span the East River, and to see the Flat-Iron Building actually cleave its way through interesting Broadway and Fifth Avenue, each and all of these help to carry us back to our work with the power to realize more deeply how life is lived in mean streets.

To acquire the art of recording, we must first learn to let ourselves go. We must acquire leisure in order that we may get our breath.

"The wind bloweth where it listeth." Some it quickens to unpremeditated power to interpret men's needs. But to those of us who form the rank and file of the army of service, power to interpret is not acquired except through much toil and meditation.

FORWARDING CENTERS

IN the BULLETIN of October, 1909, announcement was made of the establishment of a number of Forwarding Centers, through which societies might secure investigations in places of over 5000 in which there were no charity organization societies.

Recently, by consent of the Forwarding Centers themselves, the service has been extended to include any place with a post office within the territory mentioned. The names of the Forwarding Centers, together with the territory covered, have been printed upon a paster and sent to the different societies to place in their Directories. It is particularly requested, for the protection of the Forwarding Centers, that these pasters be not shown to any outside of the societies. In other words, the use of the Forwarding Centers should be strictly confined to requests for investigations immediately required by charity organization societies.

It is interesting to note that the Forwarding Centers have not been used nearly as much as was expected. While they do not cover the whole country by any means, they still cover some of its most populous spots. Yet a report made a few months ago indicated that the number of inquiries for the whole group of centers did not exceed thirty. Possibly sufficient attention has not been called to the plan, and therefore a little review of the experience so far may be of value. So far as the service has gone, the results have been surprisingly good. Only one society reported that it had, for its own use, utilized local correspondents twelve or fifteen times with poor results.

One society reported the successful handling of three such inquiries. The local correspondents were the general secretaries of the Y. M. C. A. and Y. W. C. A., a minister, and a woman interested in the social work of the state.

Another society utilized a mayor, the chief of police, postmaster, county clerk, and express agent.

A third secured the services of a local representative of a tuberculosis society, and, in another place, of a man personally known to the society.

A fourth found the report of the State Board of Charities of use, as this gave the names of local visiting committees in correspondence with the Board. Of course, the roster of the National Conference of Charities and Correction members would be of use in the connection.

Another society used the mayor of a city who was said to be interested in social affairs. Others have made use of trade and commercial organizations, obtaining the names of such from similar organizations in their own cities.

Ministers have been used in some instances. In this connection it is interesting to note the special use which has been made of Methodist ministers. The Methodist Federation for Social Service had its attention called to the scheme for Forwarding Centers and offered to co-operate in requesting their local ministers to serve as correspondents. Several societies have taken advantage of this offer and the replies have, in the majority of cases, been quite satisfactory. Of course, a good basis for a satisfactory reply is a good inquiry, which tells all about the family and, while stating specifically what the inquiring society wants to know, still gives large discretion to the local correspondent for finding out other valuable facts unsuspected by the inquirer.

SOME INSTANCES

A few instances of successful work through local correspondents of Forwarding Centers are given here. They appear in the shape of the important letters in three records all of which have been changed enough to conceal the identity of the applicants. The first one reads thus:

ASSOCIATED CHARITIES OF NEWTOWN

June 3, 1910.

Associated Charities,
Bedford.

Gentlemen:

We are caring for a young man named Albert Graney, aged 36, single. He came to Newtown March 29th from Boston. He says he was born and raised in Bedford, but has been away from home for about four years, having lived in Boston for the past two and a half years. While in Boston he had an attack of creeping paralysis. After arriving in Newtown he became worse and was in our Letchworth Hospital from April 7th until May 18th, and is at present stopping at our Wayfarers' Lodge. His arms, hands and feet seem to us affected, which incapacitates him for any laborious work. He says his mother, together with two brothers, Alexander, aged 38, and Joseph, aged 42, reside at 111

Pacific Avenue, Larchmont, a suburb of your city. The mother's name is Mrs. Ellen Graney. He also has a sister, Mrs. Mary McKenzie, residing in Larchmont. He showed me a letter he had from his mother a few days ago, in which she enclosed $1.00.

We are of the impression that it would be best for this young man to be at home with his folks where he would be cared for, and we would be pleased if a call could be made upon his mother to see if she can furnish funds for his return home. We can secure a special rate ticket for $7.25.

Very truly,

ASSOCIATED CHARITIES OF NEWTOWN.

ASSOCIATED CHARITIES OF BEDFORD

Rev. E. A. Scott, June 6, 1910.
Pastor, First Methodist Episcopal Church,
Larchmont.

My dear Mr. Scott:

We have received the enclosed communication from the Associated Charities in Newtown, asking that a call be made upon Mrs. Ellen Graney, 111 Pacific Avenue, Larchmont, in the interests of her son Albert now in Newtown.

As the Methodist Federation for Social Service has offered its services in matters of this sort we venture to ask if you will be so kind as to take charge of the matter for us, and call upon Mrs. Graney.

We shall very much appreciate your help.

Very truly yours,

ASSOCIATED CHARITIES OF BEDFORD.

500 Ocean St., Larchmont, June 9, 1910.

Dear Miss Williams:

Associated Charities of Bedford.

I enclose letter you sent me regarding one Albert Graney, also order for eight dollars from his mother for his transportation. I called on her yesterday with respect to the matter and she came over with the money last evening. I thought of sending the money direct to Newtown, but found no street number and concluded you had better do the business. I have promised that she shall be informed as to just when he is to arrive so that he can be met. Please have this done.

She has said that they had better buy his ticket and see him off, for he is of a rambling disposition and the fever might take him.

I would be glad to know when he has arrived, as I will call on him.

Call on me for any further service I can render.

Yours very truly,

E. A. SCOTT.

A WELL-FULFILLED DIPLOMATIC TASK

The second case was somewhat more difficult to handle,—in fact, it was refused by the first local correspondent approached. Another one was immediately communicated with, with very satisfactory results.

ASSOCIATED CHARITIES OF OAK HILL

Dr. Charles Schafer, June 16, 1910.
Oxford.

My dear Dr. Schafer:

The following is the communication from the Associated Charities of Millbourne about which we telephoned this afternoon, asking that a call be made upon Mrs. G. Davenport, 107 Murray St., Oxford, in the interests of her grandchild, Angus Davenport. The child is with his mother, who is a laundress and

living at 20 Main St., Millbourne. The father has deserted, and is in Australia. The mother claims not to be well. She wishes to place the boy in an institution at his father's expense. The grandmother has been written to, and answered that she would pay one quarter's tuition in the school, and believed that the father would continue the payments. Arrangements were made by the Associated Charities of Millbourne to place the boy in the Mt. Willow Orphan Asylum, and the plan was submitted to the grandmother, who has not replied. The Associated Charities of Millbourne asks if Mrs. Davenport can be visited in regard to the placing of the boy in a school or institution at the expense of his father.

We much appreciate your willingness to help us out in this matter. Thanking you in advance, Very truly yours,

ASSOCIATED CHARITIES OF OAK HILL.

107 Murray St., Oxford, June 18, 1910.

Miss Cord,
Associated Charities of Millbourne.
My dear Miss Cord:

Your last letter was received some time ago and I have been delayed in answering, for which I trust you will pardon me. Now about little Angus Davenport, I am sending $50 to be used for him. I was in doubt who to send it to and how to send it. As soon as I hear from you I will send it. I fear his mother will not consent to his going away to school. I will thank you very much if you could tell me anything about them, as I know so little about them. The last time I heard from my son he was sick.

Yours respectfully,

(MRS.) G. DAVENPORT.

ASSOCIATED CHARITIES OF MILLBOURNE

Miss Cord, June 21, 1910.
Associated Charities of Oak Hill.
My dear Miss Cord:

Please accept our thanks for your assistance in the case of Angus Davenport, concerning whom we wrote you some time ago. Evidently the grandmother has been visited most successfully, for we have just received a letter from her in which she promises to send $50 as soon as she hears from us again.

Again thanking you,

Very truly yours,
ASSOCIATED CHARITIES OF MILLBOURNE.

The same letter was sent to Dr. Charles Schafer, Oxford.

CONSTRUCTIVE INVESTIGATION

The third correspondent, a clergyman, reveals a keen sense of the constructive nature of investigation. He has outlined the two plans which appear to be most feasible to the relatives visited.

ASSOCIATED CHARITIES OF WESTPORT

April 27, 1910.

Associated Charities of Bellfield.
Gentlemen:

I write to inquire whether it is possible for you to make an investigation in Mason. We are interested in a Mrs. Elizabeth Fox, whose husband died several months ago, leaving her with a child seven years old, and she has a baby less than a month old. She tells us that she has written to her sister in Mason to see whether she can come to Mason with her children and spend the summer. We are anxious to know whether this sister will receive her. Her name is Margaret

DeSilva, wife of Antonio DeSilva, a Portuguese, living at 27 Shaw St., Mason. We should also like to locate John Sullivan, a brother of Mrs. Fox, in Mason, to see whether he is able to assist his sister.

Thanking you in advance for any assistance you are able to render in the matter,

Very sincerely yours,
ASSOCIATED CHARITIES OF WESTPORT.

ASSOCIATED CHARITIES OF BELLFIELD

April 28, 1910.

Rev. Frank W. Steele,
Mason.

My dear Mr. Steele:

We enclose the letter about which we talked with you by telephone. We shall appreciate it very much if you will call upon Mrs. DeSilva at 27 Shaw Street, Mason, and learn if it will be possible for her to have her sister, Mrs. Fox, and her two children spend the summer with her. Also if the brother John Sullivan can be located; possibly he will be glad to help his sister. The Associated Charities of Westport will doubtless be glad to know any facts about the DeSilva family you are able to learn and what your impressions of the home are.

May we ask if you will kindly send your reply to this office and we will forward it as once to Westport.

Thanking you in advance for your help in this matter,

Very truly yours,
THE ASSOCIATED CHARITIES OF BELLFIELD.

The Associated Charities,
Bellfield.

Mason, May 3, 1910.

Gentlemen:

As you requested in your letter of April 28th, I called upon Mrs. DeSilva, and inquired about John Sullivan in regard to Mrs. Fox of Westport.

It is useless to try to get any help from John Sullivan. He, I am told, will not help his mother. However, you may try. He lives at No. 30 Broad St., Mason.

When I called on Mrs. DeSilva she was not at home, but to-day she called upon me. I was very favorably impressed. She appears to be an honest hard-working woman who is trying to do her best. She is not in the best of health, as she had an accident five years ago which is the cause of much suffering at times, especially in damp weather. Her husband is a man of good reputation, but he has been out of work for five months. She has seven children. The oldest is a girl of twenty who is not in good health, and who is now in the country trying to repair her health and strength. The youngest child is a baby three months old.

Mrs. Fox has been married twice. Her last husband she married about two years ago against the advice of practically all of her relatives. I am led to understand that she is a rather dependent sort of person, who is continually making a failure of life, largely through stubbornness and rashness. Both of her marriages were complete failures. Mrs. DeSilva has helped her innumerable times. She had her well settled in Mason, but she persisted in going to Westport, where she met her last husband and married him there. She had a brother and sister in Westport, but both are very poverty-stricken.

Mrs. DeSilva and her husband, in spite of their own burdens and family of nine, are willing to help Mrs. Fox as follows: First, they cannot advance any money for carfare. But if Mrs. Fox's fare here and return can be secured, they are willing to take her and the children for the summer. Mrs. DeSilva tells me she has a cow that gives twenty-two quarts of milk a day. She thinks this will keep the baby from starving. She does not sell any of the milk. As for other eatables that may be around, she is willing to share them with her sister and her boy.

The day before I called to see Mrs. DeSilva, she received a letter from Mrs. Fox, but she did not say a word about her desire to come to Mason. Up to the time of my call Mrs. DeSilva believed Mrs. Fox was worth about nine thousand dollars, but I understand she gave this notion in order to keep her relatives from opposing her marrying Mr. Fox. As a matter of fact, the last husband had no money at all.

Mrs. DeSilva is willing to do as I have written above, but her second plan I think is the better. If you can get Mrs. Fox to pledge to do her part, Mr. and Mrs. DeSilva are willing to do as follows: Let Mrs. Fox come to Mason not simply for the summer but permanently. The seven-year-old boy will be taken into the DeSilva family, or with the grandmother. The baby will have to be boarded out, as Mrs. DeSilva finds it too much to have her own children, including her own three-months-old boy, and an additional infant. Mrs. DeSilva will get Mrs. Fox a position in which she can make nine dollars a week. Mrs. DeSilva can look after Mrs. Fox here in Mason and see that she does not suffer for the necessities of life, but they have not money to send her if she remains in Westport.

Personally, I think the offer of Mr. and Mrs. DeSilva very generous. They have a comfortable home amid healthy surroundings and, I think, it is a splendid opportunity for Mrs. Fox.

I understand what I have written is to be treated as confidential.

With best wishes, I am,

Yours sincerely,

FRANK W. STEELE.

It will be generally agreed that instances like those given above indicate a most encouraging development in reaching small centers through the forwarding societies. All of the societies have had most unsatisfactory experiences in writing directly to relatives or other persons who have known families in the past. It will be possible to strengthen the work all along the line if the time comes, as it should, when practically the whole country may be covered. As soon as a fair use of the present centers has been developed, an attempt will be made to extend the system. There is no need for any artificial development at all, but it is well to make sure that the present Forwarding Centers are being used in the cases where they may be of help.

UNSIGNED COMMENT

EDITORIAL AND OTHER

MORE ABOUT THE ANNUAL REPORT

FOR whom is it written? How does one prepare to write it? These two questions are related. Among the people for whom a C.O.S. report may be written not the least important is the president of the society, and other possible readers are the board of directors, its volunteer and paid workers, the members of other social agencies in the community, the society's subscribers to whom the report is an accounting, the many citizens who do not but should subscribe, the students who are now or who will be, years later, seeking history and

statistical data from this particular document, and last the secretaries in other cities who are seeking inspiration for their daily tasks. No report has ever met equally well all the needs of all these groups of possible readers. The first step in writing a report, therefore, is to choose your audience. If it is to be the society's chief means of communication with the unconverted, it must be written, arranged and printed in one way. If it is to interest and unify a constituency already partially won, it must be written in another way.

A striking illustration—the best of its kind—of the report written for the unconverted is the new one of the Buffalo society, entitled "Your Money and Your Lives." The secretary wrote it, as every well-turned phrase attests; one of the best photographers in the country prepared the illustrations; and good, crisp case stories accompany each picture. We are told that the people whose pictures are published gave their consent in each case. This still leaves us a little in doubt as to the effect of this method of publicity upon the easily dulled sensibilities of the well-to-do, but we waive the point for the sake of such good case illustration as that on pages 8 and 25.

As a money-raiser, we have always regarded the annual report as expensive and ineffectual. Here, probably, will be proof that all our calculations were at fault, and it will not be for the first time that such proof comes to us from Buffalo.

The Boston society is again issuing an example of the type of report addressed to the wholly or partially converted. It is not the best of its kind, for Boston has issued even better, but it continues the tradition in that those who study must consult it, and in that those who are doing the work have learned better *how* to do it from the preparation of this document. We do not know, but we conjecture that it was written by a volunteer, and that the data about Non-supporting Husbands (its subject) were gathered by volunteers. Everybody in the society's districts, probably, thought about this type of case, helped to select the individual records studied, filled out schedules, and awaited with no small degree of interest the published result.

Both reports are without covers, and the paper of the Boston report is poor in color and in body; but this is quite another branch of the subject. A more significant resemblance is in the ignoring by both of the historic method; neither pretends to give an account of the important happenings of the year. So little, in fact, is the Buffalo document a record of events that Mr. Almy boldly announces in it the topic for his next year's report. All of which goes to prove that there is no one way of writing annual reports. Until the rhetoricians devote a chapter to the subject we must continue, indeed, to depend upon such example and precept as happens to come in our way.

A very good case, however, could be made out for the report which is simply a concise record of the year's important events. These can be made vivid and readable by grouping them around and closely relating them to some one central fact or idea which deserves especial

emphasis. Every formal minute, every written report bearing upon the year's work, should be gone over with this marshalling of facts in mind; and if each committee of the society, each important worker, can be made to contribute to the process at least, if not to the finished result, so much the better.

When the society has actually *changed its mind* about something, let the report say so—such a statement is always refreshing. In just a page and a half in the National Conference proceedings for 1909 (page 361) Mr. Solenberger enumerates some essentials too often omitted from annual reports. Perhaps "Unsigned Comment" can find room later for an enumeration of some of the non-essentials too often included; and there will certainly be room here for any pertinent suggestions forwarded either by the writers of reports or the readers thereof.

CHARITY ORGANIZATION INSTITUTE FOR 1911

THIS first and only announcement of plans for the 1911 sessions of the Charity Organization Institute is made early for two reasons: it will be held in May this year instead of June, and applications for admission to membership are already coming in from charity organization executives and case workers. Those who are thinking of applying will please note the following:

1. Write for a blank form of application to the New York School of Philanthropy, under whose auspices the Institute is held, addressing the Registrar, Miss Adah Hopkins, 105 E. 22d St., New York.

2. Fill out the form and return it to Miss Hopkins promptly. All applications must be received before March 31, 1911, when a choice will be made from among them.

3. This choice will be made with reference to the nature of the course and the needs of different localities. Only a limited number of members can be received. There will be no fee; admission will be by invitation, issued early in April.

4. Those who are accepted for enrolment will be asked to prepare and bring with them to the opening session a Social Outline of their community. The details of this requirement will be published later.

5. The opening session of the Institute will be held Wednesday, May 3d, at the Clinton District Office of the New York Charity Organization Society, 261 W. 52d street. The closing session will be on Tuesday, May 30th.

6. Arrangements for board in New York City can be made through Miss Hopkins. At least $10.00 a week should be allowed for necessary expenses.

Last year, letters of announcement and blank forms were mailed to all societies. This letter of reminder will be omitted this year, and the foregoing will be the only announcement. For full account of last year's Institute see BULLETIN for September, 1910.

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CHARITY ORGANIZATION BULLETIN

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

VOL. II. (NEW SERIES) FEBRUARY, 1911 NUMBER 3

LESSONS LEARNED IN BALTIMORE*

I AM setting out tonight without any sailing orders from your general secretary, who has shown more self-control than I should have shown in like case, for he has not even asked me what I was going to talk about. It is more than ten years since I left Baltimore, and in coming back after this long absence I have felt impelled to give you—not one of the various addresses that I have prepared for such occasions, nor yet any of that timely advice which is liable to be so ill-timed, when it comes from one who is unfamiliar with all the details of your local situation—I have felt moved instead to make a simple statement concerning some of the lessons that I learned in Baltimore, during my nine years as secretary here.

In attempting to make this public acknowledgment I shall dwell more especially upon those lessons that were taught me by leaders who are no longer living. This is difficult for me and difficult for you. We never agree as to the personal qualities or the distinctive services of our friends; a richly endowed personality means such different things to different people. In many ways you knew those of whom I speak far better than I did; I can merely say what I knew from my own experience, and even of that I can *say* only a very small part.

Let me speak first of one to whom my own debt was the greatest, of Mr. John Glenn. Coming as a volunteer into organized charity work in middle life, he was able to say of it, five or six years later,

*An address delivered by the Director of the Charity Organization Department at Johns Hopkins University on the occasion of the annual meeting of the Baltimore Federated Charities, November 22, 1910.

that he had learned more from it in that time than from all the other experiences of his life put together. This was the testimony of a man of affairs, of one with varied interests and wide culture, who kept well abreast of contemporary literature in three languages. We get out of social work what we bring into it, and Mr. Glenn brought to a socially unawakened Baltimore his unquenchable courage and hopefulness, his faith in men and ideas, his imaginative insight—an insight which we now know, in the light of later developments, to have been prophetic.

To his gift of prophecy was added the gift of humor. Sometimes he was impulsively indignant with those who could not see unrealized possibilities (for our work was really very crude and uneven in those days), but more often his sense of humor saved the day. Once, I remember, when I was bewailing my inability to make my meaning clear to a certain citizen, Mr. Glenn said, with a gentle smile, "Well, when a man is always thinking of himself, sooner or later there will come a time when you and he will not be thinking of the same thing."

RELINQUISH POWER GLADLY

Wit and humor, intellectual curiosity and quick sympathies, tenacity and enthusiasm—these were qualities which tied people to him and made him a born leader. You know that I do not exaggerate when I say that he had the gift of making second-rate people do first-rate things. Some of us meant to be historians, some doctors, some lawyers, some teachers, but all of us he turned into social workers. Few who came under that influence could resist it or wished to, and yet, with all his power of domination, he had learned somewhere the lesson that strong men so rarely learn—he had learned to relinquish power gladly.

This is not by any means the only lesson that Mr. Glenn taught me, but it is the only one upon which I can dwell tonight. It is a pitiful thing to see strong, capable men who have done a good work in their day, still clinging to power and to the signs and trappings of power as they grow older. Here was one who was wise enough to relinquish; to choose carefully from among the younger men and women in the community those who were capable of bearing burdens, to judge them generously, to help them do by believing that they could do, to give them first inspiring leadership and then a chance to lead in turn. How much good work is crippled by good men who cannot see the importance of this last step! What pleasure they miss that was Mr. Glenn's, in seeing his "boys and girls," as he used to call them, struggle up into positions of difficulty and honorable achievement. I have always known that it was not in me to imitate him, for he was inimitable. but, at least, I was able to say to Philadelphia last year, when I left the devoted people who are carrying the social work of that city, that I had given bond for the future of their community in leaving its Society for Organizing Charity in charge of a president still in his thirties and of a general secretary even younger.

During the earlier years of our struggling movement, Mr. Glenn,

Rev. Edward Lawrence and I used to make long evening journeys to church and other meetings in remote neighborhoods, to spread the good news of organized charity. Mr. Glenn used to say of my own modest contribution, "I always *did* like that speech." One night I tried to say something different, and was chidden by him gently; as a matter of fact, the experiment had been far from successful.

SEE THAT YOUR SYMPATHY STRENGTHENS

The third member of our group, Mr. Lawrence, had come to Baltimore only a little while before. When he was with us, charity organization (*character* organization, as he liked to call it) seemed the absorbing interest of his life, but he had many others. He was a fine Greek scholar, a theologian, an authority on foreign missions, and a close student of social conditions at home. Not long after our two winters of campaigning, he had anticipated and prepared the way for your Baltimore settlement work by going to live in Winan's Row. He was a quiet man, with a kindling eye, and a great capacity for silent sympathy and helpfulness. When, in his prime, he was snatched away from us after only one or two days' illness, a fellow-clergyman said of him at the funeral a thing that I have never forgotten. He said, "Most people's sympathy makes you feel weak, but Mr. Lawrence's sympathy always made you feel strong." It had indeed that rare quality, and it was this that some of us resolved then and there, with renewed earnestness, to put into the work which Mr. Lawrence had loved. If, anywhere in our districts, we were helping people in such an ineffectual way that our help was making them more helpless, then we must strain every nerve to bring a new spirit, a new resourcefulness, to bear at that point, in order that—whether by gifts of material things or by gifts of service—they might struggle up to their own feet and walk alone. You have been hearing tonight of the wonderful way in which the Poles of Buffalo are educating their children, building their homes and churches, and bearing their share of the civic burden. Such facts as these always warm the heart of the true charity organizationist, who wishes to help in all brotherly kindness, but longs, at one and the same time, in Mr. Lawrence's own words, to "release energy." We made that resolve to better our district work and made it again many times. It would have been easy enough to criticize things as they were, but to go in and *assume responsibility* for things as they were and then make them better was a very different thing. The world over, we social workers should be giving the sympathy that makes people feel strong, and we ourselves need that sympathy in turn, instead of the more or less perfunctory tribute of the casual well-wisher.

The clergyman who paid the tribute to Mr. Lawrence from which I have just quoted was Maltbie Babcock. Dr. Babcock had not been even a well-wisher toward organized charity at first. It had seemed to his imaginative outlook upon life a rather grey and colorless programme, which emphasized unduly one set of virtues. His was a large and gen-

erous nature, however, and it gave him genuine pleasure to change his mind, and to say that he had changed it, upon better acquaintance. A few of the younger women of his congregation had become friendly visitors to individual families in the Northwestern District. He was a real pastor, who knew the minds and hearts of his flock. No sooner did he realize what this new work meant to some of his people in enlarged opportunities for helpfulness and in deepened personal experience than down he came to my office to say so, to make me feel his appreciation, and to offer to appeal for more volunteers from his church. He sent us sixty in one year's time.

Mark the next step. This larger group consulted him and told him their troubles—as who did not? Again he visited my office to talk over the misery obviously caused in many cases applying to our society by the negotiation of loans on chattels at ruinous rates. Then followed correspondence with Boston and the loan company organized there by Robert Treat Paine; the preparation on my part of the details of fifteen or twenty actual cases; a meeting of the business men of Brown Memorial Church called by Dr. Babcock after church one Sunday, at which these cases were read; the appeal to them to use their brains to save money for others as well as to make it for themselves; and then a business company, organized outside the church but with philanthropic motives, to conduct a loan business equitably. You know the rest. New laws regulating interest on loans have been passed; Dr. Babcock has left us, but the work goes on; and, under Baltimore's leadership, a National Remedial Loan Association was launched only two years ago.

This use of district work and of case work as a starting point for far-reaching reforms is still only in its infancy, I believe. There is a great future before this social method, the method, that is, of working steadily, surely, with every step secured, from the small to the large, from the individual to the general; but when Dr. Babcock used it, it was a method far less understood than now.

WELCOME THE CHURCH TO ITS RIGHTFUL PLACE

This same idea he applied to his own work of the Christian ministry in a way that I am surprised to find ignored, for the most part, in the many published memorials of him; for it was Dr. Babcock's unique contribution to a subject now agitating every branch of the Christian church. I refer to the subject of the relation of the church to social service. Councils have been held, commissions formed, books by the hundreds written to elucidate this question, but characteristically enough Dr. Babcock elucidated it by doing rather than by formulating.

He did say to me one night, however, that it was his fixed policy to keep off of philanthropic boards and committees, that he had his own work to do, which was the task of making better Christians of his people. He believed that this could be done best by teaching them to serve unselfishly all the interests of the city; and wherever a Baltimore organization could use people *well* for a better Baltimore, there he wanted

some of his people to be. You know how he succeeded. It was never a question of building up a set of institutions and agencies to which Brown Memorial could "point with pride," but the whole city became Brown Memorial's workshop for the development of the higher life through service. Wherever there was difficult and necessary work to be done for the sick, for prisoners, for the needy, for the city's cleansing, there Brown Memorial men and women were, working steadily, cheerfully, doing "church work," and there they are to this day. What a tribute to the man that he was is this better side of your city's life, and what a tribute to the Master that he served! When will the Christian church rise to this its great opportunity, and discourage the organization of small separate charitable activities within each individual church, many of them quite futile, some worse than futile?

MASTER THE DETAILS OF YOUR TASK

There are others among the living and the dead of whom I should like to speak, but I must content myself with the mention of one more name. I know how great the debt of the Federated Charities was to Dr. Shippen in the later years of his life, but I speak of an earlier time, when he, who always shrank from leadership, was still a private, working hard at whatever task was most neglected, and saying little. Whatever he had to say was always said privately and after (you felt) a good deal of inward questioning; but one word of protest, the word of a friend, I have often had occasion to recall since. "Education," he said one day, "cannot take the place of organization." In some cities we are in danger of forgetting this. The education of our constituencies and of the whole community in social ideas has seemed so important, the methods of publicity necessary to achieve this have brought such obvious returns in better legislation and a better public sentiment, that we have often been in danger of dropping and leaving behind our own proper burden in order to readjust the world's saddle-bags. The one thing that we must give a good account of is our own work. In the ultimate analysis, a Federated Charities, for instance, will be measured by what happens to the people who apply to it. There's a lot of education for everybody in sticking to your last and doing your own task well. I realize that this might be misapplied, but Dr. Shippen knew that my own temptations were all in the other direction; that the larger aspects and implications of social work interested me deeply, and that here was a truth that I was in danger of overlooking.

Neither he nor I then dreamed of the campaigns of publicity, of the elaborate philanthropic advertising since in vogue, but he would have felt the supreme importance of "making good," of keeping our individual contacts with the poor up to the highest standard of helpfulness. On the whole, the man with his heart in his work, who trusts that through its faithful performance will come larger opportunities later, is a more dignified figure than the man with his ear to the ground, who tries to find out what the public wishes and approves.

Four ideas, then, I have named, though I might have named many more, as the contributions of my leaders here in Baltimore toward my education for my chosen task:

1. To keep closely in touch with the younger generation, giving them the enthusiastic leadership which they crave, and welcoming them to leadership in turn.

2. To grasp firmly the fundamental and abiding distinction between the sympathy which weakens and that which makes strong.

3. To welcome the church to its rightful place as the developer of *motive force* for the social advance.

4. To master, at whatever sacrifice, the details of one's own task.

THE FURTHER LESSON OF LOYALTY

Behind these lessons and behind the men who taught them stands another and a greater idea. May I tax your patience yet a little longer while I try to explain it? On the opening day of the University in which we are met tonight there came to its first gathering of students and professors a young Californian named Royce, who found here, he tells us, a dawn wherein "'twas bliss to be alive." Here, in our native town and under the inspiring leadership of one who was also *our* leader, he too was taught lessons that made him eager to be "a doer of the word, and not a hearer only." It is one of the fitting fruits of that teaching and that desire that Professor Royce should have published two years ago a remarkable book on "The Philosophy of Loyalty."

In his preliminary definition of loyalty, he describes it as the "willing and practical and thoroughgoing devotion of a person to a cause." There are causes good and bad, but a cause worthy of loyalty is one beyond one's private pleasure and interest, is one which vitally concerns the welfare of many. Moreover, it binds us to our fellows in a common service, and unifies the life of each, giving to the loyal soul stability, freedom, significance. In reading Royce's glowing words I seemed to gain a deeper insight into the minds and hearts of these friends of other days of whom I have tried to speak to you. All four were loyal men in the highest and best meaning of loyalty—loyal under discouragements and handicaps of which I do not speak, because they themselves had learned to ignore them.

Note too that these friends of ours were intensely loyal to ideals and causes apparently diverse, but tending more and more as life developed to converge. This convergence illustrates one of the most beautiful of Royce's theses. He tells us that the highest loyalty of all is *loyalty to loyalty itself,* and that the greatest causes are most loyally served when we respect loyalty in others and seek earnestly universal loyalty. In my effort to state it briefly I am spoiling this thought, but, as I have said, it was illustrated in the lives of these leaders of ours, each one of whom learned, through willing and practical and thoroughgoing devotion to his own task, to "annex" new loyalties, the cause of each tending to become the cause of all. Each was happily saved the inde-

cision, the self-seeking, the dead-sea outlook of the man without a cause, and, far better than this, each had so good a cause that its service was always widening his individual horizon and enlarging his fellowship with other loyal souls. This is what Mr. Glenn meant when he said that the charity organization cause had been to him a liberal education.

Is there anyone within the sound of my voice tonight who has *no* cause of which he honestly may say that it has his willing and practical and thoroughgoing devotion? I pity that man, that woman. However smiling the skies may be at present, however full of pleasure and interest life may seem, there is trouble ahead for him, for her. I would not commend to such an one, on this narrow personal ground, the great cause of all the disadvantaged in whose name we are gathered together; I would not commend this cause as a form of insurance against the inevitable disillusionments of life, because it has a far wider claim. Its rightful claims upon you are those which Royce emphasizes: First, that it so vitally concerns the welfare of many; second, that it gathers up and conserves all other loyalties.

It has been characteristic of organized charity from the very beginning that, in serving it, one became not less but more loyal to his church of whatever creed, to his political convictions, to his city, his country, his highest ideals. In the name of all the devoted service that has made the work of this Federated Charities and its present wide influence for good possible, in the name of the rare men no longer with you who loved this society and served it loyally, I appeal to Baltimore to see that no manner of harm is permitted to come to it, that its work goes steadily forward with the support and service of every good citizen.

MR. ALMY WRITES: May I have a little space to correct a mistake in the complimentary notice of the Buffalo C. O. S. report in the January BULLETIN. You say: "It does not pretend to give an account of the important happenings of the year." "So little, in fact, is the Buffalo document a record of events," etc. "A very good case could be made out, however, for the report which is simply a concise record of the year's important events."

I fear that Homer nodded when she wrote these lines. I say "she" in order to show that I do not mean Homer Folks. The Buffalo report begins with a tract on a special topic, which is followed, as usual, by "The Work of the Year," a succinct record covering more pages than the first article, but in a little smaller type because our friends do not have to be coaxed to read this. I do not find in other reports so full or detailed a statement of the year's work as our reports always contain.

The BULLETIN asks whether the annual report should be written for the workers, the subscribers, or the unconverted public. I should say for all three, though with different emphasis in different years. This year our report was addressed chiefly to the unconverted. As a money raiser it has brought in during the month since it was issued about $1200, which is disappointing, but it has made converts right and left, and this is good foundation work for money later. As in the previous three years, 9000 copies were printed, and they have been sent even to fire engine houses and police stations. One word as to the pictures. They are mostly of children, or of adults not now living in Buffalo. Recognition is very unlikely, and consent was given for the publication. We follow London in using no cover.

With hearty admiration for the BULLETIN and its staff, Yours sincerely.

AN EXAMINATION ON THE SUBJECT OF INVESTIGATION

THE following questions were given recently in the New York School of Philanthropy course on Family Rehabilitation, not as one of the midyear examinations but as a preliminary test in connection with the class work. As the subject is one about which the BULLETIN has had a good deal to say during the last two years, an analysis of some of the answers may be interesting to its readers.

THE QUESTIONS

I. State, with your reasons in each instance, the strong and the weak points of the following investigation. It is a slightly abridged report of an actual interview between a vocational counselor and a lad of nineteen who said he wanted to be a doctor. (See "Choosing a Vocation," Parsons. Houghton, Mifflin and Company, p. 114, sq.)

He was sickly looking, small, thin, hollow-cheeked, with listless eye and expressionless face. He did not smile once during the interview of more than an hour. He shook hands like a wet stick. His voice was husky and unpleasant, and his conversational power, aside from answering direct questions, seemed practically limited to "ss-uh," an aspirate "yes, sir," consisting of a prolonged *s* followed by a non-vocal *uh*, made by suddenly dropping the lower jaw and exploding the breath without bringing the vocal cords into action. He used this aspirate "yes, sir" constantly, to indicate assent, or that he heard what the counselor said. He had been through the grammar school and the evening high; was not good in any of his studies, nor especially interested in any. His memory was poor. He fell down on all the tests for mental power. He had read practically nothing outside of school except the newspapers. He had no resources and very few friends. He was not tidy in his appearance, nor in any way attractive. He knew nothing about a doctor's life; not even that he might have to get up any time in the middle of the night, or that he had to remember books full of symptoms and remedies.

The boy had no enthusiasms, interests or ambitions except the one consuming ambition to be something that people would respect, and he thought he could accomplish that purpose by becoming a physician more easily than in any other way.

When the study was complete, and the young man's record was before him, the counselor said:

"Now we must be very frank with each other. That is the only way such talks can be of any value. You want me to tell you the truth just as I see it, don't you? That's why you came to me, isn't it,—not for flattery, but for a frank talk to help you understand yourself and your possibilities?"

"Ss-uh."

"Don't you think a doctor should be well and strong? Doesn't he need vigorous health to stand irregular hours, night calls, exposure to contagious diseases, etc.?"

"Ss-uh."

"And you are not strong."

"Ss-uh." (This was repeated after almost every sentence of the counselor's remarks, but will be omitted here for the sake of condensation.)

"And you haven't the pleasant manners a doctor ought to have. You have not smiled nor shown any expressiveness in your face the whole time you have been answering my questions and telling me about your life and record. Your hand was moist and unpleasant when you shook hands. And you put your fingers

in my hand without any pressure, or show of interest. I might as well have shaken hands with a stick."

(The counselor's criticisms were very frank and forceful, but he smiled at the boy as he spoke, and his tones were quite gentle and sympathetic, so that the young man was not offended or repelled, but seemed attracted and pleased, on the whole, by the frank and kindly interest of the counselor in his welfare.)

"You might cultivate a cordial smile, a friendly handshake, and winning manners, and you ought to develop good manners no matter what business you follow, but it will take much time and effort, for manners do not come natural to you.

"You should cultivate your voice, and use smooth, clear tones, with life in them. Your voice is listless, husky, and unpleasant now.

"And read good solid books,—history, economics, government, etc.,—and talk about them. Develop your conversational power. At present you do not even seem able to say, 'yes, sir,' distinctly.

"You want to win respect, to be something your fellow men will admire. But it is not necessary to be a doctor in order to be respectable.

"Any man who lives a useful life, does his work well, takes care of his family, is a good citizen, and lives a clean, true, kindly, helpful life, will be respected and loved, whether he is a farmer, carpenter, lawyer, doctor, blacksmith, teamster, clerk or factory worker.

"People will respect a carpenter who knows his business and does his work well a good deal more than they will a doctor who doesn't know his business. It is a question of fitness, knowledge, skill and usefulness. A bad doctor is one of the least respectable of men. Think of the blunders he is likely to make, the people he is likely to kill or injure through wrong medicines or lack of skill in diagnosis or treatment. . . . . .

"If you go out into some sort of work where you won't have to meet so many people as a doctor must, nor remember such a vast mass of facts,—something where the memory and the personal element will not be such important factors, so that your handicap in these respects will not cripple you,—you may run the race on fairly equal terms and have a good chance of success. Some mechanical or manufacturing industry, wholesale trade where you would handle stock, care of poultry, sheep, cows, or other out-door work, would offer you good opportunities and be better for your health than the comparatively sedentary and irregular life of a physician.

"I suggest that you visit stock and dairy farms, carpenter shops, shoe factories, wholesale stores, etc., see a good many industries in the lines I have spoken of, read about them, talk with the workmen and managers, try your hand if you can at various sorts of work, and make up your mind if there is not some business that will interest you and offer you a fairly equal opportunity free from the special handicaps you would have to overcome in professional life."

The counselor also made specific suggestions about the cultivation of memory and manners, and a systematic course of reading and study to prepare for citizenship, and to develop economic power and social understanding and usefulness, that would entitle the young man to the esteem of his fellow citizens.

As the youth rose to go he wiped his hand so it would be dry as he shook hands with some warmth and thanked the counselor for his suggestions, which he said he would try to follow. He smiled for the first time as he said this, and the counselor, noting it, said:

"There! you can smile. You can light up your face if you choose. Now learn to do it often. Practice speaking before the glass, till you get your face so it will move and not stay in one position all the evening like a plaster mask. And try to stop saying 'Ss-uh.' When you want to say 'Yes, sir,' say it distinctly in a clear, manly tone, and not under your breath like a steam valve on an engine. A good many times when you say 'Ss-uh' it isn't necessary to say anything, and the rest of the time you should say 'Yes, sir,' or make some definite comment in a clear voice full of life and interest. Watch other people,

and imitate those you admire, and avoid the things that repel or displease you in people you do not like."

"Ss-uh—yes, sir," said the boy, with another smile, "I'll try." And he was gone.

He told another young man a few days later that "the Professor" said he would go through him with a lantern, and he had certainly done it, and he was glad of it, for he learned more about himself that evening than in all his life before; and though part of it was like taking medicine at the time, it was all right, and he knew it would help him a great deal.

II. What are the two most important objects of a first interview?

III. Give, in the order of their importance, six outside sources of information that have been found useful by agencies dealing with families.

IV. You are interested in a family in which the breadwinner has just met with an industrial accident. Discuss your attitude toward the injured man's employer, whom you must see.

V. A friend of yours opposes all investigation of a family known to be in need, saying that help should be given in such cases "without questioning." What is your reply?

ONE SET OF ANSWERS

Many of the papers handed in for this test were excellent, but one combined so many excellences in a small compass that it is given here in full:

I. "To begin with, did that boy have adenoids or what? It sounds absurd but it seems to me the boy needed a doctor more than a vocational counselor. I should say that the counselor had summed up just what he had before him without regard to what the boy had been or might be. How could one gain enough insight in an office interview with a boy to help him at all? If you don't know what has made him what he is, it is safe to say you don't know what will make him anything else. If diagnosis is co-ordinating facts this is not a diagnosis—if it is simply getting facts, very well. To me it seems like the second stage in investigation that you spoke of—'investigation with reference only to the matter in hand.' The counselor gave the boy some idea of a doctor's life and showed him that he was unfit, but he didn't show him how to become fit for that life or any other. He treated symptoms when he advised animation and that sort of thing. In putting the necessary facts before the boy he gave him tools, but was the boy capable of using them?

II. "First interview—Objects: To establish a personal relation. To get clues for investigation.

III. "(1) Relatives, (2) Past employers, (3) Past landlords, (4) Past neighbors, (5) Schools, (6) Churches. Public and semi-public documents. Societies, as Masons, etc. Year books of churches. Present employers if man is out of work, ill, injured, or working but not supporting family; present landlords; present neighbors, if court evidence is or may be necessary.

IV. "In the first place, know what you are legally entitled to but don't refer to it unless you are pushed. Act as if the employer were going to do a great deal—as if it were his problem but you were very willing to help, which you had begun doing by telling him the circumstances. Have the facts and a personal atmosphere.

V. "I should first want to know 'What help?' and then why the family who had brought themselves to such a pass should be the ones to know what would bring them out. It is a question of the doctor and the patient again, isn't it? It seems that we have gone as far beyond the idea of giving to 'the worthy' as we have beyond the idea of doctoring only the good."

OTHER ANSWERS

Among the seventy and odd papers submitted the widest diversity was found in the treatment of the first and last questions.

I. This first question would not have been asked in a course on family rehabilitation if it had not seemed important to emphasize the essential unity of all methods of investigation that have to do with the beginnings of treatment in any social service field. Some of the students were very much impressed by the vocational counselor's astuteness and by his ability to tell the lad painful truths without alienating him. The two points in the interview most frequently criticized were the failure to consider the boy's physical condition as an important part of diagnosis, and the too general nature of the advice given with regard to farms, carpenter shops, factories, history, economics, and government. The estimate of the interview as a whole varied from enthusiastic approval of its sympathetic and searching quality to strong disapproval, even stronger, in some instances, than in the answer already quoted.

"It does not seem," wrote one student, "as though this interview had any weak points."

"Until I read the remark at the end," wrote another, "I felt sure that this kind of boy would be made sulky and discouraged by such an interview."

"This advice," wrote still another, "should have been reserved until the boy had been examined physically and an investigation made of the boy's past life and present surroundings." This particular criticism was made by a trained nurse.

An initial difficulty in any criticism of a printed report of an investigation is that the whole story is never told. If, for instance, we began by criticizing this particular investigation because the boy was advised without conference with his father and mother, we might be met with the statement that the boy was an orphan. The limitations of any written or printed record expose us to the danger of unjustly criticizing the work actually done. Taking the record as it stands, however, its strongest point is its vivid picturing of the boy as he appears at the moment of the interview. One can see him, hear him, feel the touch of his hand. All of this is admirable, and so is, or would have

been, the vigor of the impression made upon the boy, the combination of sympathy, frankness and strong personal interest, if so much had not been taken for granted and so many stitches had not been skipped in the process of inquiry and inference. A vocational counselor cannot attempt continuous treatment, probably, nor can he take time to build careful foundations for the treatment that we have found necessary in families, but he should do all his work with at least the possibilities of other forms of social service in view. Memory tests and tests of mental power have their place, perhaps, but surely their importance is exaggerated in this particular example. The method of a sound psychology is needed, but psychology cannot replace history.

What would have been the approach to this problem of one who realizes the possibilities of the historical method? Here is a boy who has been attending the evening high school for several years. Is he employed during the day, and if so, at what? Is his work of a kind that would account, in part at least, for his failure as a student, and how far are the causes of his physical condition responsible for this lack of application? Who are his associates? What are the home handicaps? Are his family known to any of the eighty social agencies that register regularly in the confidential exchange of the Associated Charities? All of these matters are intimately related to the vital question of what this boy is to do with his working days for years and years to come—so intimately related that the most careful attention to every detail would not be time wasted, and even a few minutes expended *now* would surely throw some further light upon the problem. Letters or telephone messages to the employer, to the teacher most likely to know, and to the confidential exchange, would bring some information—and a reference to a competent physician would bring still more. It may be objected that a vocational counselor cannot undertake to give medical and social advice of every sort, but, at least, he can learn to recognize the need of such advice and can make connection with the agencies fitted to supply it.

IV. The answer to this question is given in Miss Hutsinpillar's article in the October BULLETIN.

V. The worst answer to this question about the doubting friend was an appeal to the "rules of the society." The best was as follows: "Ask your friend what he means by 'help'; if he really thinks that money and food are the best help, and the only help that can be given, outline to him a few of the possible plans that might be carried out, if a better knowledge of the history and capabilities of the family were had; and try to get him out of the notion that constructive treatment necessitates either impertinent curiosity or suspension of all assistance until the investigation is made." In other words, the friend's position is due to a limited outlook upon the possibilities of social work. Fire his imagination by concrete suggestion, and keep cautions, rules and formulæ in the background.

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

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A FIELD WORK MESSAGE

To a Town of Ten Thousand in Ohio

By FRANCIS H. McLEAN

NOTE.—The following Address, made by Mr. McLean to a mass meeting called by an Ohio town's Federation of Women, is one of sixteen frank local statements made by him to as many communities during 1909 and 1910. Some were much more detailed, some were less so, but all grew out of personal observations made on the spot. In a number of other communities, of course, beside the sixteen, no formal statement was necessary. This particular one is printed because it was addressed to one of the smallest of the towns and cities visited. Charity organization workers should know what is happening in these small, prosperous, and entirely typical American communities. They will be interested to learn that a trained social worker has been recommended by the Charity Organization Department and is now at work in B——— under the Federation of Women.

WHAT is occurring in the homes of B—, what kinds of homes are there, what are some of the kinds of people for which they are responsible, and what are the surrounding conditions for which we are responsible—this must be the theme. And though the homes of the well-to-do present as hard problems as those of the less fortunately circumstanced, oftentimes, our interest will be mainly with the latter.

(1) Always there are several cases of desertion going through the county courts, with trails out for other deserters who have not yet been traced.

(2) In the Juvenile Court Branch of the Court of Common Pleas, and under the probation officers without the intervention of the court, there were fully seventy cases of girls and boys cared for in one way or another during the last two years. Of this number about half are estimated to be delinquent cases; that is, cases in which the children have actually committed some offense; and about half dependent cases, that is, cases in which the children are victims of improper or insufficient guardianship even in the way of the material necessities of life. As a matter of fact, this classification is practically for convenience only; in most of the cases the children have been the victims of some form of improper guardianship, this meaning, oftentimes, the absence of all discipline and the development of an overweening selfishness. It will be remembered that these cases touch only children under sixteen. It is difficult at short notice to obtain the number of cases in which youths from sixteen to twenty-five figured.

Among the juvenile cases we find the abnormal boy, the boy who is apparently idiotic morally, who will poison the horse of the family with which he is placed in the country, or who will steal in the most natural, free and easy method possible. There are the harder, more difficult cases of girls with whom the question of sex immorality is more identified. And besides these cases in court, there have been many others treated outside of the court entirely within the homes. And it is the home and the parents and the up-bringing and the surroundings which are largely responsible, excepting possibly in the case of moral idiots, where one may have to look to the prenatal influences. I am not going to allude here to specific cases—that will come later—but to catalogue some of the social facts as to what is happening in some homes.

(3) With a record of fourteen deaths from tuberculosis since January 1st, the city may easily claim eighty who somewhere or other in this city are in some stage of that disease. But nowhere is there any record of the living sufferers. Doubtless some are in fairly comfortable homes with sufficient space and comfort to reduce the danger of contagion to the minimum, but no one knows how many are in homes where, without instruction and precautions, others are being infected. They are there, never fear. And until there is that instruction and continued instruction, you are sowing the seeds of wrath. Why do not we know the homes where this instruction should go?

(4) In one of this city's schools there are fifty-three pupils in the third, fourth, fifth and sixth grades who are more than two years older than the normal age for their respective classes; in other words, who have not been promoted because of insufficient mental effort, indicating retarded mental growth. The registration of this school is only between three and four hundred. Here again one must return to the home. Are many of these children born with less than average mind to be developed, or why are they steadily falling behind their normal companions? And how can this early revealed inefficiency be overcome? And how can the social agencies of the city help in this? In

the other schools there are respectively twenty, seventeen and twenty-two who fall into this class. I have gone through the classes in only this one school. There are evidences of sheer stupidity, of defects in one or more of the senses causing retardation, and there are some cases of real subnormal mentality. The need of continued counsel and advice in the homes of some of the pupils was evident. But setting things right in the home is taking only one step, for the problem of these backward children is sometimes terribly difficult. And yet children must of necessity be promoted here to make room for other children, who will leave the school, under present conditions, knowing little more than their parents, and becoming themselves the parents of even more degenerate children.

(5) In the same section of the city there are about twenty families which are helped year after year by one of your relief organizations. Other sections of the city have also their regular families, and, estimating on this basis, considering all the different relief agencies, and including beside the churches which do more or less work, there are doubtless fifty families which are chronics, that is, receiving relief from year to year. Furthermore, in this great commonwealth of Ohio, in the heart of the Middle West, already the third generation is being relieved. Thus you are developing your real pauper class. Deny it as you will, when families are dependent in the third generation their condition must give serious alarm to anyone interested in their welfare.

(6) On the side of giving material relief, we find many agencies at work. There are the Township Trustees, the Christian Union, the Relief Corps, the — School, some of the seventeen churches, and the probation officer in special cases. Instances have come to hand where even in this little city there have been conflicts of plans. Doubtless there is need of one center where all these agencies may confidentially exchange information and work with common plans for individual families without at all giving up their autonomy or sacrificing any of their field. It has been brought to my attention that even the Relief Corps, with its specialized work, has come into contact with families known to other organizations.

(7) Looking at the environment of some homes, one finds neglect of even such things as ordinary nuisances, of stagnant pools, inadequate water facilities and dangerous water sources. Buildings made of the flimsiest material and never improved are occupied as homes. Indeed, some of the homes and their surroundings would furnish first-class material for the campaign on the Ohio State Housing Bill which will be introduced at the next session of the legislature.

(8) Still further examining this environment, one observes the lack of recreational opportunities for both old and young; the down-town five-cent theaters furnish the only recreational outlet.

These are some of the most salient facts revealed by a cursory examination into what is coming out of the homes of B— and what is going into them. Considering the bulk of the problems revealed and

of activities already at work, I have no doubt of the need of amplifying and enlarging these activities. The question is not whether there is work done here, but one of so organizing the field that there may be constantly increasing results. And that organization, I believe, must center itself upon bringing into the home a larger amount of really neighborly personal service, with outgrowths of this service to cover the needs of the environment.

WHAT THESE FACTS MEAN

Let us analyze what these salient facts reveal about home needs. They indicate, in the main, the need of strengthening, either physically, mentally, or morally, and they indicate a host of concrete ways in which this may be accomplished. It must be conceded right here that there are some families in temporary distress who need only the helping hand of the strong Christian Union, extended in the way of relief once or twice, in order to re-establish themselves. If they were the only families to be considered, the path would be easy. But there are many others, and among them the families that have remained stationary for three generations.

The way out—the necessary and comprehensive way out, when it is systematized—has already been shown here in a few families by volunteer and personal work. There is the story of a girl whose home conditions practically led her into immorality, who is now at the head of a household, a wonderfully true and brave woman. No institution was required to bring about this change and certainly none could have done it so effectively and completely. I must of necessity speak in general terms in describing these families.

There is another in which two years ago the six or eight members were living in two rooms; the husband was a good earner but a better spender, and a heavy drinker. To-day they are comfortably housed in roomy quarters, and the lapses from grace come only at long intervals. No material relief accomplished that miracle. What did?

I recall another where a mother was at the verge of desperation, and where the filth of her home and the neglect of her children were only matched by her despair over the falls of her husband from grace, falls which were not brought about by drink. Yet to-day the children's pretty faces are unadorned by dirt, they are dressed plainly and tastefully, and the home is a really home-like place. In it the upward trend of the family is revealed, even if they are struggling against the mishaps of the husband and father still. I will tell you what has been the force which has conquered these discouraging conditions: it has been prolonged, continuous visiting, once, twice or three times a week extending over years sometimes. It has not been visits for relief-giving, though incidentally relief has sometimes been given. It has been visiting with a plan of suggesting, urging, advising, and, in extreme cases, securing the co-operation of the officers of city and county. There has

been suggestion, the force of friendly advice, and, behind it all, persistence and common sense.

In a comparatively few instances the home has thus been vitally touched and things have been done, from securing employment, getting children to take more interest in school, encouraging and constantly working with the mother, showing her how with the same labor she can accomplish more, all the way to bolstering up the weak will of the husband and to making him, by constant, patient and yet compelling persistence, half-way decent. It is education in its broadest sense which has entered into these homes.

But, alas, there are scores of other homes which lack this constant encouragement. Before all else, this community needs to realize not only that relief is but a small part of the work with such families but that it is the hard conditions, the impossible conditions, which are breaking down men, women and children. With this once realized, it could act in a civic way more intelligently and more humanely.

Teachers in one school complain of the filthy condition of some of their children. Does one ask what that signifies? Slothfulness, you say. Possibly. But there may be a broken-down woman behind it all who has to walk two blocks for water and who is trying to live with four children in three rooms without a single convenience.

Agencies outside the home are necessary—domestic science in the schools, public baths, recreation halls, girls' clubs and so on—but the heart and soul of it all begins in the home and there the beginning must be made, in the home and the environment of the home. We must use legal remedies to give each house a supply of water, to force the evacuation of human pig-sties, to force the registration of tuberculosis patients, to force the abatement of absolutely unsanitary conditions.

PROTECTING THE HOME

In this field of building up the home the probation officers have done yeoman service, as have others, but the field is by no means covered, the surface has been merely scratched. It is a field which I would commend first of all to those interested in the plans of the Federation. It is a field in which not only the organizer, the paid social worker, is required, but an even larger corps of volunteer workers than those now connected with the relief societies. I have had case after case related to me where there has not been the month-by-month follow-up work, and where the family is just as bad, just as dirty, just as no-account, as it was years back. If this were all, one might rest content to wait until a more propitious time. But the trouble is that the penalty of neglect means *more* families to work with, the families of the children, and so on through the unending chapter. The time to act is now, and it would be better if action had been taken long before now. None of the difficulties have grown less through these last few years; they have increased. You ask why a city of ten thousand in the Middle West should have these approaches to apparently permanent

dependency. My answer is that the pioneer period has passed in the Middle West, and that, as certain families have fallen slightly behind in the race, either mentally, physically or morally, there has been no impetus to start them at a little faster pace, so that finally they have become stragglers and need strong helping hands, not to lift them up to a happier plane of living, but to help them to lift themselves. This is all that other people can do. We must join in a united effort and refuse to acknowledge that any are hopeless. The trouble has been that they have not had a fair chance. Many of the parents are illiterate, but fortunately the children will at least obtain the rudiments of an education. Brought up in surroundings which were discouraging and with little mental development, they have not done any worse in many instances than we should have done under similar circumstances; yet I have heard of ministers and school teachers who have pronounced so-and-so hopeless. But the wonders of persistent constant visiting have saved more than one of these hopeless ones.

THE TASKS AHEAD

If you called here a social worker to be general secretary of the Federation, these would be her first duties:

(1) To endeavor to arrange with the Christian Union and all of the other most useful relief agencies to register in the central office of the Federation all families that they are helping. This would in no wise injure the families requiring nothing else than the gentle ministrations of these organizations, but it would reveal those who required further attention.

(2) To investigate most carefully the families that have fallen behind, in order to present to a committee of the Federation all the facts, past and present, about each family which will be helpful in arriving at a plan for treatment. Treatment may involve a dozen different things—medical examination, finding employment, following up the relatives who ought to help (as, for instance, grown-up children), getting an intemperate man's employer to give part of the wages each week to the wife directly, bringing some little bright knickknacks into the home to encourage the mother and the girls, and so on. Treatment plans have to be carefully worked out. I have referred to investigation, real investigation, and let me cite an example of it. In a neighboring Ohio city I was asked about a family at which some good women were justly incensed, whose young wife and mother had been deserted and was so listless that she did not wash her baby for weeks, and did not wash clothing given to her for her children, throwing it away after it was too badly soiled. My questioners seemed to think that a mother who had sunk so low as that could never become a real mother. But I asked for further information. She was a girl of twenty-one who had had four children. That was only the beginning of what I wanted to know. I said that treatment could not be planned out until we had learned among other things whether her girlhood home was better or

worse than her own, whether her relatives were better or worse, whether her husband's boyhood home was better or worse or the same, whether his relatives were better or worse and how they compared with his wife's. We needed to know also what was this mother's actual physical and mental condition, as the result of her child-bearing when only a girl. Not only would these facts determine the real person to be worked with, but what helpful influences, if any, could be drawn out to surround a sinning woman whose girlhood had been so sinned against. I agreed that the children might have to be placed away temporarily or permanently, but, whether they must be so placed or not, constructive treatment, mental, moral, physical and environmental, must be planned for the mother, and we could not have too many data for this extremely delicate project. Those who sought to deal with it must delve down deeper than the physician even to know just the kind of woman before them and why she was just as she was. Some demurred, believing that their responsibility ended with looking after the children. But what was to prevent the mother from having other children later on? There was no permanent solution in looking after the children alone.

(3) When it comes to carrying out these plans, not only must your paid secretary do as much as she can, but she must show her organizing ability to get volunteer service from others, from the churches and other relief agencies. She must have the enthusiasm necessary to attract volunteers.

(4) Out of this experience there will come a surer footing for you all in your future plans. The trouble has been that you have not been viewing the field from the home standpoint, and have not been able, therefore, to gauge accurately the relative needs of the city.

(5) As to relief, recommendations will be made to the Christian Union and other agencies regarding individual families. Whatever cannot be given by these organizations will be raised privately.

(6) The work will involve sometimes the prevention of a future desertion. You must hold wise, sane but forceful interviews with man and wife, not requiring the impossible of them but getting them to do the possible. When desertion does occur, endeavor must be made to find clues of the man's whereabouts for the county officials.

(7) Wherever necessary, of course, the probation officers will be counselled with.

(8) In specific neighborhoods, the cases of tuberculosis should be located, so that adequate care can be provided and adequate precautions taken. There must be constant education along these lines.

(9) After full conference it may be that the Federation, with the aid of physicians, can obtain an informal medical inspection of the school already referred to, to learn more especially the causes for the retardation of pupils and how certain handicaps may be obviated. Oftentimes a pair of glasses, or a simple operation for adenoids, or other slight surgical care is all that is required. Sometimes a great deal of care is needed. Neglect these children, and they and their families

may come to your attention later. There will be a few, doubtless, who sooner or later must go to one of the state institutions. There will still remain a good many children who will require special individual care. I see here a fine chance for your general secretary to develop a tutoring plan with members of the League of Social Service of the University, in which these volunteers would be performing a splendid social service and, at the same time, gaining a fund of valuable experience. In co-operation with the school department, and until the time comes when it can afford a special ungraded class with a teacher expert in the instruction of backward children (and even then I fear there will be an over-supply of pupils), it should be possible for each student volunteer to give from one to three hours for five days or less in the week to one backward child, finding out how his mind can be drawn out, what mental discipline is most promising, what his aptitudes and abilities are, and bringing out the strength when it is found and minimizing the weaknesses. The teachers can do a little of this in the schools, but of course they cannot devote all their time to a few children, especially when their whole grade shows an average age which is far above the normal.

(10) Not at once but as soon as possible, the sanitary conditions of some houses and some streets, and the question of requiring all houses to have an immediately available water-supply from city mains or deep wells, should be formulated and presented to the Civic League, with recommendations. The office of the Federation should be an advanced outpost for the Civic League in bringing to its attention those conditions which plainly require the intervention of the city government.

(11) There is need of developing the neighborhood recreational plan, trying one part of the city first. It is possible, I understand, that the Y. M. C. A. may work out some plans along these lines, in which case the Federation's secretary can actively co-operate.

(12) In addition, the question of the secretary's organizing a working girls' club or clubs is, I am sure, one which will come up. There is no reason why an extensive plant should be required, or why practically all the additional expenses cannot be borne by the clubs themselves. The advice of Miss Jean Hamilton, General Secretary of the National Association of Women Workers, Oswego, N. Y., should be obtained in this direction.

(13) I have been asked as to whether any plan for giving specific instruction in cooking to the mothers in their homes might be worked out. I doubt it. But tactful, prolonged visiting of the kind I have indicated can do much of this indirectly. Tactless visiting is worse than useless. You must treat your family with all the nice delicacies and refinements which you display towards your most intimate friends.

(14) I do not wish in any way, by leaving them to the last, to minimize the needs which are particularly voiced by the teachers of the — School. I refer to the lack of an auditorium, public baths, and a place where women can bring their laundry work. These are plans

involving far more preparation and formulation, in which the city will have to help and which will take a longer time to achieve. Furthermore, they will receive added strength and impetus by the intensive work that I have suggested. I want to see your work strongly anchored around the home, and, with that accomplished, needs like these must be satisfied in time. I would recommend that, with the starting of earnest intensive work, a school extension committee be formed in the Federation.

THE WORK INVOLVED

When I tell you that the work with what I have called the chronic families might easily take the whole time of the general secretary during the first year, you will perceive that I have answered very positively in the affirmative the question whether a social worker is required. There is enough and more than enough for her to do, even though she secure, as she must, much volunteer assistance. She can never have enough volunteers, and she will be rushed from the first day she arrives.

I believe very strongly that the men of the city must be vitally and directly interested in this work from the start. Possibly the best plan would be a working arrangement with the Civic League, with a joint committee to work out common plans, the Federation to report to this joint committee. Possibly this joint committee might be broadened to include three representatives from the Commercial Club and three from the Y. M. C. A. There may be other social agencies which should also be mentioned here. This committee might be called a central council, and if it seemed desirable your general secretary might be secretary of it. In this way joint plans might be easily worked out. In a city like B—, such a central council may be quite informal in its procedure. Only I would have it meet once a month and receive reports from the different organizations represented (excepting the Commercial Club, unless that is asked to help) and make recommendations thereon. Furthermore, you should draft men upon the committees of the Federation which may be created when real work is started. Upon the committee, for instance, which the general secretary will first form to advise with her as to the exact plan to be followed for each individual family, there should be not only charity workers in the Federation and some representatives from at least the — School, but one or two doctors, one or two lawyers, and one or two or more business men. You cannot afford to permit the men to bid you Godspeed and tell you about the splendid work you are doing. It is a community work, and knowing the caliber of the men here and the fine spirit of this city, I know they will gladly do their share when they recognize its importance.

For I know that this city will rise to the call. It is a call which means a determined effort to make the neglected neighborhoods of the city as cleanly and decent places to live in as are the wealthier portions. It means a determination to surround the homes not with mawkish senti-

mentality but with active, energetic, cheering influences which will arouse the best in man, woman and child. And therefrom will flow amazing results. Those whom you would help are not only your brothers and sisters but they are from our common American stock. Whatever weaknesses they may have developed are overmatched by their innate though sometimes torpid strength. That they will respond is evidenced by the wonderful success of the playground established last year, a factor I have not spoken about because the development of that movement is now in the capable hands of the Y. M. C. A., and can be made part of the general plan through the central council. I have seen some of the families, have heard of others. I have said that more helping hands are needed, that more organized sustained effort must be made, and at the same time I can assure you that if you take up this movement along the lines indicated, you can so strangle unfavoring conditions that eventually dependency, crime, neglected childhood, and bad home surroundings will become sporadic. With this splendid achievement before you, an achievement possible of accomplishment because you have waked up sooner than some other Ohio cities, can there be any other reply from the strong men and women of this city than, "We will go on in this common cause, which means bringing out the best of God-given souls, making life a braver, more beautiful thing, giving to all room simply to claim their heritage of decent living and Christian thinking?"

UNSIGNED COMMENT

EDITORIAL AND OTHER

[All of the notes that follow are of especial interest to general secretaries. May we ask that they receive early attention? In these busy days, when everything that can be set aside for future reading is so shelved, this "please take notice" memorandum is necessary.]

A NEW DIRECTORY OF SOCIETIES

WE are about to send to press a revised "Directory of Charity Organization Societies in the United States and Canada." The addresses of all societies with which we are in regular correspondence have been brought up to date, but if any other changes, either of address or of executive officer, are to be made in the near future, please notify us at once.

MEMBERSHIP IN THE INSTITUTE

IT should be borne in mind also that no applications for membership in the Charity Organization Institute (see January BULLETIN) will be received after March 31st. The Institute will be held in New York in May, and a printed application form must be filled out and filed this month. The form may be had by addressing Miss Adah Hopkins, Registrar of the New York School of Philanthropy, 105 East 22d St., New York City.

SAMPLES of this document, entitled "Passing On as a Method of Charitable Relief," have already been mailed. It is a popular treatment of an elementary subject, but we believe that every charity organization secretary will see the advantage of having it mailed to those public and private agencies in his or her city and county that issue charitable transportation and are not yet listed as signers of the Transportation Agreement. A request to have this done, accompanied by name and address of the executive officer, or of the best other person in each agency, will receive our prompt attention.

This is also an excellent booklet to use in state conferences of charities and in state meetings of overseers of the poor. Any assistance that can be given us to bring this subject to the attention of the officials of such conferences in the best way will be much appreciated.

The subject lends itself to newspaper publicity. The stories told in "Passing On" are good newspaper material, and it is suggested that secretaries secure for this material local publicity, not only for the sake of the immediate object in view, but also as a means of educating their public in some fundamental charity organization ideas.

No. 1 of this series, "What is Organized Charity?", has just been reprinted in a second edition of 20,000 copies. Beside securing its reprinting in local papers and in annual reports, some cities have distributed it in quantities with the seal of their society stamped on the front cover. It is still sold at cost for sixty cents a hundred.

CASE CRITICISMS

SOME will remember the very unusual case criticism published in the BULLETIN for June, 1910. It was written by a social worker of wide experience in case work. The Department now wishes to offer its services, as intermediary, in securing such case criticisms for any societies who wish to submit a few selected records of cases for this purpose. The plan has been tried experimentally for more than a year, and has been found quite as instructive for the chosen critics as for workers seeking criticism. One critic secretary writes to a criticized secretary: "The experience of the two volunteers who have helped me in criticizing your records has been so valuable to them that they suggest asking our various district superintendents to send in records for criticisms by the other superintendents, the result to be read at a meeting, in order that each may get a fresh point of view on her work."

THE BOSTON CONFERENCE

EVERYONE knows, of course, that the National Conference of Charities and Correction is to be held in Boston this year from June 7th to 14th, but everyone may not realize what an excellent chance this affords to deepen the interest of directors, provided they can be induced to attend even for a part of the time. Only those who have been attending National Conferences for many years realize what a great part this body has played in interesting new people. "I shall never forget," wrote one volunteer, "my first National Conference. It made a great impression upon me, and changed my point of view on many charitable matters. Nothing is so convincing as the earnestness of simple, unassuming, faithful workers."

There are special reasons for trying to induce directors to attend this year. First, the place and the time of year fit the Conference into a possible holiday trip. Second, in no city have charity organization ideas taken a deeper hold upon the community. Third, Mr. Folks' presidency assures a strong Conference. Fourth, Porter R. Lee is to be chairman of the Section on Families and Neighborhoods. Fifth, there is going to be a large attendance of charity organization people and a special day set aside just before the regular meetings for the consideration of their problems.

THE FIELD IS THE WORLD

MR. McLean's message to an Ohio town, as printed in this number, brings with it a chance to illustrate to directors the fundamental character of our work. It must mean more to them when they once realize that the whole country needs it and that, as a method of social advance, charity organization has within it powers of adaptation not always found in the more highly specialized movements. Boards of directors take a distinct step forward when they begin to think about the needs of other communities and about what they can do for charity organization field work on this continent. There are five hundred towns in America of about the size of B———. Tell your board about this town's problems. They will better understand their own for the hearing.

WHAT SOCIAL WORKERS SHOULD KNOW

WE must look abroad and we must cultivate a keener vision for the things directly under our noses. Knowing one's own community is, indeed, the second lesson to be drawn from Mr. McLean's address. It is also the burden of a pamphlet just prepared by Miss Byington, a sample of which is sent herewith. "What Social Workers Should Know About Their Own Communities" will be sold at five cents a copy in small quantities, and at special rates in large quantities. It will be found useful, we believe, for study groups within our societies, and also as a means of broadening the view of an individual worker already interested in case work, but not yet thoroughly alive to its implications.

For conferences of different agencies representing diverse methods and views, its use ought to have a unifying effect, and we intend to recommend it to the many social study classes now springing up in church and club and civic organizations.

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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

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THE READING OF CASE RECORDS

NOW that the winter, with its heavy pressure of extra work, is over, we wish to commend to all supervisors of case work and all executive secretaries a method of self-criticism that seems to us unexcelled. We refer to the reading, notebook and pencil in hand, of a number of current case records. As an example of the valuable inferences that may be drawn from case histories, we reprint in this number Dr. Adolf Meyer's analysis of hospital records and after-care memoranda concerning a group of insane patients in the Willard State Hospital. These data come from a different but closely related field, and some such constructive analysis is sorely needed in our own field. Thousands upon thousands of pages of family history are waiting in our files for the trained interpreter, for the man with experience and vision. Not until he arrives and releases the essential truth from all its irrelevancies is our message to the world half delivered.

Meanwhile, however, there is much for all of us to learn from a careful reading of cross-sections or typical segments of current work. Time presses and the day's work is urgent. But it is stupid of the day's work to get squarely in its own light by delaying this process of orientation. Here is a task that cannot be delegated without losing the tingling stimulation of its revelations, humiliating though some of these may be. No one principle of selection need be insisted upon, for it would be hard to go amiss. It might be well, for instance, to

take everything, new and recurrent, that came into the hopper during a given month; or to take all cases during a longer period that involved relations with some other social agency, such as the S. P. C. C., or to take all the widows' cases, all the school cases, and so on, remembering, however, that the choice of a type of case to which the society has given unusual attention will fail to give that picture of its case work average which is so important.

The selection once made, for whatever reason, it should be possible to get out of the study many valuable side-lights upon the work of agents, committees, and co-operating agencies. Here are a few of the queries that might be kept in mind:

1. Estimate of each worker's investigations, treatment plans, treatment results, relations with volunteers, relations with social agencies.

2. Conditions within the society that hamper the workers.

3. Instances of these in the records to be used with directors and others in striving to improve conditions under which the society's work is done.

4. Specific suggestions to be made (a) to all the case workers together, (b) to certain workers privately, (c) to case committees, (d) to the board of directors, (e) to the public.

5. Community action shown by these case histories to be urgently needed.

6. Co-operation of social agencies with one another—to what extent hindered and furthered in these cases.

7. New light upon the larger problems of case treatment and of prevention.

Last month we published in the BULLETIN an example of this Department's field work in a community that had no charity organization society. Another form of our field work that is growing in usefulness consists of visits to existing societies. A study of case records, though seldom the chief object of these visits, is sometimes undertaken at the request of the secretary. The following rough notes, taken some months ago in the course of such a field visit, were made in the hope that they would lead to the eradication of certain unnecessary weaknesses, and that they would also furnish a conclusive argument for the enlargement of an insufficient force of workers who had been doing some excellent work under serious handicaps. The criticisms were thus confined to the faults that could probably be remedied in the near future.

NOTES ON TWENTY CASES

No. 1. Comment here does not apply to present staff. The chance for saving the family was present, if it ever was present, in the summer of 1906. At that time no attempt was made to work out a consistent plan which might have saved some of the girls at least. There was no attempt to see if there were good relatives on either side, who might help with reference to the girls.

No. 2. Here again there was no attempt to follow up relatives upon first application, though later they appeared of their own volition and helped to straighten out the family difficulties.

No. 3. There was a suspicion of tuberculosis in connection with one of the girls and this was not followed as it should have been by examination of all members of the family to see if others of them should take precautions. On November 11, 1908, relief was given without apparent justification. It was recorded that man was working but no salary was given. Later we find that when intemperance developed two sisters of the man, not before alluded to, appear and move the family to the country. It will be observed that when the family first came to the attention of the Society, the man was recovering from an operation and was unable to work, and at that time every possible avenue of helpfulness for the family should have been used.

No. 4. Here is another instance involving the possible helpfulness of a relative. When I refer to helpfulness, you will of course understand that I do not necessarily mean material relief, but advice and assistance in carrying out the best possible plan for the family.

No. 5. I note in this instance, involving a widow with five children, that the record strangely indicates one of the children working under age. This may have been a clerical mistake simply. There is no statement to show that the income of the family was sufficient for it to live upon decently. Here, as in other cases, there should have been a statement of income and outgo to make sure that the family was properly cared for.

No. 6. This was a case of a man with a crippled foot. There was no attempt to get the background of the family to learn what previous connections in its history could have been helpfully consulted. There was no consistent plan followed to find the right kind of employment for the man. Later on there was no consistent plan followed to help him to guard against the temptation of drink. May I call attention to the entry of December 14, 1909, and ask whether the amount there indicated would be sufficient for a family of three to live upon?

No. 7. This was the case of a man and wife with four children under working age. We are told that the man averaged the weekly wage of $7, but had rheumatism very badly. School orders were given, but I do not think adequate inquiry was made into the man's condition. A very careful examination by a physician should have been made to see if he could be improved by treatment and whether he was earning as much as he could. In November, 1909, the man was sent to the hospital. I believe that at this period regular aid should have been given to the family after the connections had been visited. A financial statement should have been made of income and outgo. Later, in December, 1909, you find that the church has been helping the family; this was your first knowledge of the interest of the church. Finally, on April 28, 1910, a weekly allowance is begun. I cannot find that any attempt was made to organize this allowance by securing the co-operation of the church at least; the money was apparently given outright from the funds of the Society.

No. 8. Family of eight, the oldest child sixteen years of age. Here is another instance of a man who we understand is more or less physically incapacitated, but no careful examination by a physician and report thereon is made. There is no attempt to get the whole picture of the family or to carry out a definite plan.

No. 9. This was a German of fifty-five, with one daughter and a young granddaughter. We find the deserting husband of the daughter returning, but no attempt made to trace him and to get hold of him except in a rather perfunctory manner.

No. 10. This is another family of eight with two children working. One question involved here seems to be the co-operation with physicians already at-

tending families. I wonder whether Dr. G— was sufficiently consulted. When the family first became known to the Society was the time to do the follow-up work with the children, before the rush of the winter came on. Things just happened to get better without much effort from the Society.

No. 11. This was the case of a deserted wife with a baby. She wanted to set up housekeeping again. Though there was a sister in the city, she was not apparently taken into partnership by the Society in doing the proper thing.

No. 12. A family of six which moved over from J—. No visit made or letter sent to the society there to obtain background of the family. Later there comes the accident to the man, but no attempt was made to follow this up to see if there was legal or moral responsibility which might mean a certain amount of additional relief. Statement of what the doctor had said was accepted in lieu of obtaining a direct report from the doctor himself. This is an exceedingly dangerous practice—not that people deceive, but that even the most intelligent people sometimes misunderstand what doctors do say. Furthermore, doctors do not always tell the whole truth to either patient or family for fear of the effect upon the patient. I believe it should be made a very distinct policy always to obtain medical statements directly from doctors unless this is absolutely impossible. In this family also there was a suspicion of tuberculosis, and as far as I can learn no examination was urged of each member of the family as a precaution.

No. 13. A couple with an adopted son. I would call attention to the good financial statement on page 8, which should be an example to be followed in other cases. There was no attempt to follow a consistent plan in helping the intemperate man to get on his feet. The record may give a misleading impression; it shows in the later developments no attempt to advise with the wife or to work out the best plan for her, but simply an acceptance of each new suggestion which she herself made. I have gained the impression that there was a good deal of wobbling, though I may be unjust in this. A mistake was made in not having the sister in B— visited by the society there rather than communicating with her by mail. It is possible in most cases to do much more through a personal representative than by letter.

No. 14. This was a case of an old lady supported by her daughter, who was out of work. The entry "told her we could not pay rent again" is not justified so far as I can see. Later I note that half of the rent was given. There was no consultation with the local social agency interested as to whether better paying work could be found for the daughter, or whether she could be trained into better paying work. I should say this was a poor investigation altogether.

No. 15. This shows quite good work for a girl with tuberculosis. I am not able to tell from the record whether a proper understanding was arrived at with the first physician in the case, the one who suggested the tent plan. There is a record of a report sent to the Tuberculosis Association, but this report is not in the envelope so far as I can see. Query, are copies of all such reports kept with the case records?

No. 16. This was an old couple at the end of their rope. Beyond recording the absence of the children no attempt was made to get the background of the family history to see if the organization of a pension were possible. Either institutional care or a pension plan or some plan should have been worked out.

No. 17. In this family the man was suffering from an accident. In connection with the relief plan the employer was not visited, though we are told that they thought well of him. It is true that the record indicates that his

last employment with this company was of recent date, but under the circumstances I should have felt inclined to give them an opportunity to help in the necessary relief of the family until the man could return to them. I do not think the relief plan was itself consistent.

No. 18. There was no follow-up of the business references of the man, and this, it seems to me, was important in this particular case.

No. 19. This man was confessedly intemperate at the time the society was dealing with the family. There was no real constructive work attempted with him except threats of the S. P. C. C. (if such threats can be called constructive), but even after these threats there were repeated doses of aid, which made the situation even worse. Finally the case was reported. Later, with the discovery of tuberculosis, there was the same lack, as indicated in other cases, of physical examination of all the other members of the family. Other precautions against the spread of tuberculosis do not appear to be complete, and there is not a sufficient statement of income.

No. 20. Mrs. S— had rheumatism and the husband was a recurrent deserter. A sister was visited but only on the side of relief. She was not asked to make suggestions as to the best plan for this family which she knew so well. There was school relief given in this case. I do not at all object to that, but my criticism would be that whenever school relief is given to a family where there is an able-bodied man, a serious attempt should be made to deal with him at the same time that the relief is granted.

SUMMARY

To summarize, then, my comments would be these:

(a) There is not sufficient work done in hunting up helpful resources, including relatives, employers, etc. By "helpful" I do not mean necessarily helpful in giving material aid but in aiding the agents of the society in working out the very best plan for the welfare of the family itself.

(b) There is not sufficient physical examination made in families where tuberculosis is present or suspected.

(c) Material relief, including especially school relief, is given in families where there are more or less able-bodied male breadwinners without always an attempt to deal with the men.

(d) There is no settled policy of making financial statements of income and outgo in cases where material relief may or may not be required. In this connection I would suggest that there should be some general standards to work by. Possibly you may have them already. There is no evidence of this, however, in the records. You should have some approximation of a reasonable standard of living for an ordinary family.

(e) There is no consistent following up of the school grades of all of the children in families visited. The showing as to whether the children are behind or ahead of other children of their own age is a very strong side-light upon the kind of family you are dealing with.

(f) This has partially been covered in (a) above but not entirely so. I refer to the obtaining of the background of the family's history in order to be able to work with them wisely. In some of these cases there seems to be no handle by which to get hold of the situation. This is because there is not a comprehensive knowledge of the failures and successes of the family in the past.

(g) In none of the cases where there were intemperate men did I find consistent plans made to help them get upon their feet, except by threatening to appeal to the S. P. C. C.

(h) In cases where the breadwinners were incapacitated, I do not believe that a consistent and adequate relief plan was always carried out.

(i) In one case no attempt was made to organize a weekly allowance, though at least one church was confessedly interested.

(j) Hearsay evidence accepted with reference to statements of doctors.

(k) Out-of-town people written to rather than approached through corresponding societies in places having such societies.

(l) When families have been known to require more or less continuous aid, they have in some instances been required to make their wants known each time.

CASE NOTES ON AFTER-CARE WORK

Portion of an Address on the After-Care of the Insane printed in the *New York State Hospitals Bulletin*, March, 1909

By ADOLF MEYER, M.D.

DR. DORAN (First Assistant Physician at Willard State Hospital) had the kindness to send me the case-abstracts and Mrs. Porter (of the after-care committee) some notes on after-care activity in a number of cases which I shall discuss briefly and use as the concrete basis of formulation of a programme of work. Some excellent work has been done. I do not mean to give a picture of it, but merely analyze what I would imagine could be utilized in our discussion.

Provisionally I have divided the cases into groups, according to the things to be met; I begin with the toxic conditions, which are especially strongly represented since it is thought here that it is one of the principal groups in which work is to be done and can be done.

I shall then review a certain number of cases of manic-depressive insanity:—that disorder which occurs in attacks of varying duration, ranging from one week to years—attacks which do not always recur in the same form, but sometimes as a depression, sometimes as an excitement, sometimes as something like paranoiac or delusional states, in short, a disorder that is apt to recur, but does not lead to deterioration. The patient arises from the attack in practically the condition in which he enters it. Further the involution melancholias,—the form of depression which is most apt to occur after the second half of life, when the involution of quite a number of the functions is beginning to take place.

In the first place, there are three cases of alcoholism plus morphinism, and another case with immoral habits in addition.

In the case of K. G. B. we have a statement of an injury. Friends always like to put forth injuries as a cause; they are so impersonal, and—something that can happen to anyone. I am making this remark not to throw doubt on the reality of its bearing in this case, but simply as a collateral warning, in connection with our discussion of the causes of disease. The patient took to morphinism, but the abstract unfortunately does not state definitely under what conditions—a grave omission, for unless you know how the patient came to use morphine, you do not know what to counteract especially. Nobody gets into the habit of using it without some cause, and the relapses again contain a kindred element which we must know in order to forestall it. Then there came various scandals, misdemeanors, experience in police courts, divorce, erratic behavior, etc. The case was described as "moral insanity" in its manifestations at the hospitals,—she belittled the past, showed inaccuracies about the dates of her marriage and the birth of the child, but did fairly well in the hospital and outside; as certain responsibilities and a certain confidence were again vested in her, she took to them. She had a little relapse now and then in consequence of a little illness or after an operation and stayed in a sanitarium for a short time; but then she took to some occupation and tried to become proficient in massage, without however succeeding. Now she is considered to be safe in the

country. In a case of that sort it would seem to me very essential to know what leads her to resort to morphinism—a feeling of uneasiness, restlessness very often connected with palpitation of the heart and a condition of nervousness which if handled at the proper time would not lead to a relapse, but would simmer down; or perhaps pains which she cannot stand. There are people who are perfect cowards with regard to pain. There is nothing else to be done but that she is put into the hands of people who can handle her when those pains or abnormal feelings come, so that she would have no excuse to resort to her own helps. One of the things which I would have most confidence in would be a purpose in life.

Mr. Manro (a manager of Willard and one of the after-care committee) says she was allowed to do just as she pleased from a young child, and went in a fast set, did not know how to cook or sew or do anything, and, of course, she drifted.

A fundamental defect has crept into the education of a certain class of American women if to have a purposeful occupation has to decide who is a lady and who is not. A case like the one in hand is a plain lesson in after-care and prevention because it shows so glaringly where the error was. If anyone had wanted to do anything fundamental with that woman it should have been done while she was a girl. At the later age it is awkward to give the corrections. I would like to ask you how many adult people would consider it their sphere to give a good moral talking to a person who has long skirts or long trousers, as the case may be. They are supposed to be on their own feet and would not take the talking to from anyone. The church might offer it but a good many sinners have nothing to do with it, consequently they do not get at all what they need. And often enough there is an excess of moral advice and too little concrete help towards a definite purpose in life.

L. O. R. is another morphinist. She began to take morphine for pains at twenty. She has no occupation; that she was taught to play the violin sounds almost like irony. I hope it will please her farmer-husband. She took morphine up to twenty-four grains and developed a toxic psychosis; she thought her father was in the next room; she had ideas of poisoning, and, of course, during the period when the morphine was taken away from her, five days of great distress. She went home very comfortable, but with evidence of tuberculosis, and is now married to a young farmer. Was he informed and did he know whom he married? There is a man fooled into something which deprives him of the possibilities of what he ought to get; and the ex-patient gets something which she might have been entitled to under other conditions. As a matter of fact we are informed that she has taken to morphine again.

This brings up a very interesting question which strikes me especially because recently I got an inquiry in regard to the frequency of morphinism and the possible importance of smuggling of opium by the Chinese. I admit that I made a rather indifferent reply to the letter, because at Manhattan State Hospital on Ward's Island we had relatively few morphinists, and I said morphinism did not play a very important rôle in the cases of my hospital experience. Then came these after-care reports. What would interest me would be an investigation of the issue—"Whence did these people get their morphine?"

Mrs. Stewart (a manager and one of the committee) suggested "from some doctor."

The answer covers but one side. I would like to get more evidence concerning the places where morphine can be obtained and to collect it so that it finally becomes impartial evidence and material for prosecution. There is no law in this State prohibiting the sale of opiates.

There is something very definite to be done; and unless we have concrete reports of definite people and concrete descriptions we will never accomplish anything with the Legislature. As Dr. John W. Russell (of the staff) suggests, a law has recently been passed prohibiting the sale of cocaine; with him, I cannot understand why they omitted morphine.

The next case is that of C. T., who is said to have been a cook in a house of ill-repute, and was picked up in a street of Waterloo in a grandiose excitement, her thighs full of morphine marks. She passed through a status epilepticus and then recovered. That case was treated by Mr. Manro, as quite a number of others, in that commendable and self-sacrificing way of taking her into his family. She had been at Willard two years and did well in her new position. But then came an experience which, of course, all of us have had; one wants to be lenient with the patient; and she is allowed to go to Waterloo for one day and she does not come back for a week. She soon went back to Waterloo. Here arises the question of *compulsory guardianship*. To what extent may a probation system be applied and could it be a part of organization of the existing probation system?

Let us take J. H. W., a somewhat defective farmer of 43; his family is tubercular and one brother is a drunkard. He himself has been intoxicated and there is a question of tuberculosis. In March, 1906, he experienced an upset. His face pained him; he thought people were going to shoot him. In May he was hurt slightly and then remained inactive. In August he rushed out of the house afraid of Italians. He soon quieted down. Here we are dealing with a relatively defective individual. What can be done with him? He evidently needs protected environment free from alcohol and with wholesome recreative enjoyment instead. It seems to me that before the patient returns to the home the after-care helper should have information of the case and should be in a position to investigate what can be done to prepare an adequate environment. If notification is not given before the patient is discharged the patient is apt to disappear before anything can be done. The after-care must begin before the patient leaves the hospital, and the after-care committee would, of course, be better off if its relations with the hospital were more frequent than once in six months. It is only while the patient is in the hospital that you can get the family thoroughly interested in their responsibility. It is then that the relatives should be brought into relations with the after-care helper, and it is only then that you can get the confidence of the patient absolutely and with certainty. It is by far the best and safest plan to get acquainted with the patients and the situation while they are still under control.

The case of J. W. brings out some instructive points. You know how Mr. Manro took him into his coal yard; how he helped him through two relapses by encouraging him with a promotion and giving him a sufficient purpose in life so that he seems to be getting along very nicely. He is thirty-five, colored, the offspring of a very licentious mother. He was born in Waterloo, and alcoholic since sixteen. Of late years he went on sprees every two weeks, used tobacco; and of late worked in a factory with benzine. He had a record of numerous arrests. He thought Ben Mongin had conspired against him to deprive him of his liberty; a hypnotist was able to change his wife from black to white at any time. He thought himself a detective on the N. Y. C. R. R. Enemies and bloodhounds were in Waterloo. He heard men plotting. But he was king of the detectives. His calculation and reading were poor. He had albumin in the urine. The official diagnosis was "paranoiac condition."

The after-care observation has helped the physicians to correct the facts, so that in the future if a case of the same kind should occur they will realize the relative hopefulness of some of these alcoholic paranoid states.

Another case with a certain extension of the problem is that of H. D., an iron molder, also disposed to alcoholism, but afflicted with recurrent attacks. I am fairly convinced that quite a little might have been done with that man if he had been dealt with in his first attack so as to put himself and his people on their guard. At thirty, in some alcoholic excitement he became very much upset because the company became so intoxicated that they started on a frolic in which his wife was kissed by a number of men, whether it was in games or not I do not know; at any rate it was on that concrete basis that delusions of jealousy were founded. I am inclined to think that a matter of that sort straightened out in time would bring a man to the concrete basis of correction

of what otherwise forms a rut. From the same first attack ill-feeling about the union men grew up, possibly through misunderstandings. Then in the second attack the union men began to play a rôle. He shot a man. It would seem that an after-care committee might do quite a little to prevent causes for partly real, partly morbid grievances.

The record of E. W. gives another instance of matters to be adjusted in the environment. The husband of ugly disposition; the family disreputable. Further, in the case of C. V., a young fellow of nineteen, we can see there is some work to be done with his three brothers who are said to be intemperate. The patient, when brooding over his father's death, took to smoking and drinking, and evidently did not know how to meet such a crisis. What *can* be done to fortify such an individual to meet some things in a practical way?

Looking over the alcoholics we may depend on giving them strong enough interests, but you often have to use additional helps, through societies, by getting them into contact with organized abstinence circles. To do that adequately it seems to me that the after-care should have a directory of all the societies for anti-alcoholic propaganda in the district. Many a patient has got to be reached by people of his own level as has been shown by the Salvation Army. The after-care committee ought not to try and simply be *it* and not take advantage of all the numerous people who would be perfectly willing to help if they knew how and where.

Mrs. Stewart suggests that "if your subject happens to be a Roman Catholic, you can do something."

This is a rather hard indictment of Protestant societies, and I think it would be well to let them know it and stir them up. In this country I must confess the matter of anti-alcoholic propaganda has been allowed to become sadly lax. It will of course always depend on one or two individuals in a community who have enough determination and personal inspiration. Professor Forel attained his purpose of finding a leader by putting a shoemaker in charge of a hospital for drunkards. That shoemaker had the conviction that something could be done (see *American Journal of Insanity*, 1900). Forel himself told me he did not think many physicians could do it because they are apt not to have the necessary single-minded determination. If you want to have success you must have conviction.

In reply to Mrs. Stewart's question about abstinence societies in Switzerland, I would say very briefly that there are several, some of them connected with religious features and others absolutely independent. There are many miscreants who could not be brought within the fold of the church. There are also many intellectual people who for some reason or other could not ally themselves to or might not be acceptable in a definite congregation.

It is indeed well to recognize the many different sets and types of social units and the types of persons who would appeal to them. This morning we saw a Methodist farmer who was converted from alcoholism and then gave others the benefit of his conviction, but unfortunately beyond his own balance. Such a man might do some good if properly guided and used. Certain converts are apt to be the most useful people; they work among people of their level very much better than educated people could do, who speak a different language. Use individuals who have the conviction and help them; the strength and safeguards lie in organization.

A great function of societies lies in their bringing some fun and entertainment. This is one of those things prevention has got to be most concerned about. There are in the country and in cities difficulties in the possibility of having legitimate fun. The problem of creating possibilities of decent fun should be just as noble a task of well-meaning people as to provide occasions for religious and moral exhortation. How can village communities get their fun?

There must be a lack of the more wholesome means of recreation, and there should be some work done by the local and general societies who will take an interest. In my paper read in Albany, I especially emphasized the desirability of getting into communication with Young Men's Christian Associations and

other organizations. It is impossible for a committee to patrol the whole ground. You have to organize your forces judiciously, by carefully interesting those who you know have done something in practical directions. The experience in the Willard Hospital district shows especially that we must improve the social spirit in country districts by providing more social enjoyment. In this ordinary demands of hygiene join our prophylaxis. A move in this direction helps the sick and at the same time a lot of other people. In this each stratum of society must find its own remedies; hence, the necessity of making the after-care movement a very broad one which even can make use of the help of a postman, as in one of Mrs. Stewart's cases. The postman, if he is the right man, can keep you informed as to how things go and carry some practical encouragement if he is the right person. A timely word or a reminder of certain helpful opportunities for some enjoyment free from alcohol, etc., would be quite within the reach of a postman.

The series of cases suggested an additional point. I had to put a big black cross in my mind over the town of Waterloo. There is a town which evidently contains centers of infection, which the community cannot afford to tolerate, and which can be attacked if one has sufficient material against them.

The after-care committee, together with the physicians of the hospital, would do well to keep a record of what is most vicious in various communities and then wait for an opportunity to eradicate it. I do believe that Waterloo, for instance, is a place which ought to be cleaned up. The authorities and the good and bad people may not pay much attention to remonstrations until sufficient material accumulates and is plunged at the right time, and then you may be able to do something. These are difficult tasks, I know, but there is no way of doing anything by keeping quiet or by making abstract complaints.

I now shall return to a type of conditions which demands somewhat more individual help. In this respect the material sent me gives many interesting points which I shall take up very briefly without having time to enter much upon the discussion of some of it and its relation to individual cases. Of the cases mentioned that of H. D. gives a few suggestions of how the physicians, with the help of the after-care worker, might get the facts with which to correct misconceptions which, if left uncorrected, may play a rather disastrous rôle in later attacks.

But there are many other cases in which the after-care worker can do much for the patient and the family and the hospital.

Of V. N. the record says: "She is not yet quite sound mentally." Here it might have been a good thing to ask the patient to correspond with the physician. The after-care worker writes to or goes to see the physician who had the patient in charge. On Ward's Island that is done a great deal. Of course it is easy there on account of the small distance, which also makes it easy to have the patient call on the hospital personally. Here it would have to be done in this way: Induce some physician in the community who takes a strong interest in the cause to take an interest in the case, and the patient then might be told to go and talk matters over with him, in case of difficulties arising, and then the physician may if necessary consult, or correspond with, the hospital, or may occasionally visit Willard State Hospital to talk over in detail some groups of cases. Or the after-care worker might consult such a physician and get advice from the local standpoint as well as from the hospital standpoint. It is a great deal to ask from a practitioner but I think it would be well worth while and one of the ways to get physicians to outgrow their indifference towards insanity.

There is one case that interested me specially, M. S., a real trial to the after-care worker. That woman, with an explanation of the problem, ought to be referred to a *dispensary* to report from time to time and get an authoritative going-over from a physician; she should be given some things which oblige her to come back regularly and report and give an account of herself. She is a case of epilepsy and very difficult to handle, but between physician and after-care worker she might fare better than otherwise.

E. B. is a very instructive case of acquired neurasthenia who becomes violent and abusive on the slightest provocation. Doctor Jacks got into relation with this patient after she left the hospital. When he made his call the husband told him that he had better not come in because his wife would go into a tantrum. It simply shows that you cannot expect to initiate after-care work in a delicate case of that kind without preparation, and the preparation has got to be made when the patient is at the hospital and the relatives are willing to bring about a compromise. I have absolutely no doubt but that the fact that somebody visited her and that there was an outsider keeping track of the affair, would have made her a more tractable patient in her home. As it is now she thinks her people have enough family pride to keep quiet and she simply does as she pleases. One daughter is very much like her; thus we seem to miss an opportunity of prophylaxis as well.

E. M. M. is a very interesting case giving possibilities of insight into certain difficulties connected with many cases of depression. Very often these patients come to a stage where they press for discharge. They appeal to the families and the families begin to get worried and think they *must* take that patient out. I think an after-care worker who has seen that a number of times, can give the family quite a little sound advice which they are more apt to take from a lay-advisor than from physicians, because people outside always believe the physicians have an interest in keeping the patient. *There* is a misconception which after-care workers can help to up-root and by doing that they can also prepare the family to act more sensibly with regard to the discharge of a patient and to consider whether they are really ready to take a patient home. On the other hand, the after-care worker can materially facilitate the early discharge of certain other cases. Mr. Manro did something that appealed to me very much. He induced the son of Mrs. B., a case of senile debility, to get a nurse and keep her at home.

M. B. F., a young woman of twenty-six, was discharged well, after a somewhat ominous psychosis. Mrs. Acker found her well and making a pleasant home for her child. She then gave birth to a second child and relapsed—after six months' lactation! This case shows well the need of protracted attention, especially in married women. If a patient, after relative recovery, has a child the matter needs quite a little looking into, and a little sensible advice from people who know better how to deal with such a situation would be perfectly timely, and I think a woman in that situation would take advice very well without having to be brought to a physician. I am inclined to think that is one of the best illustrations as to why after-care should not limit itself to two months. I suppose the fear of making dependents is at the bottom of that principle. As a matter of fact there forms almost a life relation between those who had once found help and do not make themselves a *burden*. Many a patient needs an opportunity to make a friend, and usually a friend for life, if he deserves it.

Another important rôle which I have not mentioned so far is the *relief of the feeling of prejudice and sensitiveness* on the part of the patient or of the family. In one case of depression I find a note that there is quite a little sensitiveness about having been at the hospital, a feeling which should be straightened out; further, we meet with complaints of having been *badly treated*. It is well worth while to take up the complaints and to give the patient the satisfaction of a fair inquiry. We must, of course, not join the flurry of indignation before we have seen how the facts are on both sides; but after that is done we can talk over the situation in the most sensible way. There are, of course, many other different problems which a patient may have to settle, from love affairs to complicated troubles that nobody wants to handle directly; in such cases the best thing is to talk the matter over with the physician and then see what you can do with the patient.

Above all things, correct the impressions incurred at the hospital if they happen to be wrong. Keep in touch with the patient, favor correspondence with the patient, and encourage correspondence between the patient and the hospital.

See that the patient visits the hospital once in a while to see his or her physician again, and see that occasionally the home is adjusted by providing a nurse, as in the case of Mrs. B., or by eliminating certain people who are trying. This is very often possible. Accumulate information as to how successes were obtained with difficult situations, and discuss the failures. See that the distribution of etiological factors is watched in your district. Collect your material concerning such a town as Waterloo.

There further comes the difficult question of how to spread ideas of eugenics, and how to protect women, and underformed candidates for marriage. Gradually try to prepare some popular pamphlets for distribution, which rise out of your experience and can be given out as general information; communicate your successes in a pamphlet which will interest some other people.

Last not least—the after-care movement must also assist the physician and supplement the impressions the physician gets from seeing only the patient and the relatives who are perhaps in a state of excitement when they arrive at the hospital, and may have reasons to misrepresent the facts. After the patient is discharged, help the physicians complete the picture of the patient by reporting to them the fluctuations you observe; it will always be to your benefit because you thus get a chance of talking over certain difficulties.

The more I see of after-care and prophylaxis the more clearly do I see that it is the interest of the hospital to be the leading element of the after-care organization and prophylaxis organization in its district. To my mind the hospital has been too much a continuation of the almshouse—doing the best that it can for the cases that were brought in and dumped down. To-day we know that even with the best care we cannot rest there. The hospital is the place where such experience is collected as creates obligations and the hospital ought to be under the responsibility to use that experience. We ought to have enough physicians to go to a locality and look up a situation, instead of having them grind year in and year out in the wards and at the desks. It is not well that those who should know most should be shut off from even a chance at preventive and corrective obligations. I know very well that it is not well to invite too many responsibilities and especially that the hospitals cannot afford to take upon themselves the steps for correction; that is why outside workers must be had who do not bring legislative wrath down upon the hospital, if certain interests are affected by a movement for the correction of local dangers to mental hygiene. The question is asked whether it would be well to notify the after-care committee in all cases and to allow the members to seek out the cases that need their attention. It seems to me that this might properly supplement the present plan, since at the hospital we cannot always know what the needs of the home-surroundings are. The selection should be made a matter of collaboration.

AN APPEAL FOR CO-OPERATION

In going over records of current work or of work recently completed, please bear in mind the needs of the Charity Organization Department. It needs records of actual cases for the training of workers and the preparation of educational literature. Records submitted by registered mail as possible illustrations of any phase of treatment (including investigation, making of plans, and their co-operative working out) will be carefully studied and promptly returned. The Department has gathered, during the last year, some extremely valuable case data, but needs a great deal more.

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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. II. (NEW SERIES) MAY, 1911 NUMBER 6

ALBERT GOUGH, SINGLE

An Annotated Case Record

LESS than a year ago this Department assisted in the organization of a new charity organization society in a town of thirty thousand inhabitants. The Director of the Department paid a visit to the newly organized society recently, and examined its record files, office system, method of organizing case committees, etc. The case here annotated was discovered in the course of this examination. The face card is not reproduced. It was filled out on Exchange Branch form No. 1, a letter-size sheet eight and three-eighths by ten and seven-eighths inches, which is sold by the Department in quantities. The rest of the record was typewritten on plain letter-size sheets, with carbon copies of all letters sent out placed next to the record sheet to which they chronologically belonged, and with the originals of all the replies filed also in the order of their receipt. Finally, face card, record sheets, carbons and letters were all placed in a correspondence folder stamped on the outside with a consecutive number, which became the number of the case for all office purposes. These folders are filed vertically in an ordinary correspondence cabinet, thus giving in numerical order of application the record of each case, the names of applicants being also indexed in alphabetical order on small cards containing the number of the record. The advantage of this filing system for smaller societies is that

it requires no specially made and expensive office equipment. Unprinted letter sheets, manilla correspondence folders and cabinet files of standard size can be had almost anywhere. Their orderly use from the very beginning saves the time of paid workers and assures more efficient work.

Those who are unaccustomed to case records must bear in mind that they develop a story from day to day in brief, circumstantial entries; that they have no perspective and no atmosphere. What they lack in these regards, however, they make up in directness, in revelations of method, and in a certain bald truthfulness. To those who have learned to read between the lines and draw reasonable inferences, these shorthand notes of daily happenings are full of interest and instruction.

Take for instance this story of "Albert Gough, single," as it was disentangled between October 20 and November 5, 1910. It pleads eloquently for a more detailed study of individual histories in our great institutions, public and private. It has an interesting bearing upon the processes of after-care work for the insane. It has valuable lessons for any social worker who must do the detailed work upon an out-of-town inquiry that contains only slender clues. It has a message for every agency now dealing with homeless men, too often by methods clumsy and inflexible. And all of these meanings can be read into a record in no sense exceptional in process, by an interpretation in no sense strained.

Here, without further preliminary, is the story as it stands in the files to-day, though with some abbreviations and with all names of persons and places changed, of course.

October 20, 1910. Man came to office with card from Rev. Mr. Broadway of St. Agatha's Church. Says he is fifty-three years old, born in Ireland, coming to this country in 1889. Lived for a time in Altruria, returning to Ireland once. In 1894 he left Altruria and his two sisters who were then there, and has spent all the intervening time in and about Burlington, supporting himself by making water-colors and selling them. Had to sell the last for less than the price of the frame. Says that his work is so amateurish it does not find a ready market. Man claims not to have been in jail since he left Altruria, saying that he served a three months' sentence in Bridgeport for drunkenness previous to his leaving. Admits, however, that he left his family because of his intemperance. Says that he has not drunk now for some time and that he is extremely anxious to get back to Altruria and find his people, from whom he has not heard in sixteen years. Is without money, spent last night in a "miserable" lodging house (Garber's). Is not strong enough to do heavy work. Says he has worked his way down from Danbury, stopping at Enfield. Only place he could say he had worked any length of time was for J. B. Frost of Enfield. Has done only a day's work here and there beside. Could give no clues to his relatives beyond their names. Is willing to go to the Salvation Army and work there until more permanent work can be found for him. Man claims to have had only a primary school education in Ireland, but his English is remarkably good; mentions incidentally that he has invented a safe door proof against nitroglycerine, and a ball-bearing castor. Had never patented them, but counted that a small matter. Says it is the fault of the Americans to-day that they give too much attention to inventions and science generally and not enough to poetry and philosophy. Described his journey through the blackness of the tunnel a mile and a half long as like "wallowing in the River Styx," and said that it would be impossible, he thought, for any Americans in New York City to-day to write such a book, for instance, as the Book of Job. Inclined to be "woolly" generally.

The secretary who dictated this report of her first interview was asked at what point in it she began to suspect that the man's mind was not thoroughly well balanced. She said that after she had been talking to him for about half an hour, and after she had secured the names of six relatives and four former employers without difficulty, she at last said to Gough that he had answered her questions intelligently but that she was still at a loss to understand why a man of his evident ability should be in such straits; to which he had responded, as above, about poetry, philosophy and the Book of Job.

October 20, 1910. Secretary arranged with Mr. Goldthwaite, Salvation Army, to give man temporary shelter and food until permanent work can be found for him.

October 20, 1910. Secretary wrote Danbury and Altruria Charity Organization Societies and Mr. Frost of Enfield.

October 20, 1910.

Miss Mary Langdon, *General Secretary,*
Danbury Charity Organization Society.
My dear Miss Langdon:

There has come to our notice to-day a man who says his name is Albert Gough. He is about fifty-three years old and claims to have worked his way down from Danbury where he supported himself, he says, by selling water-colors which he did himself. I am writing you to learn whether, by any chance, he may have come to your notice while he was in your city.

Very sincerely yours,

October 20, 1910.

Miss Laura Masters,
Altruria Charity Organization Society.
My dear Miss Masters:

One Albert Gough, claiming to be single and homeless, has asked assistance in getting to Altruria, where he claims to have lived sixteen years ago on Ames Street near East. He says he cannot remember the number of the house or the name of the street where he lived at the suburb of Norton. His object in trying to get to Atruria, he says, is to learn the present whereabouts of his two sisters who were living there when he last heard of them in 1894. He claimed not to remember the address of either. The husband of Martha, Joseph Flynn by name, he said formerly worked for a firm of Jones on Water Street. Alice is the wife of one Peter O'Brian. I realize how little you have to work on but am tempted to hope that it may not be too little, for I have so often seen you do so much with practically nothing to go on. Mr. Gough says he is fifty-three years old and that he has sold his own water-color productions to get enough to live on.

Thanking you, I am,

Most sincerely yours,

CONFIDENTIAL

October 20, 1910.

My dear Mr. Frost:

There has come to our office a man giving his name as Albert Gough, who says that he was in your employ some time ago. He is about fifty-three years old and claims to have some ability at water-coloring. We are very anxious to learn what we can of him at once, as we should like to get him suitable work if we can determine what is suitable work for him and whether he is reliable. Will you not kindly write us by return mail what your experience with him has been and whatever else you think may be of use to us in our attempt to help him most wisely.

Thanking you, I am, Very sincerely yours,

October 20, 1910. Secretary telephoned Hardman's factory, the Jayne Cream ery, and Miss Ober for chance of work for man, without success.

October 21, 1910. Man wrote:

SALVATION ARMY, October 20, 1910.

Miss Paul:

If you could do something to get me on my way quickly as possible I should feel under great obligations to you.

Now, I never did such heavy work as one is asked to do here, jamming down heavy papers with a heavy tamper, which would take a vigorous man, used to the work to do, and then moving and loading the bales 7 or 8 cwt.

I am not lazy; rather I work quickly and dexterously in my line of work with assiduous application.

This work to one, foot weary, with body stiff and sore—is it a logical starter for rehabilitation? And is the fraying of one's clothes a reasonable way to induce the sense of confidence which respectable clothes give? It seems quite as if things were working under the reverse lever, just here.

Miss Paul, I am not a "kicker," but I can't help having a logical mind and a straight line is the shortest distance between two points.

Seems to me I must make my destination. You cannot conceive my anxiety regarding my folks; also my desire to see after whatever property I may have.

Sincerely,

ALBERT GOUGH.

P. S.—Please remember, I have no complaint to make regarding Mr. Goldthwaite, he's considerate to me.

October 22, 1910. Secretary telephoned Mr. Goldthwaite, Salvation Army, who says he is sure that man is not doing heavy work. The bales he speaks of are heavy, to be sure, but there are four or five men to move them. Secretary told Mr. Goldthwaite that she would notify him as soon as she learned of any work for man.

October 23, 24, 25 and 26, 1910. Letters received from Mr. Frost, Danbury and Altruria.

ENFIELD, October 23, 1910.

Sarah Paul,

Your letter of October 21st just received asking about Albert Gough. He was working under me for some fifteen months. I consider him a very trustworthy man and regard him a man of his word and his capability is more than ordinary.

Yours truly,

J. B. FROST.

DANBURY, October 24, 1910.

My dear Miss Paul:

I have been helping Miss Langdon try to obtain some information for you about Albert Gough, but we have been unfortunate in not being able to find out anything. We have tried at the Department of Charities and at other places which might know of him, but have been unsuccessful, and are sorry.

Very sincerely yours,

BERTHA ROBERTS.

ALTRURIA, October 25, 1910.

My dear Miss Paul:

We have at hand your letter of the 20th regarding Albert Gough, and are still following up the slight clues we have been able to find. Out of many Joseph Flynns we have at last come upon one who may prove to be Martha Gough's husband. He worked, up to six or eight years ago, for Jones Brothers, a hardware firm, now gone out of business, at 90 or 92 Water Street. Mr. Flynn is now employed as a collector by the Multiple Insurance Co., and is living at 916 Amity St., Glenside.

No Mrs. Alice O'Brian whom we can find has ever had Gough for maiden name, and there is no mention of Peter in Altruria directories from 1890 to the present year. An Albert Gough, clerk, boarded at 10 Broome St., in 1892, and an Albert Gough, carpenter, boarded at 603 Camden St., in 1893. Both addresses are near Norton where your Mr. Gough claims to have lived at corresponding times.

I shall call this afternoon on the Joseph Flynns at Glenside, and shall be very glad to let you know at once of the result.

Very truly yours,

FRANCES SARTORIS.

Feeling that the whole process would be interesting by which the handling of these slender clues led, as will be seen from the next letter from Miss Sartoris, to the discovery of the right Mrs. Joseph Flynn, we have asked the Charity Organization Society of Altruria to write out for us all the steps taken in this inquiry. All the names mentioned in the letter were first carefully looked up in the society's registration bureau, which contains lists of cases applying to other agencies as well as a complete file of its own applicants. None of the names were found there, and the inquiry was turned over to a new investigator who was spending her first week in the central office, with the sole suggestion that the city directory was often the investigator's best friend. After a careful search of every city directory between the years 1890 and 1910, a list was made of the Joseph Flynns, Peter and Alice O'Brians, and Albert Goughs contained in each, with their occupations and home addresses. The total entries thus listed were fifty-six. Notwithstanding Gough's statement that he had not lived in Altruria for sixteen years, it seemed worth while to search the directory for his name as well. Nothing was found, however, more recent than 1893, when an Albert Gough had been employed as carpenter and had boarded on Camden Street, in the neighborhood of Norton, where Gough had actually claimed to have been. This gave some hope from the very start that his story was true.

Then came the important task of drawing the right inferences from this mass of material. The investigator put her wits to work and decided that only Flynns and O'Brians who were living in Altruria sixteen years ago would surely warrant a following up, and that of these only those recorded as still living in Altruria could easily be traced. Only one Joseph Flynn clue fulfilled both these conditions. The following day, therefore, with lively expectations of at once discovering Gough's brother-in-law, Miss Sartoris made a call at this one address, to find that the family had moved. She made another call at their new address, discovered with difficulty, to find that they were all out for the day. To save time, therefore, and to allow for the possibility that this Joseph Flynn might not be the one that she was seeking, she decided to work also from the other end and try to discover whether this Flynn, upholsterer, was identical with a Flynn, a belt maker, who, from 1890 to 1904, had boarded in another part of Altruria.

The neighborhood proved Jewish, and children volunteered the information that "no Christians live down here." Proprietors of near-by

grocery and clothing shops were also ignorant of Flynns, but at last a young woman in a bake-shop was found who remembered the family very well; the father, an upholsterer, had died nine years ago, and his son, a belt maker, had moved to Duane Street. The young woman did not know whether the younger Flynn's wife was named Martha or not, but her age corresponded with the probable age of Albert Gough's sister. Duane Street corresponded with an address found in the directory for 1905, and assured the investigator that this was the same family that she had been seeking the day before. As they would not be home until the following day, she devoted a part of the afternoon to looking up a Mrs. Alice O'Brian and making sure that she was not Gough's sister. Early the next morning a visit to the first family of Flynns left her very downhearted, as, despite the fact that her name was Martha, Mrs. Flynn proved not to be the sister. Thus the clue offered by the investigator's best friend, the directory, proved elusive. There remained, however, the Jones firm on Water Street, for Miss Paul had been careful to mention this additional clue in her letter of inquiry, and it was found from the directory that a hardware firm, Jones Brothers, had been situated there eight years ago. From an elderly clerk in a near-by bookshop it was learned that one of Jones Brothers' former clerks had a little office on the top floor of the building formerly occupied by the firm. Here he was found in a little attic room. He had known the Joseph Flynn employed by Jones Brothers, thought that he was now living at Glenside, and knew that he was working for the Multiple Insurance Company. A telephone message to the insurance company brought the Flynn address at Glenside. At this point the letter of October 25th was written, and less than twenty-four hours later Albert Gough's sister had been interviewed, with the following result:

CONFIDENTIAL

Re GOUGH, ALBERT — ALTRURIA, October 26, 1910.

My dear Miss Paul:

I have called on Mrs. Joseph Flynn at her new address, 916 Amity St., Glenside, and I am very glad to report that she is Albert Gough's sister, Martha. The other sister whom Mr. Gough mentioned, Mrs. Alice O'Brian, has been in England for some years; a second sister, Dora, is living with the Flynns. The father, Mr. Gough, died at their home seven years ago, and the old mother died there last March. There is also a brother, John Gough, living in Torresdale, and another brother, Patrick, with whom Albert boarded at one time. This Patrick Gough moved four years ago to Watertown, which is near you, and can be found at 1167 Main St. He would be very willing, Mrs. Flynn says, to help his brother, but on account of his wife's disapproval of Albert might not be able to do very much.

Mrs. Flynn seemed to me to have the fine feeling and the high sense of honor of a good Scotch woman. She was much affected to hear news of her brother, who was next herself in age, for the family has had no word from him for sixteen years, and had begun to believe him dead. She tells me that he was well educated as a young man, and did promising work, both as printer and as landscape painter, but that little by little he had fallen into intemperate habits and at last decided to go away from Altruria. The family were very anxious to have him stay, but saw that he had everything he needed when he left. They

have remembered him loyally. The absent members still inquire in every letter for news of "Al," and the mother spoke of him continually last winter.

Mrs. Flynn is writing to Mr. Gough, in care of your Society. She says that her husband, and especially her brother John in Torresdale, will be only too happy to pay Albert's fare to Altruria, and to find employment for him here, or to help him by any means in their power.

I shall be very glad if I can be of any service further in this matter.

Very sincerely yours,

FRANCES SARTORIS.

October 28, 1910. Man to office. Says has had trouble with Mr. Goldthwaite, who refused to let him come to office. Is unwilling to have him come back. Without shelter or food over night.

October 28, 1910. Telephoned Mr. Goldthwaite, who cannot have him again to-night as house is full; not well impressed with him.

October 28, 1910. Man returned to office at 5 P. M. Saw Mr. King of Y. M. C. A., who has given him a ticket on a restaurant for to-morrow. No success in finding work as people do not wish to hire an old man. Secretary had previously telephoned Garber's to arrange to provide for man over night, but man says he heard of a better place with Mrs. Young, at 25 cents a night. Secretary gave him a note to Mrs. Young guaranteeing payment. Man says he has heard of a possible chance to work to-morrow.

October 28, 1910. Secretary telephoned Mr. King, Y. M. C. A., who corroborates man's story about meal ticket, and says he will make what effort he can about work for him this P. M.

October 28, 1910. Mr. Armstrong will give man work to-morrow taking down screens, etc., at $1.50 a day.

October 28, 1910. Man to office, says he is unwilling to go back to his people on money that they send him. Prefers to earn the money to go there. Does not think this place is a good place to get work, because there are so many ignorant foreigners, younger men, doing the only work he is fitted to do. Says he cannot "sense" news of his family, it is so long since he heard from them. Says when he left them he was almost delirious from drink, so he has lost their respect.

October 29, 1910. Secretary met man on street at noon to-day. Says he has been working for Mrs. Armstrong to-day, but she has not made any arrangement with him as to terms. Explained that he was to work at $1.50 a day, which he said was satisfactory. Says that he has twenty-five cents with which to buy his luncheon to-day; "always keeps twenty-five cents ahead."

October 29, 1910. Mr. King, Y. M. C. A., has learned of no further work for man.

October 29, 1910. Secretary consulted Rev. Mr. Broadway and Mrs. Stevens about possible work for man.

October 29, 1910. Secretary wrote Altruria Charity Organization Society and man's sister, Mrs. Flynn.

CONFIDENTIAL, *re* GOUGH, ALBERT (single)

October 29, 1910.

MISS FRANCES SARTORIS,
Charity Organization Society,
Altruria.

My dear Miss Sartoris:

I want to thank you for the thorough work you have done in locating relatives of Albert Gough. I am writing Mrs. Flynn to-day, as I have not had any

letter from her for Mr. Gough, and he is beginning to show returning symptoms of the "wanderlust."

Again thanking you, I am,

Very sincerely yours,

MRS. JOSEPH FLYNN, October 29, 1910.
Glenside.

My dear Mrs. Flynn:

A letter from the Altruria Charity Organization Society, October 26th, promises a letter from you to your brother, Mr. Gough, in whom we are interested. He was much affected to hear of his family and says he is most anxious to see them all again. He feels a bit proud, however, about receiving any assistance from them and says he wants to be sure of work before he returns to you. So we are trying to get him work here, that he may earn enough to pay his fare to Altruria. But it is extremely difficult to get temporary work for a man of his age. Consequently I am hoping that you will make a special effort at once to write him assuring him that there will be work for him in Altruria, and I believe if you send on the ticket and explain to him that he could pay it back to you, he would not be unwilling to accept it then. Meantime I am fearful that he will get discouraged here and start wandering again and we will all lose track of him, which would be a pity, it seems to me, since he seems genuinely anxious to do the right thing henceforth.

Hoping that you will write him and me at your earliest convenience, I am,

Very sincerely yours,

October 30, 1910. Man wrote:

MISS PAUL, October 30, 1910.
Madam:

As you have so kindly given me so much of your time in procuring work for me, I thought that I might do something myself, so this morning walked out and back from Gorham only to find that "there never was no sich a pusson" as that indicated on the address given me; however I was directed to a lady, Miss Holt, who explained that Mrs. Ives, 900 Sixteenth St., Burlington, is the lady intended. Miss Holt then kindly said that she would herself write Mrs. Ives with whom she is acquainted, and ask her to get me steady employment. Miss Paul, should she refer to you for confirmation regarding references, I should take it as an unforgettable favor if you would reply at your earliest convenience.

I have just got here and combated with wonderful success, the assaults of the wolf with a ten-cent supper, which reinforcing a ten-cent breakfast, I consider quite a miracle. I paid fifty cents to Mrs. Young, leaving me eighty-five cents to meet the foe with. This suggests the unpleasant fact that Mr. Goldthwaite still finds change elusive, could you, Miss Paul, contrive to have him search for it?

I hate to trouble you with such sordities and should not, were it not so terrible to face each day's possibilities with fractional money.

I shall go to Mrs. Armstrong's to-morrow and hope I shall get work for at least the day.

Respectfully,

ALBERT GOUGH.

October 31, 1910. Man at office saying went to Mrs. Armstrong's to-day, hoping for more work, but she did not give it to him. Mrs. Armstrong telephones that she will be out of town all this week and cannot give time to supervise him. Paid him $1.50 and because he had said he had bought himself an extra good breakfast to prepare himself for the work, paid him twenty-five cents extra for that. Secretary talked with man at some length, and he finally said he has been in an insane asylum at Bloomfield, where he was sent by enemies. As soon as he gets started talking about his enemies, talks away in a

decidedly unbalanced way. Says that he is acquainted with all the tricks of the grafters in Burlington politics; they knowing that he is acquainted with their tricks, feared him and would like to kill him; have not quite dared to do this, however, and so have taken these other means of getting rid of him. Says he has been out of an insane asylum for three years, having had fifteen months' parole. Says that out of money he had earned has paid his lodging up to last night and has about one dollar over. Mrs. Canfield of the Children's Shelter will give man work to-morrow.

October 31, 1910. Telephoned Bloomfield Insane Asylum. Say they have had no inmate named Albert Gough except one who is now in the institution. Will look up the records more carefully and will write if can learn of any such inmate having been there.

October 31, 1910. Telegraphed Danbury State Board of Insanity.

October 31, 1910. Danbury State Board of Insanity telegraphed man had been in Bloomfield in 1894, in Franconia in 1906, and in Enfield Asylum in 1907. Cannot give further details, as records are confidential.

November 1, 1910. Man did the work at Children's Shelter.

November 1, 1910. Mr. King, Y. M. C. A., telephones two ladies are calling at the Y. M. C. A. for Mr. Gough; will send them to our office.

November 1, 1910. Secretary telegraphed Enfield Insane Asylum.

November 1, 1910. Enfield Insane Asylum telegraphs man left the asylum October 10, 1910, without permission; is considered harmless and fairly trustworthy.

November 1, 1910. Man's sister, Mrs. Flynn of Glenside, and sister-in-law, Mrs. Patrick Gough of Watertown, at office. Very much affected at learning again of the whereabouts of brother and anxious to take him back with them. Man seemed very pleased to see them and relieved that they cared enough to come to see him; but no persuasions availed to make him go back with them; he at once conceived the notion that his enemies would take delight in hurting him through his relatives and he said that under no conditions would he go back with them and so run the risk of ruining their business, or perhaps having them killed. Has written President of Sunshine Society in Burlington and still has hope that she may do something for him in the way of getting him regular work. Relatives, after laboring in vain all day with him, left him money to pay his fare to Altruria and his expenses here.

November 2, 1910. Man writes:

November 2, 1910.

MISS PAUL:

As there is quite a crowd awaiting engagements, I shall not inflict myself on you. I called just to ask you if Mrs. Armstrong might have something for me to-morrow and if you could let me know how to fix my room rent, and if Mr. Goldthwaite might be amenable to reason *re* the fifty cents due me, as working for $1.00 or $1.50 a day with hiatusses (too many) eats away one's resources tremendously.

My dear sister and sister-in-law gave me some, but I cut it down as they have too many expenditures already.

If I cannot get a position here by Saturday morning I shall proceed further.

My dear sister has greatly regretted my determination to saw my own wood, but I know I serve their interests best by doing so. She was a sufferer for about ten years, Miss Paul, and it has told on her greatly. I wish you had known her when she was beautiful.

November 2, 1910. Miss Jordan telephones can give man work to-morrow if pleasant day; man very glad of opportunity to do the work.

November 3, 1910. Miss Kennedy telephones would like to have someone go to the post-office and sort magazines for her. Man glad to do this.

November 4, 1910. Man at office again to ask us to help him get more permanent work. Urged him to go to his relatives and he raised the same objections again.

November 4, 1910. Miss Lord, daughter of Rev. Mr. Lord, says man keeps coming to her father for little favors, postage stamps, etc.

November 5, 1910. Mr. King, Y. M. C. A., telephones man came to him yesterday afternoon to leave a forwarding address, care of brother Patrick in Watertown. Said he was going there yesterday afternoon.

November 5, 1910. Man writes from Glenside:

GLENSIDE, November 5, 1910.

MISS PAUL,
Madam:

The above address will come to you as a great surprise, I feel sure, and you must be wondering how I disappeared so suddenly. Well, I myself, was a decided victim of the utmost unexpected when my sister and her accomplice presented themselves at my lodgings, where I was just commencing a water-color drawing to try its effect on the artistic sense of your town, but, alas, my attainment from the local point of view must remain an unknown quantity, for, wilynily, I must go away with them, so after futile protest, I gave in.

It seems that the overseer, in a mood of misapprehension phoned my brother —he thought I was a city charge, and, also, as I both was told and infer from himself, was nettled by the comments of certain taxpayers. On reconsideration, I think, perhaps, it is as well, or better, that I came, and I shall see to it that nothing shall be wanting in my endeavors to get employment.

The only fault I can find with yourself is your over-anxiety about your applicants and as I saw your self-forgetfulness regarding me it often made me feel mean to give you so much extra work.

My sister and sister-in-law have been to a great deal of expense in their solicitude regarding me and I am most anxious to repay them as early as I can, as circumstances have entailed other expenses which they are trying to overtake.

With kindest regards from my sister, her husband, family and myself,
I am, gratefully,

ALBERT GOUGH.

January, 1911. Miss Ober, of this society, reports that while in Altruria she met a district agent of the Charity Organization Society there who had had a visit from Albert Gough, seeking work. He asked her whether she knew that a new Charity Organization Society had been started in this place and assured her that it was doing excellent work.

Communicating with the insane hospital from which Gough had taken his departure without leave, the Flynns were able, on the assurance that he seemed to be perfectly rational, to secure his full release. The delusional insanities are tricky things, however, and it has already been suggested to the society responsible for this excellent treatment that someone in Altruria familiar with plans for the after-care of the insane should make Martha Flynn's acquaintance and let her know that friends stand ready to advise with her should Gough betray at any time a return of the old symptoms. This is the one more step necessary to round out a

good piece of work. It may indeed be the one more step which will render all the other steps of avail.

Another matter seemed to need clearing up. It will be seen that, under date of October 23d, a J. B. Frost, of Enfield, had written that Gough had worked for him for fifteen months and had given satisfaction. The receipt of this letter probably delayed for some days the discovery of Gough's long stay in an insane hospital. As a matter of fact, however, we find that it was written by a former hospital employe, under whom Gough worked when an inmate. The writer meant well, but might have done Gough a lasting injury by helping to conceal those particular facts on which the help of Miss Paul and of the Flynn family had to be based in order to be continuously successful.

Let us turn now to the obvious moral to be drawn from this case experience. Insanity developed in Gough in 1894, when he happened to be away from his own people and among strangers. He was taken to a hospital in a strange state and was supported by that state in an insane asylum for nearly sixteen years. There is every reason to think that he had good care, and nothing in the foregoing record reflects in the slightest degree upon the management of that particular state's institutions as compared with the best institutional management now known. No information was secured about Gough's relatives, however. It may be that he was uncommunicative on this subject, though this could hardly have been the case during the whole period of his confinement. At the present per capita cost of maintenance he cost the state that cared for him $3160. The process herein described by which he was restored to his own people would not have cost the state 3160 cents. But this is only a minor argument for carefully differentiated treatment and for the careful study of family histories. The major argument is found in the character of Martha Flynn and in the folly of neglecting, in our social betterment tasks, such therapeutic aid as the family and the family alone can render. It is true that confinement in an institution for a considerable period might have been necessary in this particular case, but confinement in Gough's own state would have been within a short journey by trolley of his own people. If there is a single form of social betterment having to do with individuals that does not need the method illustrated in this case record, we have yet to find it. So far from being a method peculiar to charity organization work, it should be known and practiced universally.

CHARITY ORGANIZATION INSTITUTE

Of the New York School of Philanthropy.

MAY 2 to 30, 1911

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CHARITY ORGANIZATION BULLETIN

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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. II. (NEW SERIES) JUNE, 1911 NUMBER 7

THE DIFFERENCE BETWEEN THE TREATMENT OF WIDOWS AND THE TREATMENT OF DESERTED WIVES

By MARY I. BREED,
General Secretary of the Albany Society for the Co-operation of Charities

ALTHOUGH relief has many functions, the object of relief in the home is, by its very destination, the preservation of family life. Miss Richmond has taught us to consider the normal family as made up of the father as wage-earner, the mother as home-maker, and the children as preparing to be either one or the other. In the case of a widow with children, the family life is imperfect from the loss of the wage-earner. Can his place be taken by relief? We have found by experience that where the rest of the family life is normal, that is, where the mother is a good home-maker and the children affectionate and ready to take their little share in the duties and responsibilities of the home, a pension to keep the family in the home, as Miss Higgins of Boston has said, will be likely to ensure the rearing of good citizens. But she has pointed out that the gift of a pension, either in money or in kind, is not enough by itself, that it must be accompanied by the most careful, tireless and intelligent supervision, and that all the beneficent forces surrounding the maimed family, the relatives, friends, pastor, school-teachers, must work together, in order that the care and over-

sight of the father be in some measure replaced. It is essential that the mother know exactly the amount upon which she has to rely, and it is more important that this be paid regularly than that it replace in amount the earnings of the father. Indeed, the exact replacement in amount is usually unnecessary, since greater skill in spending may make a smaller sum of money go further than before. The one necessity is that the family income be enough to keep the family well, enable them to live in a suitable neighborhood, and give them standards of decency that the children will strive to maintain when they have homes of their own. Otherwise the whole charitable expenditure is wasted, its one aim, that of raising the value of the lives of the children, having failed. It is often possible, without imperiling the family life, for the mother to earn something herself, but care must be taken lest she fall among low associates, or be exposed to any special temptation. Some societies, for instance, will not aid where there is a man boarder; and Mrs. Kelley, of the Consumers' League, has warned us against the insidious sweatshop industries, which are especially tempting for the widow because they can be done in the home.

We must be very sure that our widow really is able with guidance to bring up her family successfully. We know how difficult this task is, how easy it is for the boys especially to get beyond the mother's control. We believe, therefore, that it is essential to make the most careful investigation, a conscientious search for all the light we can get upon the family history past and present, so that we can measure as far as possible the soundness of the family life and not enter upon a plan of large expenditure when the success of the venture is not reasonably sure. In the case of a bad mother whom we decide not to pension, the choice lies between ruin for the children from which there can often be no salvage, and the decent ideals and training offered in an institution or a foster home. Where the character of the mother does not warrant a pension and yet the home is fairly good, a compromise can often be effected by caring for some of the children in foster homes, the widow supporting the rest without any other form of relief in the home.

Oftentimes, however, the character of the mother is not perfectly understood and the best plan for the family is not clear. This is the time to employ a friendly visitor who can study the home life, and whose opinion can become a guide in any decisions as to the future of the family. Relief may be needed while the more permanent plan is forming, but its temporary character is to be clearly recognized.

Turning now to the deserted wife, let us consider whether we can apply relief here to replace the father, and can say that this wife is to all intents and purposes a widow and is to be so considered. There is often one desertion from which the husband never returns, but can we be sure that this desertion is the one at which we have now arrived? May it not just as probably be the next to the last or the one before that? Should we not always reckon on the possibility of his return and make the best plan we can in a delicate situation which requires

the most careful diagnosis, yet in which we are unable to get any of the direct testimony of the head of the family? Personally I believe it impossible to guarantee that the most unlikely husband will not return. It all depends upon the permanence of the new ties he has formed.

I remember a family consisting of a frail mother, two delicate girls of earning age, and a younger boy. The father, a painter, had been accustomed to wander off as his father had done before him. Usually he appeared at his sister's, and then went home and worked steadily to pay all the bills his family had contracted in his absence. When we knew the family he had been gone for some time, the sister to whom he always went had died, and he had been more than usually despondent before his last disappearance. His wife believed him dead, and the relatives whom we saw shared this belief, even hinting at suicide. We accepted this theory of death and began on a pension plan, dependent upon the girls' doing their best at work and all the family having medical care. We were, therefore, astonished to have the wife come excitedly to the office one day to say that her husband's second wife, armed with what was apparently a marriage certificate, had spent the night with her, trying to persuade her to get a divorce, even offering money to that end. The second wife had carefully concealed all clues to the man's address, and we were never able to locate him. The real wife, entirely on her own initiative, secured a legal separation with custody of the children. In this case the second wife had unusual vigor of character and an investigating mind, but after she had found that she had no legal claim upon the man she did not surrender him, and so far as we know this connection still holds. This is what we fear often happens, the formation of new households more or less permanent, from which the man may return to his first allegiance at any time. It is impossible then to maintain that a deserted wife is practically the same as a widow and to undertake any pension scheme on the basis of the father's being permanently out of a situation.

Let us now apply the test suggested for the widow and see whether the family life is sufficiently sound at the core to insure the successful rearing of the children. Here we find another obstacle, for, although the Buffalo Charity Organization Society believes the deserted wives in their care compare favorably with the widows in character, this is an exceptional experience. Miss Brandt in "Family Desertion" says "that 109 out of 383 wives had definite bad habits." This is nearly one-third of the whole number, and from my experience in Massachusetts and in New York, I should say that the deserted wife is distinctly below the standard of the widow. The real pity of the matter does not lie here, however, but in the fact that those who do start out with a fair character find the irregular income, the need of asking aid, the hazards and humiliations of the life of a deserted wife most demoralizing. Miss Zilpha D. Smith, writing in 1901, says, "The woman who receives her husband again and again after desertion is weakened in character, often acquires bad habits and gradually sinks to his level."

Within the past year a special committee in Boston for the study of this whole subject found that the great wreckages in cases of desertion are wreckages of character, the character of the wife as well as of the husband. There seem, then, to be few deserted wives to whom we can apply the character test necessary for a pension plan, and even where the wives are eligible for such care there is still the possibility of the husband's return. It would seem reasonable, therefore, that in these few cases which combine the home-making mother and the apparently permanently absent father, the pension should be made contingent first, upon the mother's taking out a warrant for desertion or abandonment, and second, upon her securing the legal custody of the children.

The next question is how to help the wife who is not of the pension class but needs relief, and at the same time make the husband feel that the little bark of the home is sure to go upon some rock or shoal if he is not at the helm? This is just as essential if the bark is pretty much out of repair and he an indifferent helmsman, for he will certainly not be more skilful if he is not given a chance at the wheel. Indeed, sometimes the problem seems to be how to lash him to the wheel.

There is at the bottom much affection and loyalty between husband and wife, however little ground the outsider can see for either, and it is inevitable that she will welcome him back again and again. It is our duty to strengthen this affection in both, and to make it the basis of a family life not perhaps ideal, but the best to which they can attain. If the mother is a bad woman or the father a brutal man whose return jeopardizes the health or morals of the children, of course we can be no party to such a reunion. We must at least try to save the children. We must have the Humane Society remove them from the home, not temporarily, but permanently through the court, placing them in foster homes, where they will have a chance of growing into useful citizens. But the brutal deserter is the exception. All studies show that the average deserter is a young man capable of supporting his family, often at work when he leaves, and only led off by the easy-going conviction that his family will get along somehow without him. It would seem to be our business to show him that this conviction is entirely unfounded. This can certainly not be done by giving aid. We must devise some plan by which his return will be hastened if he is in communication with his family, and which will make him hesitate to go away a second time. We must protect the wife, so far as possible, from the disintegrating influence of further desertions, and give the husband some motive that will keep him at the wheel, even in bad weather. Of course every case has to have a special plan, but we can almost always say that to replace the father's earnings is scarcely the wise plan. Have we not all known those men whose departure from home was hastened by the expectation that charity would care for their children in their absence? Action in any of us is the resultant of various motives and ideas, and anything that weakens or destroys a man's feeling that his great task in life, the care of his own family—

the necessity that keeps hundreds of men at disagreeable and difficult work year after year—can be shifted to someone else, removes the most powerful inhibition to his departure. This burden must be placed upon the rightful shoulders, those shoulders that are strengthened by bearing it.

A very successful move on the part of charity where there is any idea that the father knows what is going on at home, is to offer the family full support in an institution. This ensures that there is no physical suffering. In an Italian family left by the father when he was earning full pay—a family of four children and a mother who could not speak English nor work because of the approaching birth of another child—such an offer effected the father's return in seven days.

If the wife is able-bodied and capable of earning something (and frequently she has been the main wage-earner in the husband's presence), the relatives or friends are many times able to provide all the extra support needed. Sometimes they can take the children into their own homes, but often they prefer to aid the mother in hers. We acknowledge, however, an extreme reluctance to recommend any form of relief in the home, even from friends or relatives, for we have found that the deserter is even more willing to leave his family to friends than to charity. The father of six children who had deserted before the births of four was located in Canada by the society that had been called upon many times for aid. They sent the wife to Canada when she was able to travel, and the husband was sentenced on her complaint. She then telegraphed the society to forward money to pay the fine. This they refused to do, but they did care for the wife and children till the father's return. Here the cause that had been back of all the desertions was undoubtedly the generous aid of the wife's relatives.

It is therefore better, we believe, if the deserted wife is unable to support her family without aid, to give that aid in the form of entire support of some of the children in foster homes, leaving the mother either to care entirely for some of the children in the home, or to take a place at service with one child. The former plan, self-support in the home, requires most careful oversight to ensure that the children are not running wild on the streets. Here much help can be given by the friends or relatives who cannot keep the children all the time, and yet can lend a certain amount of friendly supervision. A friendly visitor is also essential, not only to do what she can toward the training of the children and helping the mother to acquire the household arts and self-control that will make her a more agreeable companion, but also to be on call when the father does come back, and, having acquired her influence, to throw the whole weight of it toward the re-establishment of the home.

Social workers have got beyond the belief that people are urged to self-support merely by being given relief in an unattractive form. We use relief to effect certain ends, but it is sometimes possible to effect these ends by offering perfectly good relief in a form that is unpalatable.

Such to almost any mother is the offer of a foster home for her children, and her unwillingness to accept it helps us to effect our end, the re-establishment of the home. It is only right that she should feel a certain righteous indignation against her husband at the shifting of his cares, and there is for him a certain discipline in not having his family kept intact. The pressure comes here too, not only from the wife herself, but from the opinion of the neighbors. If we add to this that of the relatives who have had to aid and who will welcome the returning husband with unvarnished criticism there is yet another block put in the way of a repetition of the offence. This plan of removing some of the children does not leave the mother without some responsibility either for the maintenance of the home or the support of a child.

Of the abandonment law we need only speak as a power to be universally invoked. Many private societies and public relief agencies in this state have adopted the policy of making any aid to the deserted wife contingent upon her taking out a warrant for her husband's arrest, and we believe this should be the usual preliminary. It would seem wise that the returning husband should not only be encouraged to better conduct by a suspended sentence, but should, whenever possible, be put under bonds to support his family, and a second probation officer be secured for him in the shape of his bondsman. The bond is especially valuable because of the true analogy of the deserted family, not with the widow and her children, but with the non-supported family. The deserting husband is at home the non-supporting husband, and although he may be a skilled workman and may even work fairly steadily, he is still irresponsible and pleasure-seeking and accustomed to spend his earnings on his own amusement. It would seem only just, considering his earning power, that after a desertion he be required to pay back the money spent by charity on his family. The greatest difficulty, however, in the way of any court proceedings comes from the frequent unwillingness of the wife to think first of the children in the face of the eloquent pleadings of her returned husband. She is often persuaded to withdraw the warrant. It is here that the friendly visitor should use her influence to strengthen the mother to stand by the warrant and to require from her husband a guarantee of his offer to provide a home. The attitude of the court has so strong an influence at this point, the moment of return is so critical, that a most valuable member of any general committee for the study of this type of family is the judge of the police court.

The institution of the family has been through the ages the nursery of the most important virtues of human beings, and, whatever its ultimate form, it still rules the character of its members. The moral gains family life brings to the mother and father have a certain personal importance, but are significant to the race mainly for their effect upon the children. The children as the transmitters of ideals are the special care of the social worker. The whole test of our treatment of deserted wives and deserting husbands comes in the homes we enable them to

make for their children. Ought we therefore to assist at the reassembling of any home that does not contain the elements of wholesome family life?

REPORT OF A DIETITIAN FRIENDLY VISITOR

BY MABEL COLLETTE LITTLE

MRS. BRADY is an Irish woman whose husband was a street cleaner. He died of tuberculosis in December leaving her with no means of support for herself and four children, aged eight, four and one-half, two and one-half and nine months, Andrew, Michael, James and John.

The Clinton District of the Charity Organization Society turned over $40 a month to Mrs. Brady that she might pay her own bills, and feel independent. She and I discussed the expenditure of the money, planned the meals and did the marketing together.

I arranged to get the baby's milk from New York Milk Committee, with a regular weekly visit of the mother and baby for medical examination, and weight of the baby. I found a free kindergarten for the four-year old, and took playthings to the two-year old.

All the children but the baby had been having a breakfast of coffee and rolls; but when the mother was taught the harmful effects of coffee and tea for the children she very gladly changed to the breakfasts suggested.

The children's bedtime had been nine o'clock, but this was changed to seven thirty and eight.

I made ten visits from February 14th to March 14th. Cooking lessons taught, Prunes, soup from soup-bone, rice, oatmeal, hominy, cocoa shells, creamed codfish, cream soups; why loose milk must be cooked, and why it is better to buy stale bread than fresh bread.

Strict account of every cent spent was kept both by the mother and by me.

During the month from March 14th to April 14th, I helped the mother plan all the menus a week in advance. We went marketing and for walks in the fresh air—the mother carrying the baby and I the two-year old most of the way. I found that Mrs. Brady preferred to buy her meat at one shop where the shopkeeper was very sociable, even though his price was higher and quality no better than elsewhere, showing the need which she felt of society, as she knew very few people in this section of New York.

I took magazines to her and suggested that she read them after the children were in bed, stimulating an interest in them by telling her of some of the articles about things which would be helpful for her to know.

Cooking lessons, Bread custard, eggs cooked in all ways but frying, baked codfish balls, apple tapioca, milk toast, the uses of stale bread, etc. Dried lima beans were taught but were not liked by the children.

During the month of April 14th to May 14th, the mother and baby had the grippe. I considered it a splendid testimonial to the improved condition of the other children's resistance that they did not even have colds at this time.

The baby was also cutting teeth and he lost weight for a short time, but began to pick up when his cold was gone. The four-year old was much improved by the kindergarten.

I took some more playthings and books contributed by the children of the Horace Mann Kindergarten. The eldest boy read the stories to the others.

After the father's death, the children had been seated at a table pushed against the wall for their meals and the mother had served them, not sitting down with them. A regular family table was suggested to her, and she carried out the suggestion, greatly increasing their enjoyment thereby.

Cooking lessons, Gingerbread, and ginger cookies, carrots, cabbage, pan boiled Hamburg steak, instead of the usual fried kind, macaroni with cheese melted in white sauce. The latter was not liked by the little Irishmen, who preferred Irish potatoes to every other vegetable.

Sunday, May 7th, I arrived at the Brady home at ten o'clock and, as soon as the mother and I could get the children ready, we started for a day at Bronx Park. It was the children's first ride on the subway. The baby slept almost all day, waking to take his feedings, which were heated in a small alcohol stove taken for that purpose.

The baby and mother both rested on a steamer rug on the ground, while the boys played ball, rolled down hill, picked dandelions and grass, and watched the animals.

They were almost too excited to eat the luncheon which I had packed the night before.

The two-year old slept all the way home in the car, tired out by the unusual exercise of playing in the fresh air. We returned at five o'clock. The entire family retired at eight and slept till six the next morning. Mrs. Brady told me that she had felt better after this outing than she had since her husband's death.

The baby is gaining rapidly—nine ounces one week. The other boys are growing rapidly and show the results of the good, wholesome food which they have been receiving.

May 10th I helped Mrs. Brady clean house, wash windows, air and sun bedding on the fire escape, etc. I have endeavored to teach her the necessity of fresh air, cleanliness and regular hours, the incentive for these having departed since her husband's death. It has been difficult to arouse the mother to do these things, but no doubt this has been the result of worry and of her cold, which hung on some time after she recovered from the grippe.

Her plan for the family at first had been to put the children in asylums as soon as the baby was a year old and to go to work until the eight-year old boy was old enough to work too, and then, with the money that they both could earn, the home could be re-established.

As Mrs. Brady is a devoted mother and the children are very affectionate with her and among themselves, it seemed cruel to think of separating them, and still unwise to impose another plan upon her with which she was not entirely in sympathy. Temporary relief from the society was offered until she could think her own plans through more carefully. Her wish now is to go to work, but to keep the children with her. The home is to be maintained, but in another part of the city. The mother is to have work as cleaner at Teachers College from 8 A. M. to 4.30 P. M. six days of the week—$1 a day. A reliable elderly woman will come to the house to care for the children during the mother's absence. This has seemed better than to take the children to a day nursery. The Charity Organization Society will pay the rent and the $2.50 a week to the caretaker. The money earned by the mother will pay for food, and most of the clothing will be from contributions and, it is hoped, from the Widow's Fund.

I expect May 23d to spend the morning with Mrs. Brady visiting tenement houses to find one suitable to her needs. If Mrs. Brady had lived nearer, where I could have seen her oftener, even just for a few minutes every day or so, I feel that I could have done more to develop regular habits of enterprise and responsibility. I had to spend one hour on the car for each visit to the family.

Mrs. Brady has been most appreciative of all that has been done for her and speaks very often of her gratitude. I shall make a fireless cooker for her when she is settled in her new home.

MENU FOR ONE WEEK ONLY

Mrs. Brady and the three boys, but not the baby

MONDAY

Breakfast	*Dinner*	*Supper*
Rolled Oats with Milk	Hash (meal left from Sunday)	Rice Pudding
Cocoa Shells	Carrots	Milk to drink
Toast	Bread and Butter	Bread
	Prunes	

TUESDAY

Breakfast	*Dinner*	*Supper*
Hominy	Soft-boiled Eggs	Prunes
Milk to drink	Mashed Potatoes	Milk to drink
Toast	Bread	Bread
	Boiled Onions	

WEDNESDAY

Breakfast	*Dinner*	*Supper*
Rolled Oats	Baked Codfish Balls	Bread and Milk
Cocoa Shells with Milk	Lettuce	Oranges
Toast	Apple Tapioca	
	Bread	

THURSDAY

Breakfast	*Dinner*	*Supper*
Rolled Oats	Hamburg Steak	Cr. of Potato Soup
Cocoa Shells	Rice	Dried Apple Sauce
Toast	Prunes	
	Bread	

FRIDAY

Breakfast	*Dinner*	*Supper*
Hominy with Dates	Soup with Vegetables	Cornmeal Mush and
Milk	and Meat	Milk
Toast	Lettuce	Toast
	Cornstarch Pudding	

SATURDAY

Breakfast	*Dinner*	*Supper*
Oatmeal	Poached Eggs	Rice with Cinnamon and
Cocoa Shells	Baked Potatoes	Sugar
Toast	Carrots	Gingerbread
	Bread	

SUNDAY

Breakfast	*Dinner*	*Supper*
Hominy	Pot Roast	Bread Custard
Cocoa Shells	Mashed Potato	Milk
Toast	Bread	Bread
	Greens	
	Prunes	

Coffee for breakfast for the mother. Tea for her supper.

EXPENSE ACCOUNT

	Feb. 14th to Mch. 14th	Mch. 14th to Apr. 14th	Apr. 14th to May 14th
Rent	$11.00	$11.00	$11.00
Fuel	2.30	2.20	1.55
Light	.75	1.25	1.00
Insurance	1.40	1.40	1.40
Meat	2.17	2.10	2.60
Baby's Food	2.73	3.29	3.35
Milk	4.39	6.87	6.08
Bread	1.05	1.11	1.09
Groceries	7.57	6.81	5.51
Clothing	1.74	2.00	5.83
Household Supplies	1.44	.97	.45
	$36.54	$39.00	Medicine .75
Remaining	$3.46	Remaining $1.00	Ice .30
			Carfare .55
			$41.46

	$40.00
	40.00
	40.00
Total receipts	$120.00
Total expenditures	117.00
Remaining	$3.00

UNSIGNED COMMENT

EDITORIAL AND OTHER

THE Charity Organization Institute held its last session at the Clinton District office of the New York Charity Organization Society on Tuesday, May 30th. In the first hour of the closing morning, Mr. McLean lectured on Charity Organization Extension; in the second hour Mr. Devine spoke on the Relation of Case Work to Social Programs, in a way that sent everyone back to his own task with a new realization of its far-reaching possibilities. "Why weren't we told long ago," asked one member of the Institute, "how much the things we were doing really meant?"

The opening session had also been notable. Miss Goldmark had traced the development of the Clinton District neighborhood, and two of the research fellows working under her had told of the district industries and of the conditions creating juvenile delinquency.

During the other conferences of the month the members of the Institute had borne the principal part. They were given an opportunity to learn from the freest interchange of experiences, and that these experiences were varied may be gathered from the fact that twelve communities were represented, of which the largest was the largest city in the world and the smallest a town of 20,000 in Indiana.

The staff of the Charity Organization Department were able, as leaders of these discussions, to get many new suggestions, some of which will appear in the BULLETIN and some be utilized in other ways. The spirit of the Institute was delightful. Its members were a very congenial group who parted from one another with regret, and the Department was very sorry to see them go.

READERS of Mrs. Solenberger's book, "One Thousand Homeless Men," will realize that here we have another rich yield from that intensive case study of which "Misery and its Causes" contained the first fruits. There is something singularly convincing about the author's kind, searching, sympathetic story. After reading it, we see why these men and boys gave her their confidence, and we are ashamed of our own elaborate contrivances for the sifting and sheltering of the homeless—contrivances that include nowhere the "personality-by-personality method" which was her only tool.

It remains for us to do everything to drive the lesson home by furthering the circulation of this book. Have we asked for it at our library? Have we urged other social workers to read it? Have we lent it to the official in our town who deals with the largest number of homeless men? Have we told the clergymen, who are often so puzzled by appeals, what light it will shed on their future dealings with the homeless? Have our newspapers noticed it? Will a folder in the next annual report help to make the book more widely read and our own charity organization work better understood? The Charities Publication Committee, 105 E. 22d street, New York, will send it post paid for $1.25, and will furnish the book and a year's subscription to *The Survey* for $2.50.

CHARITY ORGANIZATION BULLETIN

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MISS M. E. RICHMOND, DIRECTOR

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

VOL. II. (NEW SERIES) JULY, 1911 NUMBER 8

OUR NEW NATIONAL ASSOCIATION

By EUGENE T. LIES, Minneapolis

On the morning of June 14th, the last day of the National Conference of Charities at Boston, there was held in the Twentieth Century Hall a meeting which should mark a mile-stone in the progress of philanthropy in the United States.

It was the second general meeting held during the Conference in relation to the National Association of Societies for Organizing Charity. About sixty persons were present, secretaries, members of boards of directors and members of committees of charity organization societies. Owing to the unavoidable absence of Mr. John F. Moors, the newly elected head of the Executive Committee, Mr. Lies of the Committee presided. Had all the notices reached the addressed persons in time, there would doubtless have been an even larger attendance.

At the meeting held earlier in the week, the report of the committee on temporary organization appointed at the 1910 Conference was given, to the effect that fifty-six societies had already become members. This number had increased to sixty by the morning of the 14th of June. To this committee had been entrusted the appointment of the permanent Executive Committee of fifteen and the working out of plans for financing the new society. It reported at the meeting on the 14th, giving as the names of the Executive Committee the following:

To serve one year.

Mr. Frederic Almy, Secretary Buffalo Charity Organization Society.
Mr. W. E. Cummer, President Board of Directors, Jacksonville, Fla., Associated Charities.
Miss Alice L. Higgins, Secretary Boston Associated Charities.
Mr. John S. Newbold, President Philadelphia Society for Organizing Charity.
Mr. W. Frank Persons, Superintendent New York Charity Organization Society.

To serve two years.

Mr. Robert W. deForest, President New York Charity Organization Society.
Mr. Eugene T. Lies, Secretary Minneapolis Associated Charities.
Rev. R. M. Little, Director Pittsburgh Associated Charities.
Mr. S. T. Mather, Vice-President Stock Yards District Council, Chicago United Charities.
Mr. John F. Moors, Vice-President Boston Associated Charities.

To serve three years.

Mr. William H. Baldwin, Director Washington Associated Charities.
Mr. Robert Garrett, Director Baltimore Federated Charities.
Mr. J. M. Hanson, Secretary Youngstown, O., Associated Charities.
Mr. Richard Hayter, Secretary general committee of charitable and commercial organizations, Seattle, Wash.
Mr. Joseph C. Logan, Secretary Atlanta Associated Charities.

The chairman, as already stated, is Mr. Moors, the vice-chairman Mr. Cummer, and Mr. Almy will serve as secretary for the present.

The budget of $10,000 as given on page 22 of the invitation pamphlet sent to all societies during the year was reaffirmed and the following tentative plans proposed for raising money: A sub-committee of the Executive Committee is to direct the financial operations; members of the Executive Committee are to do all they can as individuals in their respective cities; letters are to be sent by the Committee to persons suggested by the various secretaries, and those secretaries who are not on the Executive Committee are to consider themselves emissaries; special effort is to be made immediately in several cities by one member of the Committee who has volunteered to do so; and finally the paid services of an experienced person are to be secured as financial secretary, his work to begin soon.

The aim of this second meeting, as stated by the chairman, was to present these plans and rivet in the minds of those present the large opportunity and responsibility which faced them in the work of this new body. Miss Higgins repeated what she had said before, that here was a movement fraught with wonderful possibilities for human betterment, which should make a wide appeal to the ever-growing number of people who know that only careful, systematic methods of dealing with distress are of any avail, and that poverty mishandled means menace to community life. The Sage Foundation at the call of the societies had been doing this work of extending the gospel of organized charity for about two years and doing it brilliantly; and prior to that the

societies themselves had had their Exchange Branch, the beginning of it all. But now there was a demand for a democratic body, self-supporting, made up of all organizations that came up to a certain standard, on fire with missionary zeal, which when in action would reflexly stimulate the life of the constituent bodies themselves. Here it was ready to do business,—*if* the constituent bodies, with their boards and secretaries and friends, would fall in and provide the financial backing.

Mr. Almy enthusiastically predicted that in a few years the new association, if it was true to itself, would have a large corps of secretaries in the field, just as the Y. M. C. A. has. He also presented the financial plan as given above.

Mr. Hanson expressed his confidence that the right form of appeal to persons of means would yield large gifts; at all events, he was going after the large ones.

Mr. Logan related in a simple but most impressive manner the tale of three years of charity organization work in Georgia, hitherto neglected, a tale dramatic, significant and powerful in its augury of possibilities for the new National Association.

Finally Mr. Devine, after endorsing all that had been said, pointed out that the Association would have the effect first of standardizing the constitutent members' methods and principles, then of raising them; would lend the encouragement and give the bond of unity hitherto lacking. He was sure that the Russell Sage Foundation would give its blessing to the Association and feel glad that it had done something to reveal the great importance of charity organization work.

At this point somebody proposed that right then and there a test be made of the amount of money that possibly could be furnished by the cities represented in the meeting. Promptly Miss Higgins said, "$1000 for Boston," and then the enthusiasm broke loose. Buffalo believed it could land $500 to $1000; Philadelphia vouched for $1000; New York, $1000; Youngstown, $1000; Minneapolis, $500; Newark, $100; Elizabeth, $100; Newport, $100; Syracuse, $100; Cambridge, $100; Baltimore, $250. Total, $5750 to $6250. This showing was a surprise to everyone and seemed to insure the early raising of the budget of $10,000. It spelled faith and determination. You good C. O. S. towns not yet heard from, what will you do? We should have the money right soon to engage the first field secretary and pay for his necessary help and equipment. The harvest is ripe. Shall we get it in?

Write the chairman, Mr. John F. Moors, 111 Devonshire St., Boston, Mass., or the secretary, Mr. Frederic Almy, 19 Tupper St., Buffalo, N. Y.

QUESTIONS AND ANSWERS

At the First Annual Meeting of the National Association of Societies for Organizing Charity, Boston, June 7, 1911

OUR SCOPE

QUESTION.—*What is the scope of the work of a charity organization society?*

ANSWER BY EDWARD T. DEVINE, *New York.*—The question as to what is the legitimate scope of a charity organization society has been clearly answered from the point of view of the New York society by Mr. de Forest. He has made it clear, in an address given a few years ago before the Baltimore society, for example, that our conception of the matter is that, within the general field defined by the relation between charitable activity on the one hand and poverty on the other, it is the function of the charity organization society to do whatever needs to be done and is not being better done or cannot be better done by some other agency. Having in mind this flexibility of policy, I may enumerate seven distinct lines of activity which the charity organization societies have followed as a matter of historical fact, and I give them approximately in the order of their development, although because of much overlapping it is not possible to indicate the order of historical development with any great precision.

First of all, then, the societies concerned themselves with the repression of mendicity and of vagrancy, giving relief in suitable cases largely, though not entirely, as a means to the end of dispauperization. In connection with this work arose the original necessity for investigation, registration, and emphasis upon a strict, not to say a severe, administration of all relief funds, public and private.

Secondly, there appeared co-operation between charity and the poor law, which, together with the first-named function, has always been emphasized by the original London society. These two functions, dispauperizing the classes that have been pauperized, and affording a basis for co-operation between private charity and public officials responsible for administering the poor law, are not negative functions, though they are sometimes so conceived. They embody a positive and wholesome philosophy closely related to all the following functions:

Third: Organizing and developing the charitable resources of the community. Here appear, as means to this end, the confidential exchange as we now conceive it, and emphasis upon personal service, of which friendly visiting is the typical expression.

Fourth: The promotion of social reforms. Some of these have been in the minds of workers in charity from the beginning of the movement, such as the promotion of plans for the encouragement of thrift, and the prevention of certain kinds of exploitation such as that

of the unregulated pawnshop. More recently emphasis has been put on housing reform, prevention of tuberculosis, and similar movements.

Fifth: Family rehabilitation. This is but an expression of an idea which has always been present, but the new expression of it corresponds to a very desirable change of emphasis. What we are seeking directly is the maintenance of family standards. Our industrial agencies, such as the laundry, woodyard, etc., are to be conceived of as means to this end, and not merely as work tests for the suppression of pauperism.

Sixth: Surveys of social conditions. We have now become familiar with the idea that one of the great opportunities of the charity organization society, especially, perhaps, in the smaller communities, is that of securing accurate knowledge of adverse industrial and social conditions. The new charity organization propagandist movement is everywhere putting emphasis on the importance of such surveys as a preliminary to defining the scope of any local society.

We have finally the conception, eloquently expressed in the address of Miss Addams as president of the National Conference a year ago, that it is our duty not merely to relieve distress and not merely to prevent it but actually to add to the content of life. This we seek to do by reducing unnecessary expense, and if not by increasing incomes at least by increasing the capacity for spending judiciously, by our health movements, by providing playgrounds and recreational facilities. In other words, we seek actually to raise the standard of living for particular groups in particular places, recognizing of course that philanthropy cannot of itself raise general standards.

A living charity organization society will include more or less all of these activities, creating from time to time new mechanism and putting its emphasis now on this function and now on that as local needs seem to require.

THE CASE WORKER'S ENDURANCE

QUESTION.—*How much work is it safe to put upon an agent, that is, with regard to efficiency and with regard to the agent's health? How many new cases, how many continued cases, can be safely turned over to the average agent per month with the hope that she will not break down and that the work will be properly done?*

ANSWER BY MRS. ANNA B. FOX, *Buffalo.*—This question has been especially valuable to me in bringing forcibly to mind the lack, so far as my knowledge goes, of a well-considered and carefully elaborated plan by which the amount of work undertaken by an agent during a month may be judged; and also in suggesting the importance of devising a method by means of which a ruling in regard to efficiency of work and its demands on the health of the agent may be obtained.

It would be comparatively easy to make an average estimate of the amount of work carried by an agent during a normal month, but this estimate would not be definite in respect to efficiency and health

unless a critical study were made of the work accomplished during the given time and a review taken of the number of hours consumed by such work and of the various uses to which those hours were put in the accomplishing of the work.

So many varying conditions enter into the work of different communities and of different districts in the same community, that it would be impossible to fix mathematically a standard, on the basis of the number of families, that would apply to all. It seems to me that the only universal basis would be the number of hours of faithful, conscientious work it is fair to require of a worker, making due allowance for rest and recreation. Each organization, through a supervisor of district work, can outline a scheme by which the use of the working hours can be determined, and the amount of overtime reckoned. An accurate knowledge of the number of hours spent, of the physical, mental and nervous strain involved in the handling of the problems of the different families, and of the efficiency of the treatment, would enable a supervisor to make a pretty just estimate of the number of families it is safe to ask an agent to deal with in the particular section of the community under consideration, with its own peculiar problems.

Some of the factors conditioning the work in different sections and in different communities are—the area of the district, the language or languages spoken, the amount of court work involved, the general calibre of the families, the industrial situation, the number of volunteer workers, the effectiveness of the co-operation developed, the experience of the agent. These and other circumstances differentiate one district from another and put each on a somewhat different basis.

Generally speaking, the work of an agent divides itself into indoor and outdoor periods. Indoors, the time is devoted to calls from applicants, consultations with volunteers and others, dictation of case records and letters, clerical work, telephoning, and committee meetings. Outdoor work consists of visits for investigation, co-operation, follow-up work, court work, etc. If we take a working day of seven hours it will probably be safe to say that from three to three and a half hours will be spent indoors, from four to three and a half hours outdoors. How many visits is it fair to expect a worker to make, taking into consideration distance to be traversed? If we take an average of six visits a day for 26 working days, we have a total of 156 during the month. Again, suppose we take on an average eight cases a month and nine old ones re-opened after a period of inactivity which may vary anywhere from one year to twenty. These seventeen cases will probably require from 75 to 100 visits for thorough work. If a worker can make 150 visits a month, this estimate would leave from 50 to 75 visits for all the other work of the district. As a rule our visitors (in Buffalo) treat from 80 to 100 families a month. All the continued families in such a schedule as is here outlined would receive attention, so far as the outdoor work is concerned, through these remaining visits—combined, of course, with all the volunteer work which has been organized

in the district. Whether the 80 families and more are dealt with efficiently can be told only, as before stated, by a careful study of the case work.

An agent's health is affected by other things besides the number of hours of work. The question of responsibility is probably a prime factor in developing nervous strain. This strain can be lessened by close co-operation with the central office. Timely counsel and suggestions from a secretary or supervisor may do much to diminish debilitating worry, and to the same end a competent district committee is essential. An inadequate salary is also a factor in mental anxiety, as well as a barrier to a suitable plane of living. The amount of free time and the prohibition, except in great emergencies, of overtime, must however be considered. Personally, I am of the opinion that every agent should have one half-day a week free and that the summer vacation should be of sufficient length to allow not only for resting from the severe strain of the year but also for storing up energy for the strenuous winter to come. A period of two weeks is too short; one of four weeks none too long. It has been reported to me that a physician well acquainted with C. O. S. work has stated that no normal woman with a normal conscience can do the physical work necessary to care for more than 100 families, without after a time suffering from an overstrained heart. We are constantly faced with the breaking down of agents. I am thoroughly convinced that such a study as has been suggested would conduce not only to greater efficiency in the work of the agents, but also to more effective use of the working hours and to greater conservation of health.

ORGANIZED CHARITY AND THE SCHOOLS

QUESTION.—*How can organized charity be made to appear more attractive to qualified, well-prepared graduates of the schools of philanthropy?*

ANSWER BY PORTER R. LEE, *Philadelphia.*—One's first thought in considering this question is to say that its answer is up to the schools of philanthropy. Since those of us who are engaged in organized charity find its attractions sufficiently strong, it would seem that its failure to appeal to qualified, well-prepared graduates of the schools, if there is such a failure, must be due in part at least to the manner of its presentation in the schools. We cannot afford to be complacent, however, and this question raises a serious implication of which we will do well to take account. There are two considerations which I should like to urge upon organized charity in sober earnest as worth its attention if it is to appear at its best.

The first is organized charity's conception of its own function. If I understand the history of our movement correctly, it did not come into being because some people were poor but because some other people were charitable. Our mission is not directly to help the poor, but

rather to help the charitable in their efforts to help the poor. If this is so, we have a peculiar test of our value to a community. We are prone to test our usefulness by the number of families whose lot in life has been improved through our efforts, or by the number of useful laws, societies and movements which we have added to the community's charitable equipment. These are valuable indirect tests. A much more direct and legitimate test, however, is the quality of the benevolence which is practised by our citizens, the general level of intelligence in matters of philanthropy, and the number of individuals who are more useful to the poor through their contributions, their service or their influence because we have been of service to them.

Conceding this, we cannot afford to ignore any of the objects which people seek to accomplish through their charity. Anyone who will take the trouble to read through the proceedings of the National Conference will notice that at the beginning of the organized charity movement, and for about two decades thereafter, the chief interests of charitable people as recorded in the proceedings of the Conference were dependent families, the feeble-minded, insane, criminals and others who were below the line of what we might call tolerable misery; and that in the relief of those who were below this line charitable people were spending their efforts. Hence this became the legitimate field of the organized charity movement.

Since then, however, benevolent individuals have widened their interests. They are contributing time and money to the problems of health, of industrial readjustment, of recreation, and of enlightened education, and to the promotion of social work in a variety of ways. Organized charity cannot afford to disregard these widened interests of its constituents. It has a message for those who are concerned in community health and the improvement of industry quite as much as it has for those who are concerned in the giving of material relief or the paying of salaries to district agents. It is this widened scope of social work which is attracting qualified, well-prepared graduates of our schools of philanthropy. Organized charity will probably enlist the interest of more of such graduates when it adjusts its purposes and its responsibility to these widened interests.

The second consideration has to do with the conditions of work into which we ask our employes to come. The inadequacy of salaries has been spoken of often enough to need no comment. We have not emphasized so much the need for relieving responsible positions in organized charity, such as district superintendencies, of much of the humdrum of case work. A district superintendency in a large city is a position of as much responsibility as a secretaryship in a small city. Both call for ability and originality of a high order. Neither ought to be hampered by duties which, however important for our technique, are nevertheless too elementary to be saddled upon high-grade workers. It is a mistake to ask a district superintendent in a large city, or a secretary in a small city, able to command a large salary, to look up previous resi-

dences and run down false addresses, which ought to be done by the lower paid, although perhaps no less competent, people with less experience who are in the lower stages of promotion.

It seems to me important also to provide opportunities for district superintendents to connect in an interesting and vital way with those community movements for prevention into which case work leads so naturally. Too often this is considered the prerogative of the General Secretary alone. Some such contacts are made by district superintendents in their case work. I think we ought to find a way to give them a responsible part in the furtherance of such movements aside from case work contacts.

It is important also to provide for intercourse between case workers both in one's own society and with the workers of different societies. I do not refer to ordinary social intercourse, which is exceedingly valuable to the promotion of acquaintance, but to opportunities for casual conference, to "shop lunches" and that sort of thing. Social workers in the higher ranks have a way of getting together at City Clubs and elsewhere without the formality of a specially called meeting, and the conversation is likely to be both interesting and helpful. Somehow or other the same thing should be provided for workers farther down in the ranks.

In Philadelphia, we tried this last winter an experiment at our superintendents' meetings which could have been made more successful than it was if the General Secretary had paid more attention to it. A seminar was organized, to be held once a month at one of the regular meetings of the district superintendents. The superintendents were asked to suggest the subjects which they would like to have considered. The suggestions ranged all the way from topics of the most profound and far-reaching significance and interest to rather technical subjects that have to do with the routine interests of the society, and they covered every phase of social work and social philosophy. The ten most popular subjects were decided upon and two of the workers were assigned to each subject, with the task of providing material for discussion and presenting it at the meetings. Several of the meetings have been of great interest, the discussion showing thought and study by the superintendents. We hope to continue.

If we make sure that we have widened the scope of organized charity to keep pace with a similar widening of the interests of charitable people, and if we make sure that the conditions of work in charity organization societies are as attractive as it is possible to make them, I think we shall have gone a long way toward answering the question which we have been asked to discuss. I do not feel that we are in a position to tell the schools of philanthropy how they can then describe this attractive profession to their students in a way that will make an appeal to them. That seems to me a problem for them to grapple with and one to which I hope they will give their serious attention.

BOARDS OF DIRECTORS

QUESTION.—*What are some ways of developing understanding and activity among boards of directors?*

ANSWER BY V. R. MANNING, *Jacksonville, Fla.*—When the secretary of a new or stagnant society finds that his Board of Directors does not direct, and, following approved C. O. S. methods, goes to the root of the matter and finally writes the diagnosis "inertia," I venture to prescribe the following remedies:

I. For Directors as Individuals.

1. A thorough knowledge of C. O. S. principles. Education is the inspiring and unifying force of all philanthropic work. A secretary must be a teacher. Slowly, painstakingly, he must educate the members of the board till they learn the spirit of the good neighbor translated into business terms, and finally recognize that the service of humanity is the chief function of the community. Possibly at first it is advisable to center his efforts on the president and four strategical men, approaching them *man to man,* carefully studying their individuality and touching in each one the chord that responds. Perhaps there is one who is sympathetic and philanthropic; another admires the sterner duty of repression; another the systematization of organized charity; a fourth clamors for social justice. Gain the attention of your man by putting the emphasis on the side that attracts him. The world is made up of leaders and followers, and once you have produced habits of thought and action in the prophets and leaders, the men in whom the community genius is visible, you have raised a corner of the curtain and get a glimpse of what can be done.

2. Contact with Case Work. Get your lukewarm director to work on a case. Possibly your repressive side chills him—he is liberal and longs to do good, but fails to see that the very giving is the cause of the misery he vainly tries to prevent and that a different weapon, wielded by a skilful hand, is needed. He is doubtless a man of many interests and you will have hard work persuading him to spare the time, but *insist* on his working with you on at least one case. Let him see what your visitor's personal service means. Let him watch her get to the root of the weed called poverty, and you have secured your man.

Permit me to cite my humble experience. A member of our board of directors, actively interested in one of the greatest lumber firms in the South, developed from a lukewarm supporter to an enthusiastic adherent willing to spend hours on case work and days in raising funds. When asked what had won him, he replied, "The history of individual cases." His activity means social results in our community.

3. The Utilization of Every Man. Interest having been aroused, use every member according to his talents, be it one or ten.

One man may have something in his personality which makes him

a good solicitor of funds; use him for that purpose. Another is a physician; get him under the burden as quickly as possible. Following your C. O. S. principle of taking the family as the unit of treatment, get him on cases which show the resemblance between social ills and physical diseases and he will realize that his duty to the public is to teach the value of good health and that the goal of medicine is prevention. He will become an active supporter of large constructive activities.

A third is a lawyer. Illustrating once more from our own work: We referred a legal case to one of our directors. The human contact told. He aided us in establishing a strong legal aid committee. One by one the germ of social service infected them and they left their offices and desks to succor those who had stumbled and fallen behind. At our first annual meeting two of these men stood up and said, "I have worked with the Associated Charities. I know what their work means."

A fourth is a clergyman. Church co-operation is a large subject and can only be touched upon in the briefest way. The ideal at which the secretary should aim is to get the church to regard the Associated Charities as its "alter ego" in the crusade against poverty and misery and to believe one as indispensable to the other.

The objection may be raised that it is impossible for busy professional and business men to give the amount of time outlined. Put it up to them that you ask each one to do only a little. Be persistent. I am convinced that once a man of character has worked on a case from the view point of modern philanthropy, he will realize his responsibility in the matter of charitable relief and the care of the defective classes.

II. For the Board as a Board.

Turning from the education of the individual member to the board as a whole, nothing will be accomplished unless you have regular meetings and prepare for them carefully. Do not let them be mere matters of routine but make them vital exercise of mind. It is not enough that your work is thorough-going. You must make it clear that your activities are worth while. Insist on contact with cases by bringing before your board difficult questions which the Friendly Visiting Committee has failed to solve; others where seemingly difficult problems *have been solved*. You must tell them in such a manner as to interest—clearly, exactly.

Having given grief a voice, transform pity into action. Secure your constructive activities for prevention and social justice. If you wish a tuberculosis sanatorium, bring out your cases demonstrating the suffering of the unhappy victims, the sacrifice of life due to tuberculosis uncontrolled. In our own city tuberculosis was uncontrolled. The only place for the indigent consumptive was a wretched apology for a hospital which surely must kill more people than it cures. There they were packed side by side with typhoid, malaria and surgical cases. It was our records which aroused the County Commissioners to provide

segregation and fresh air treatment at this near hospital. It was the individual stories of trial, of valuable lives needlessly sacrificed to the great Captain of Death, that induced our board to provide a camp and the Board of Health to begin a proper campaign to stamp out the plague.

Again, we felt that the most terrible need of the South to-day is industrial training. Inadequate preparation for the duties of life is a potent cause of dependency and delinquency. We recited histories of these unfortunates that teemed with heart interest, endeavoring to breathe life into them. The result was the establishment of sewing and cooking schools.

It is advisable for the secretary to present more possible lines of advance than the board can take up, with the idea that some one or other of these lines may appeal particularly to a member of the board who has not been interested up to this time. The eagerness with which this or that proposition is considered by the board will mark out these particular things which should be undertaken. The program of a secretary should always be far in advance of the actual working program of the society. The additions to this working program should not be made solely upon the estimate of the secretary as to relative values, except in matters which are so overwhelming as veritably to jostle their way to the front. Rather the secretary should have a number of schemes up his sleeve and try them all out; possibly trying some one at several consecutive meetings or meetings at intervals. The estimate of the board should weigh in the decision. The secretary's method therefore should be to present a fan-like development of the society, with the idea, however, that only a portion of these branching propositions will be accepted and become a part of the program.

Any new step once approved, insist on your committee's working. Do not do its work for it but work with it. The decay of many a society dates from the time when even its standing committees ceased to meet. Never assume the responsibility of your finance committee. You are already bearing a heavy burden and if you assume that of others you will faint under it. I was shocked to hear a director speak of a secretary as "a good beggar." He *may be,* but he surely is a poor teacher.

It all comes to this—the greatest value attaching to the work of social salvage is its educational value. It is the glory of this age to apply to expressions of charity the methods which we have learned from science. All our important advances have come, not alone from the exercise of instinct or common sense, but from the results of observation, comparison, study. The leaders of the social revolution who blazed the paths through wildernesses were men and women who used scientific methods, judged of causes and effect, and made known to others the lessons which they learned. Those of us who find ourselves to-day in untilled fields must do likewise.

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

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TESTS OF EFFICIENCY AS APPLIED TO SOCIETIES FOR ORGANIZING CHARITY

Address by Walter S. Ufford, General Secretary of the Associated Charities of the District of Columbia, Delivered at the First Annual Meeting of the National Association of Societies for Organizing Charity, Boston, June 7, 1911

MR. LOUIS D. BRANDEIS, Boston's well-known attorney, who may well be called "a tribune of the people," recently interpreted the principles of scientific management before the Interstate Commerce Commission as follows:

1. Separating planning from performance.
2. Making the responsible managers manage, not leaving it to the workers at the bottom.
3. Universal preparedness.
4. Analytically studying every operation with a view to reduce energy and cost spent on it.
5. Standardizing methods, material and equipment.
6. Keeping records of industrial performance.
7. Paying adequate rewards for individual accomplishments.

The question arises whether the same principles which have been applied to industry are applicable in the field of the humanities. An attempt at least to try them out in this field has been made by the Carnegie Foundation for the Advancement of Teaching in *Bulletin*

No. 5 on "Academic and Industrial Efficiency" by Mr. Morris Llewellyn Cooke, member of the American Society of Mechanical Engineers.

Mr. Cooke was commissioned by the Foundation to test the efficiency of methods of teaching in our universities and colleges. He selected for the purpose eight of our well-known institutions. We can only quote very briefly from his findings.

Speaking of standardization, Mr. Cooke says: "A standard under modern scientific management is simply a carefully thought-out method of performing a function. . . . . The idea of perfection is not involved in standardization. The standard method of doing anything is simply the best method that can be devised at the time the standard is drawn. . . . . All that is demanded under modern scientific management is that a proposed change in a standard must be scrutinized as carefully as the standard was scrutinized prior to its adoption. . . . . Standardization practiced in this way is a constant invitation to experimentation and improvement." (*Bulletin No. 5,* page 6.)

In discussing the general type of organization in our universities, Mr. Cooke emphasizes again one of the fundamental principles of scientific management, namely: "The first great object of organization in the art of management is to make each individual in the whole body count for his maximum. A small amount of thought will show that this can be done only when each man does those things for which he is best suited." (*Bulletin No. 5,* page 13.)

Anticipating the cry of Philistinism or the charge that the study is an attempt to apply a commercial type of economy to our Universities, Mr. Cooke says: "In the last analysis the 'usefulness' of a university is the measure of its mental, moral and spiritual product—and product interpreted as broadly as you please . . . . and the ultimate object of such study is not to condemn or even to criticize, but to build up such an array of facts and figures, and such deductions therefrom, as may help not only toward maintaining, but toward increasing that very atmosphere and spirit which are admittedly so essential to the true college and university life." (Page 56.)

In this same spirit may it not be possible in the field of philanthropic endeavor to make similar studies with a view to discovering certain tests by which to measure our present and prospective efficiency? In fact, this effort has already begun. Individual societies have been experimenting in certain departments of work with a view to increasing their efficiency.

The Charity Organization Department of the Russell Sage Foundation is fully alive to the importance of carrying on investigations which will develop higher standards for us all.

PERSONNEL OF THE WORK

One of the fundamental characteristics of scientific management is the fitting of the worker to his work. Those of you who have read

Mr. Taylor's articles on Scientific Management in the *American Magazine* will recall the experiment in securing a group of handlers of pig iron. Previously any strong man however unskilled had been thought capable for a member of the gang, but, as the demonstration proceeded, it was found that only a small proportion of the men who had been assigned to the task were really fitted for it. Those who were eliminated were given for the most part other jobs to which they were better fitted. If this fitting of the worker to his work be true in the handling of pig iron, it is certainly as true in dealing with social problems.

Any society for organizing charity is as strong as its individual links. In other words, its efficiency will depend upon the units of its working corps. In the last analysis our success will depend not upon machinery or method so much as upon personality. As some of us say to applicants for positions, we want five thousand dollar people to whom, alas, we are prepared to pay but a few hundred. We demand all the accomplishments and graces and as much previous experience and training as it is possible to secure. Other things being equal, we welcome college graduates; but experience has taught us that a bachelor's or even a doctor's degree cannot guarantee those essential qualities which make a successful district visitor. Tact, common sense, ability to meet people—rich or poor—initiative, executive ability, good address, sound health, well covered nerves, a sense of humor, imagination, a hard head and a soft heart, social vision and enthusiasm are all qualities which we desire in our district workers. No calling can more fully utilize this entire group of qualities than that of the social physician. It is upon these qualities that subsequent training and experience must build in order to secure efficiency. Without them, no amount of training or direction will produce the results desired. Perhaps it is dangerous for us to dwell too much upon this point lest we ourselves become too self-conscious and introspective. Societies for organizing charity have been for many years training schools for social workers in all departments of the service. Our graduates are to be found in every important field. To-day we have the schools of philanthropy which are seeking to help meet the need for more and better trained social workers. This National Conference has as one of its new and important committees that of "Securing and Training Social Workers."

WELL-BEING THE FINAL TEST

What after all must be the supreme test of efficiency? What term have we in philanthropic work to correspond to that unit of measurement in industry called profits? In attempting to test our work with human beings,—with the handicapped, with the sick, with the unfortunate in a thousand ways,—some other than a commercial standard must be found. This standard will be discovered in the realm of physical, mental and spiritual well-being. How many families are we restoring to economic independence, from how many widows are we lifting the burden

of ceaseless toil made doubly arduous by ceaseless worry? How many dependent widows' children are we training for future citizenship and self-support through adequate relief, personal service and friendly visiting? How many homeless men are we succeeding in restoring to their families in their proper environments? How many are we rescuing from the habits of drink and drugs? What are we doing to impress the community with the sense of its own social responsibility?

No one can have attended these Conferences over a term of years without being impressed with the change that has come over our deliberations. While once we were satisfied with discussing symptoms and their treatment, we are now working back to causes of distress and their removal, and in the last analysis the cause which is looming large is the economic one—underpay, overwork, failure to prevent disease. In short our problem is the removal of man-made causes of poverty. The Charity Organization movement will not have come into its own until it develops and applies to itself tests of efficiency that shall demonstrate scientifically methods of prevention as well as methods of treatment and alleviation. When these principles have been developed by scientific analysis, and have been applied consistently and fearlessly to all our groups of dependents, when the public has been trained to demand the application of these standards of measurement, then it will matter little where the line of division rests as between governmental activity and private initiative in the field of philanthropy.

TESTS OF CASE WORK

As societies for organizing charity, we stand or fall in the last analysis by the character of our case work. What methods have we of testing this work? What efforts are being made to standardize the case work of different societies? In this connection let me quote from an article by Mrs. Anna B. Fox, Assistant Secretary of the Buffalo Charity Organization Society on the subject of Closed Cases. In this article Mrs. Fox shows us one of the methods employed to standardize by systematic review the character of the case work of the district visitor, and says in conclusion, "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." (CHARITY ORGANIZATION BULLETIN, April, 1910, page 46.)

Some societies, however, object to the method of closing and opening cases, assuming that the family, once under care, should be followed up indefinitely by the friendly visitor or by active treatment. The need, however, for systematic review of district work by some responsible authority is apparent. Only in this way may we hope to

increase the efficiency of our work and workers, particularly in view of the rapid changes that occur in the personnel of the visitors in most societies. The Appeals Committee in vogue in Philadelphia and recently in Baltimore offers an opportunity for reviewing a certain class of cases, namely those in which pension relief is to be organized. Thus an important group like widows with children, or deserted wives, is not unlikely to be subject to periodic review by such a committee. The plan of duplicate records is still employed by certain societies working on the district plan. At best this is cumbersome and unsatisfactory, if entire reliance is placed upon the written record.

Miss Richmond, in her schedules concerning the treatment of widows with children, has set the pace for us all in the application of efficiency tests to particular groups of families under treatment. Few societies for organizing charity can have attempted to fill out these schedules without coming to some realizing sense of the inadequacy and inefficiency of the work which has been done on this, by all odds the most important and legitimate case group. Some of us were quite unprepared to meet the test and were obliged frankly to confess that, measured by any systematic, well-defined, consistently carried out course of treatment, for this group (widows with children) we were found wanting. The same method of testing our work may well be wrought out in other groups such as aged couples, deserted wives, homeless men, widowers with children, drunkards' families and the like. Closely following the methods of investigation and analysis pursued by the champions of scientific and functional management, we are bound to find in our methods of diagnosis and treatment the greatest room for improvement when our work is tested for its efficiency.

STATISTICAL CARD

In the limited time at our disposal, perhaps we cannot do better than to cite a few of the instruments of precision or tools which have been developed during the last few years in the interests of increased efficiency. While some of these may seem to be mechanical devices, their use makes for closer scrutiny and scientific appraisement of the work which is actually being done. One of these tools is the statistical card, introduced, if I mistake not, in the first instance by the United Hebrew Charities of New York in 1904 and adopted by the New York Charity Organization Society in January 1905. Most of you are doubtless familiar with this card, the use of which has since been taken up in Buffalo, Baltimore, and recently in Washington, not to mention other cities. In combination with a system of signals, it is possible for each society to review its work each year, to discover the human elements with which it is dealing and to present in graphic form, the social status, racial characteristics, physical, mental and moral peculiarities, the helps employed in dealing with the family, and such other facts as serve to epitomize family condition, diagnosis and treatment. As a means of

publicity I know of nothing to equal in value this representation of our work as a whole. If I mistake not it has always been difficult to visualize to ourselves, to say nothing of others, the conditions of the individual families dealt with and means taken to meet these conditions. By the intelligent use of this statistical card, as an instrument of precision, this difficulty is greatly lessened. As, however, Miss Brandt said in her paper on the subject read at the Philadelphia Conference in 1906, the use of this card "must not be undertaken lightly. Regularity, accuracy, patience, and interest are indispensable elements if this work is to justify itself. Its justification will rest on the increased efficiency which will necessarily result from our closer understanding of what we are trying to do and whether we are doing it." (Miss Lilian Brandt of the New York Charity Organization Society. "Proceedings of National Conference of Charities and Correction, 1906," page 444.)

CONFIDENTIAL EXCHANGE

In the realm of communal or group action, an important instrument of precision is the Confidential Exchange, imperfectly developed or altogether neglected by many of us. Only recently its growth and use has been carried to the point of demonstration as a tool of efficiency by a few of our larger societies. The last report of the Boston Associated Charities shows that it thinks it worth while to spend over $5000 or 14 per cent. of its income on maintaining such an exchange for the charities of the city of Boston. How important a part such an exchange plays in the efficiency of modern social service work finds a splendid illustration in the first report of the Social Service Department of the Boston Dispensary (page 17). Speaking of the methods employed in the Social Service Department of its Dispensary, the report states: "Enough identifying information is obtained to enable the worker to learn by telephone whether the patient is already known to the Confidential Exchange. Here some 85 social agencies record the names and addresses of those in whom they are interested. One hundred thousand names are already registered. Of the 1194 patients referred to Social Service in the year, January, 1910, to 1911, 635 were found through the Exchange, to be already known to other agencies. In every such case these agencies are communicated with, to obtain the benefit of the knowledge which their previous experience would yield and also to gain their co-operation in the patient's care."

To quote from the last report of the Boston Associated Charities: "The Confidential Exchange, which is a clearing house for charitable organizations, is now used regularly by eighty agencies in Boston. No agency need visit a family to ask questions and start plans of relief in ignorance of the questions asked and plans started by one, two, or three different types of agencies already interested in the family. Inquiry at the Exchange shows what agencies are or have been helping the family, and conference with them makes it possible for new points of

view, new sympathies and new understandings to be accepted by all those interested who may then work together in the strength of united effort. This does not mean delay, for a telephone message is answered in three minutes, and to-day all agencies have telephones. The organizations which use the Exchange regularly represent the Child-helping Agencies, Medical Agencies, Religious Agencies, Relief Agencies, Rescue Homes, and the Juvenile Court." (Page 19.)

THE FAMILY BUDGET

An instrument of measurement by which to test the efficiency of our work on the side of material relief is the use of the family budget as worked out by many societies, notably, I think, by the Buffalo Society under the direction of Mr. Almy. The use of this instrument is necessary in all pension work or in trying to solve the question as to what constitutes adequate relief. This method applied as a guide to the organization of relief will do much to educate the popular mind as to what constitutes a minimum standard of living. As a means to this end, if for no other reason, this tool deserves a prominent place in any consideration of tests of efficiency.*

PUBLICITY AND FINANCE

On the side of publicity and finance, there is also room for improvement. No executive, so far as I am aware, has entirely solved the problem of how to secure sufficient contributions to do the things which he sees ought to be done. In fact our lament at the inadequacy of our methods of treatment with widows and children as well as other groups goes back to lack of workers and this to lack of resources quite as much as to failure to work out proper tests. Every private charity in America in the long run has to justify itself to its contributors in order to survive. The recent attacks upon so many of our societies on the ground that money intended for relief is being spent on salaries is an indication that we have not yet succeeded in educating the man in the street to an intelligent understanding of what organized charity really means. Here again we have to develop new instruments to test our own efficiency. Anyone who has studied the treasurers' reports of charitable societies must often have been bewildered by the unintelligible character of the figures presented. What Mr. Cooke has found true of so many of our leading universities in the way of diversity, complexity and the failure to adopt a given unit of measurement in their financial administration, is quite as true of our own work in philanthropy. Here, where we are trustees of other people's money and in a peculiar sense

* "The Buffalo Society now requires that the standard food cost for the whole family, at $1.50 per man per week, be figured by the registrar, and entered on the face card, so that it cannot be ignored, but the amount so entered is suggestive only and does not control." ("Standards of Living as Standards of Relief," Frederic Almy, *Charities and Commons*, March 20, 1909.)

absolutely dependent upon public confidence, it is most important that we should carry the public with us in an intelligent presentation of our expenses and receipts. In this connection let me refer you to the admirable table in the last annual report of the Pittsburgh Associated Charities, Mr. Chas. F. Weller, secretary, which contains in graphic form the distribution of expense chargeable to various departments of work and service. While such distribution of costs is more or less arbitrary, yet the attempt to analyze these costs is well worth while.*

SUBSCRIPTION COSTS

Some of us have doubtless tried to ascertain the cost of obtaining funds for our organizations. If we have applied any scientific test to this matter, we must have come to the conclusion that the cost of winning new contributors constitutes the great burden. When applying tests of efficiency to our mailing list, we must often have received a decided shock at the amount of good postage expended with comparatively little return. For example, in a mailing list of four thousand names, most of which had been used for several years, the returns this winter were $108.50. The cost of the appeal at a conservative estimate of six cents per letter would be $240. The only approximate justification for using such a list would be the assumption that the prospective life of a subscriber, based on the average of renewals is at least five years. Scientific management seeks to ascertain the unit of cost for each opera-

* Comparison of the analysis of expenditures in the last reports of the Associated Charities of Pittsburgh and Boston respectively, show certain wide variations and some interesting coincidences as the following table indicates:

	Pittsburgh	Boston
General work or Administration	20 per cent.	35.5 per cent.
Confidential Exchange Service	13 per cent.	14 per cent.
Visitation	31 per cent.	44 per cent.
Finance	17 per cent.	1.5 per cent.
All Others	19 per cent.	5 per cent.

Boston, for example, charges all district expenses except salaries and wages of the visiting staff to "Administration," while Pittsburgh pro rates a share of printing, stationery, rent, postage, etc., to "Visitation." In this connection, let me commend for more general use the schedule recommended by the Committee on Statistics at the Minneapolis meeting of the National Conference of Charities and Correction in 1907, Mr. John Koren, chairman. The Committee says: "The schedule does not intend to cover more than elementary facts; but it was felt that its general adoption would mark a distinct step in advance, as it would provide a common basis upon which, in the future, more comprehensive schedules may be built." It must be confessed that the Boston interpretation of administrative expense is more in line with the recommendations of Mr. Koren's Committee than the Pittsburgh method of apportioning a certain share of other expenses than salaries and services to so-called "Visitation." I am not clear in my own mind that the Pittsburgh method is not the fairer, though on account of its difficulty in practical application the elimination of all other items except salaries paid District Visitors, may be necessary in our efforts to charge up to "Personal Service" what properly belongs under that head.

tion performed. We may well apply this test in a study of our methods of securing donations.*

MECHANICAL DEVICES

The use of mechanical devices such as adding machines and the elimination of duplicate writings, are aids to efficiency. On this point let me commend the method used by the New York Association for Improving the Condition of the Poor, by which four processes are completed at one writing: (1) the subscriber's receipt, ready for mailing in a "window" envelope, (2) entry of gift on page of Cashier's Donation Book, (3) entry of gift on page of duplicate Donation Book for Subscription Department, and (4) card catalogue of gift ready for the printer, are all written at a single operation, while at the same time an adding machine attached to the typewriter mechanically adds the amount received each day. This process is described in Mr. Allen's book on "Efficiency and Democracy" and also in the last "Annual Report of the New York Association for Improving the Condition of the Poor," page 45.

Another time-saving device is one manufactured by the Time Saver Company, 234 Congress street, Boston. Mr. William H. Pear, secretary of the Boston Provident Association, has demonstrated its practical use as a means of following closely district work. The device consists of folding leaves which may be had in book form or in upright sections arranged upon a revolving stand. To these leaves are fitted overlapping index cards to which may be attached any desired system of signals. By this system it is possible to indicate at a glance many of the things already referred to in this paper in the discussion of the statistical card. Of this system, Mr. Francis H. McLean has written: "As a check upon the work, as a device for securing a bird's-eye view of the district at any time, as an automatic arrangement for recording on monthly report and statistical cards the treatment accorded, as a time-saver of the highest value, I have seen nothing which can compare with this."

* The Washington Associated Charities sought last year to compare its gains and losses in the matter of subscriptions with donations of the previous year. The results were printed in its Annual Report for 1910, as follows:

Gains in 1910 over 1909:		
New subscribers	$2,724.76	
Renewals by lapsed contributors	2,215.50	
Increases	4,230.89	
Total gains		$9,171.15
Losses:		
By death	$324.00	
Decreases in amounts given	1,647.43	
Missing from contributions of previous year	4,387.74	
Total losses		$6,359.17
Net gains over losses		$2,811.98

COMMUNITY EFFORT

The one society in the community which stands for systematic co-operation among social agencies is the Associated Charities or Society for Organizing Charity. A test of our efficiency is to be found in the degree with which such co-operation is galvanized into an active principle. All of us have come to have a dread of new societies. On the other hand whatever looks towards the adoption and practice of a new instrument of efficiency is to be hailed with joy. The United States Supreme Court in its recent decision has set a seal upon trust organizations in the conduct of modern business provided such organizations keep within the bounds of "reason." Co-operation is the modern instrument for the elimination of waste, duplication and undue competition. Our churches, through their Laymen's Federations and Councils, are studying the question of closer co-operation especially in the foreign field where vested interests and antagonisms are less acute. We social workers must not lose the opportunity to take advantage of this new instrumentality. A Confidential Exchange in its dealings with dependent families is a movement in the right direction. We also need a similar Bureau of Exchange to bring together our local philanthropic and civic agencies for the purpose of eliminating waste and duplication on the negative side, and what is more important, of securing efficiency and progress on the positive side. So many of our social movements wait for leaders and direction and unity of effort. The public is fairly well informed through magazine and newspaper articles of the great lines of preventive action. We must find a way to crystallize and make effective this public sentiment. Boston in its 1915 movement is showing us how the hundreds of organizations pledged to the public weal in some one of its expressions can get together on a general social program selecting for more immediate consideration the things most obviously needed or fundamental to progress as a whole. In our social service clubs in our various cities, we are bringing together people directly interested in special lines of social activity. These clubs, while promoting mutual acquaintance and good fellowship, afford an opportunity under a system of delegate representation from our churches, trade and civic bodies, charitable institutions and societies to organize public sentiment in a new way. The Monday Evening Club of Washington is at work on this problem. At its last meeting on May 15th, it adopted a social program of some twenty-two articles. The Central Council of Pittsburgh and the Central Philanthropic Council of Columbus, Ohio, are examples of communal social service efforts. Here is an instrument calculated to promote efficiency. None of us can afford to neglect it. In every city and town where there is a Society for Organizing Charity steps should be set on foot to bring together charitable and social agencies for a better mutual understanding, and for the adoption of a progressive program. Such an organization would be

in truth a league for social service, and as such, should command the confidence and willing co-operation of the community.

CHARITIES ENDORSEMENT COMMITTEE

The time has come when our charitable work must be placed under the more direct regulation and control of those who are pledged to support it. Through the multiplication of appeals from agencies, responsible and irresponsible, a certain skepticism has arisen in the public mind as to the efficiency of the means adopted for securing funds as well as the worth and reliability of those charities that ask for support. A way must be discovered to eliminate the over-lapping appeal and to save the business man from unnecessary annoyance and duplication. Whether justified or not, there is a general feeling among these men that each morning's mail brings them a multiplicity of demands which can only find their way into the waste-basket. As a matter of self-protection if for nothing else, the time is at hand when our established charities must invite the scrutiny and judgment of unprejudiced, level-headed business organizations and individuals. It is from these that we get our support. Their loyalty and faith in us must be conserved. We must be able to show them that as social workers, we too are alive to the modern demands of efficiency and business principles in our operations. How shall unnecessary charities be eliminated? How shall those whose work is duplicating one another be brought to surrender? Only by establishing in every community where this multiplicity of appeal is going on an impartial arbiter, commanding universal confidence. The Charities Endorsement Committee is here an instrument of efficiency that should be recognized. By the organization of a small group of men and women whose only reason for service is their genuine interest in the welfare of their several communities, we may hope to allay unrest and in its place plant confidence, so essential in all matters of charitable as well as commercial finance. Cleveland, Seattle, Newark, Detroit and many other cities are pointing the way in this regard. Let us also stand for the principle of visitation and inspection of private charities, whether or not in receipt of public moneys, by our State Boards of Charities or corresponding bodies in our respective communities.

Of course there are several forms of charities endorsement committees, and we are not pretending to discuss that subject here. It is quite apparent that a plan which would do in one city would not do in another. What is quite clear is that charities endorsement committees should have at their command the opinions of the social workers of their respective cities, as to the needs yet uncovered, and the needless duplication of time and effort. Indeed, the ordinary standards of efficiency are lost sight of whenever it is assumed that a group of business men alone can possess the vision required for steady, dynamic growth. In other words, charities endorsement must be closely tied up with the form of advance indicated in the paragraph on "community effort."

THE ULTIMATE TEST

After all is said and done we have one ultimate test of efficiency,—one and one only, and that is the work done with the families and neighborhoods with which we deal. "By their fruits ye shall know them" is applicable to social as well as Christian service. In fact social and Christian service are very closely akin. Are we getting cures, are we preventing poverty, are we rehabilitating families, or are we, under the dole system, or for lack of system and failure to provide the friendly supervision of volunteers, allowing our treatments to be merely immediate dealing with symptoms, being satisfied when present suffering and apparent distress are for the moment mitigated? Here again the use of proper statistics accurately collated and intelligently interpreted will show whether we are gaining upon the sum total of distress in our respective neighborhoods. Our own standard of efficiency should be in advance of the ordinarily accepted standard and practice of societies less well organized or with less experience. Our own standard of keeping children with their mothers, of maintaining the home under personal supervision, of bringing to book the deserting husband, of encouraging acceptance of family responsibility by kin and friends and former employers, should be examples to every agency, church or secular, at work in our own communities. Here again, the Confidential Exchange offers a ready instrument for standardizing the work of every agency brought within its compass. To Mr. McLean I think belongs the credit of the suggestion that the Confidential Exchange offers a ready and promising basis for the organization of the Central Council. By making the Exchange societies a nucleus of such councils, in Mr. McLean's plan, the work of standardization would move along lines of least resistance.

If in the family dealt with is found the test of our efficiency in our treatment of cases, the degree of co-operation of all the social forces of our neighborhoods is the test of our efficiency in organizing the social spirit and making it effective, in working out a reasonably progressive program for better housing, more playgrounds, more sanitary inspectors, prophylactic measures, the teaching of sex hygiene, school nurses, medical inspectors, vocational training, compensatory liability, segregation of advanced tuberculosis cases, hospitals for the treatment of drink and drug victims, better milk supply and the one thousand and one other things that relate directly to a more wholesome standard of living for all our people. The task of organizing the social spirit must in many communities rest back upon our Societies for Organizing Charity. In proportion as we analyse the facts with which we deal, and to the degree in which we present these facts and findings to the public conscience, shall we be watchmen set upon the walls of Zion calling our comrades to arms against a common foe.

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MISS M. E. RICHMOND, DIRECTOR
FRANCIS H. McLEAN, FIELD SEC'Y MISS M. F. BYINGTON, ASSO. FIELD SEC'Y

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OF THE ART OF BEGINNING IN SOCIAL WORK*

By MARY E. RICHMOND

THERE is an art of beginning, whether we are considering our first steps in trying to find out what to do for an orphaned and destitute little child, or our method of procedure in the larger but related undertaking of trying to reduce the number of destitute orphans in the United States. Both of these social tasks demand a social investigation, though the investigation that is peculiarly my theme is that one which precedes some form of social treatment not for a large group but for an individual.

In attempting to set down a few preliminary speculations with regard to this art of beginning, I am borrowing for convenience and brevity two words that have come to have a fixed meaning in some of the other sciences, but that can make no claim to scientific accuracy in this particular connection. The science of medicine distinguishes sharply between its laboratory and its clinical investigations. We too need some such distinction. Skeat tells us that the earlier form of the word *laboratory* was *elaboratory*, thus suggesting the workshop in which things can be patiently and carefully elaborated or worked out. The words *clinic* and *clinical* have an equally interesting history; they are

* This address is enlarged and rewritten from one delivered at the National Conference of Charities, Boston, June 12, 1911.

derived from the Greek word for *bed,* and mean not merely that method by which the teacher in the medical school introduces a group of students to the art and practice of the medical profession, but apply equally to all those forms of practice in which the *patient* rather than the *problem* occupies the center of the stage.

LABORATORY *VERSUS* CLINIC IN SOCIAL INVESTIGATION

But the methods of the workshop and of the bedside are always shading into one another, and the pendulum is always swinging now toward one, now toward the other; in social work it seems to have been swinging almost violently of late. I make no attempt to settle the question of which one of these two methods of social service inquiry has contributed or will contribute the more to human welfare. I do not know, and probably no one knows. Writing of medical education in this country, Mr. Abraham Flexner says:

> It is as profitable to discuss which was the right side of the shield as to raise the question of precedence between the laboratory and the bedside. Both supply indispensable data of co-ordinate importance. The central fact may be disclosed now by one, now by the other, but in either case it must be interpreted in the light of all other pertinent facts in hand. . . . The way to be unscientific is to be partial—whether to the laboratory or to the hospital, it matters not. The test of a good education in medicine is the thorough interpenetration of both standpoints in their product, the young graduate.*

In our own field too, probably, "both supply indispensable data of co-ordinate importance." It would be interesting to make a list of the social service developments of the last fifty years and to study the history of each, with a view to discovering, if possible, at just what point its progress was furthered by the laboratory and at what by the clinical method. Such a study would show, I believe, that few forms of social betterment have always and under all circumstances been able to utilize only one of these two methods, for few social tasks are so individual and personal that they may not need, at some stage, the aid of the reviewer of armies of social facts, and few social tasks are so wholesale in their nature that their further development may not depend upon a delicately individualized treatment of units.

POINTS OF RESEMBLANCE AND OF DIFFERENCE

But whether in the social laboratory or the social clinic, what, in general terms, are the processes of social investigation? Writing of

* Medical Education in the United States and Canada. By Abraham Flexner. The Carnegie Foundation for the Advancement of Teaching.

laboratory processes (and the laboratory method of investigation is the only one that has yet been discussed in the literature of our profession), Mrs. Sidney Webb enumerates them as (1) Observation, (2) Experiment, (3) Statistical Enumerations, (4) the Interview, (5) the Use of Documents and Literature.* We share the first three of these with the physical sciences. The last two are peculiar to sociology and to history.

Considering the methods of the social survey only, I drew up last year, after conference with workers more familiar with this form of investigation, the following tentative analysis:

(a) Utilization of census and other public documents, of material embedded in local history and literature, of private documents, including case records. [These are Mrs. Webb's *Documents and Literature.*]

(b) Personal observations; conferences of representative groups of people. [*Observation* and the *Interview.*]

(c) Case by case studies [*Observation* and the *Interview* again], tests of social institutions at work [*Experiment*], and statistical enumerations [*Statistics*].

(d) Interpretation and arrangement of results.

Wherein does the clinical method differ from the foregoing? In general outline very little. Both turn to public and private documents, though to documents of a somewhat different sort, and for a different purpose. Both must make their own personal observations. Both must confer with others who know. Both must develop skill in eliciting the truth and in drawing correct inferences. Both must investigate by action (Mrs. Webb's *Experiment*), though this process has marked limitations in the social field, owing to the difficulty with which we segregate our phenomena. The statistical enumeration, so much in use in the social laboratory, is almost the only process that is seldom used by the clinician or case worker.

With all of these resemblances, differences do appear, however. Social research deals with masses, case inquiry with units. The one is extensive, the other intensive. The besetting sin of the one is fallacy of averages, of the other the fallacy of the individual instance. Neither uses the method of pure science, for both have social betterment directly in view, though the investigator in the one case is working toward ultimate treatment, and in the other toward immediate treatment. Just here is an obvious difference between the two types of work. Miss Zilpha D. Smith has pointed out† the urgency and inelasticity of the time-limit in our clinical investigations, whereas the other form of social inquiry has

* Sociological Papers, Vol. III, p. 345 sq. Published for the London Sociological Society. Macmillan & Co., Limited.

† "Methods Common to Social Investigations." By Zilpha D. Smith. FIELD DEPARTMENT BULLETIN, Vol. II, No. 5.

usually an elastic time-limit. But the meaning of the terms which characterize the two methods gives us the most striking difference between them. In the one, the patient occupies the center of the stage, and we work out from our subject in many directions, perhaps, but with his condition and needs continually in view. In the other, we "chase in," as Mr. Robert Woods has expressed it, drawing a circle and working from its circumference toward the center.

SOCIAL VALUE OF THE CLINICAL INVESTIGATION

With the differences and the resemblances of the two methods thus roughly indicated, are we not ready to agree that, *wherever in the cause of social betterment different things must be done for different people, there the clinical method is necessary?* If we are so fortunate as to know some way of helping the human race forward by doing exactly the same thing for everybody, then we do not need the method of inquiry which is the subject of this paper.

As I have said, the clinical and the laboratory methods are forever shading into one another. Let me attempt to illustrate this interplay in the development of some of our social institutions. Take the public schools: For many years America prided herself on the fact that our public schools were no respecters of persons, that they did exactly the same thing for everybody and in the same way. This was a bulwark of our school system and necessary, no doubt, at one stage of its development; but we have come to realize, at another stage, that uniformity of treatment is a weakness. Where did the first break in the armor of the wholesalers in public education come? Perhaps in the special classes for backward children. But see how rapidly one demand after another for differential treatment is coming to be recognized—medical inspection, school nursing, open-air instruction for the frail child, and now, last but not least, agitation for vocational counsel based upon the individuality of the scholar and upon the range of industrial opportunity. See to what a degree the public schools have already been invaded by this idea of differential treatment, and yet we are now beginning to dream of a series of delicate adjustments between the home and the school, none of them yet realized, but all demanding at every turn the work of the expert clinician.

My second illustration is taken from a social reform with which, during my years of residence in Pennsylvania, I happened to be especially familiar. The child labor campaign in that state began among a small group of social workers who had become interested in child labor reform through their knowledge of the industrial handicaps imposed upon individual children. Social reform is many-sided, and people approach it from many angles. The agitation soon drew in numbers of wholesalers, who joined the local committee for the express purpose of helping to get a new law. So miscellaneous was the committee's make-up that it could not, at first, agree upon any policy even the simplest. A brief

social inquiry as to actual conditions soon brought a degree of unity, however, and a law was secured workable in some of its features though far from perfect. Then the wholesalers said, "There, that is done, and we can turn our attention to other social matters." Little did they know of the six years' struggle that had to follow, most of it retail work, consisting of the careful adjustment of the law and of the community's resources to individual cases of apparent hardship. The success of this adjustment depended more upon clinical investigations than upon any other one factor.

Though no reform is safe from both methods, and the line of demarcation between them cannot be sharply drawn, yet the two are by no means identical. Witness the astonishing statistics published in annual reports by excellent clinicians and case workers; witness also the extreme awkwardness of the social laboratory investigator when confronted with an individual case. The possibility of developing a separate clinical technique of investigation has been questioned, but not by those who know what skill has already been achieved by a small group of case workers scattered here and there in some of our American cities and towns. Our schools for social workers must be able to furnish at least the beginnings of training in both these methods. Every young social worker should possess that "thorough interpenetration of both standpoints" of which Mr. Flexner speaks.

THE BELATED ART OF BEGINNING

We have seen in the last ten years a wonderful development of specialties in the field of social service, all greatly enriching and diversifying treatment and increasing the possibilities of cure. As a matter of fact, however, differential treatment comes but differential diagnosis lingers. This is no cause for despair. Every department of human endeavor is slow in perfecting its beginnings. Take the art of beginning in the medical profession. We have learned many sorts of things to do for the sick man, but only very slowly are we learning how to find out what is the matter with him. We send him to one specialist after another, operations are performed, courses of treatment prescribed, and many strange things happen. Then at last, if he is fortunate, he falls into the hands of an expert diagnostician who is skilful enough to find out what is really the matter. It is the very last kind of skill to emerge, this skill in handling the beginnings of things. It has been the last thing to emerge in the field of education. We learned many things about pedagogy before we learned, if we yet know, how to start a little child upon the path of knowledge.

So in the social field: We have a congestion of new ideas, we have great faith in them and apply them with courage and devotion, sometimes where they do not belong. Measured by the standard of practical results, our use of our new discoveries is clumsy and our investigations preliminary to treatment fall far short of being as serv-

iceable to our clients as they should be. Rightly considered, clinical investigation is only a part of treatment, it is only the first step, but momentous in its consequences for this reason.

One of our misfortunes, in the effort to develop the beginnings of social service treatment, is that many social workers still regard investigation as a process invented and patented by the charity organization societies. If, according to this view, a family needs the ministrations of a charity organization society, then of course it should be investigated, but otherwise not. But if the charity organization societies ever had any patent upon investigation, it expired long ago. Obviously the process belongs to and is needed by everybody. The movement for the better organization of charity will be strengthened, indeed, when each form of social service treatment in turn can work out its own technique of investigation and thus enable the charity organization societies to revise and improve their methods on the basis of the discoveries so made.

HOW CAN WE DEVELOP A TECHNIQUE?

It may be doubted whether here, any more than in the other processes of social work, we can bring over into our field the methods of the other professions; nor can the "efficiency tests" of the business world be adopted *en bloc* by social service. There has been much talk about efficiency and goodness, to the discredit of the latter. Sometimes, viewing the kind of ready-made social service efficiency that is offered in sample by its advocates, one is tempted to exclaim, "Well, goodness is bad enough, but surely such efficiency as this is worse." But the new scientific management engineers* are coming to our rescue, for they teach us that processes must be developed by observation and experiment, that they cannot be imposed like a plaster jacket upon the living body of social work. Each of our standards must be evolved slowly and laboriously from the study of our own operations and our own experiences. These must be subjected to the keenest possible analysis, and, in so far as the business engineers can teach us the habit of analyzing processes, we shall do well to learn from them.

Within the last year some of us have been trying in a very tentative way to apply a few tests to the actual daily practice of social service agencies in this matter of the investigation of individual cases. Take the actual practice of all social service agencies that are making case decisions in child saving work, institutional work for adults, the care of the sick poor, the rehabilitation of families, etc. What, for instance, is their daily custom with regard to consulting outside sources of information,—sources, that is, beyond the applicant and his immediate family? What light, beyond the statements of these, do they habitually seek before making the first important decision affecting the welfare of a

* Principles of Scientific Management. By Frederick W. Taylor. Harper & Bros.

case under their care? Often what we think we do and what we actually do are quite different. In several cities, therefore, some attempt has been made to discover what the representative social agencies in each are doing about this matter of outside sources of information; what sources are found most useful in probation work, what in protection from cruelty work, what in placing out work, and so on.

In Boston, twenty-four different social agencies have been good enough to prepare schedules covering this information in the first fifty cases treated by each in the last fiscal year. These and the schedules gathered from other cities will furnish nothing final and conclusive with regard to the method of completing a first investigation, but they will suggest a number of sources of advice and co-operation too often overlooked, and will show the shifting of emphasis, the relative value of sources, in moving from one social task to another. I venture to predict, moreover, that they will bring strong confirmation of the idea that the beginnings of case work of whatever kind and with whatever social betterment object in view, have much in common. We are all dealing with human beings, and the fundamental facts of human life are much the same in hospital, public school, court and charity office. What we need is a technique in common, based not upon the theories of academic departments but upon the detailed analysis, the observation and recording of actual work done and results achieved by social workers of many kinds. Toward such a technique every worker with an open mind can make a definite contribution by developing the habit of studying his own processes, and by learning from his own failures and successes. These alone can never teach him all that he needs to know, but from a large common stock of such observations he can win that progressive standard of excellence upon which good case work depends.

METHODS COMMON TO ALL SOCIAL SERVICE AGENCIES

It was in the nature of things that, in our earlier stages of development, one charity organization society should learn chiefly from another, one child saving agency from another. The time has now come for us to seek a larger unit. We must learn more and more from those whose case work experience differs from our own. Only a little while since I had a very interesting letter on the subject of Investigation from the secretary of a society to protect children from cruelty. Sometimes a good understanding between S. P. C. C. workers and those engaged in other forms of family work has been difficult to secure and maintain. This secretary writes that one reason for this is the difference in methods of investigation. An S. P. C. C. agent is seeking good court evidence —not court evidence only, but this primarily. Now, in the courts, evidence of cruelty or neglect that is more than three months old is out of date.

From the point of view of the charity organization worker, on the other hand, the mere fact that evidence is recent counts for little.

Family rehabilitation seems to him to depend far more upon a clear understanding of the things that were true of a family before they fell into trouble at all. The most important single thing, therefore, from a charity organization point of view, is a knowledge of the family's normal life. Social rehabilitation, like rehabilitation in health, must proceed from the normal as its starting point toward the normal as its goal.* The record of how many half-tons of coal or how many dollar grocery orders have been given during the last six months, or what this neighbor or that church visitor has seen of the family recently, during its time of greatest demoralization, though sometimes important, is never as important as the question, What did this family achieve at its best? What was it like when socially and economically at high-water mark? It has dropped from that level, but why? What circumstance or combination of circumstances dragged it down? What recombination of circumstances can get it back where it belongs? From this point of view, questions of direct and indirect, documentary and oral evidence, of the competency of witnesses, etc., fall into third or fourth place. But what a stupid thing for any of us to assume that we can secure the court's intervention, when successful treatment demands it, without understanding the court's point of view, without mastering the simplest of the rules that govern legal evidence.

This brings us very near the heart of practical co-operation. Instead of talking about it as a scheme, we have it with us as a daily habit of thought and action when we come to understand the reasons for the necessary differences in method among our various social agencies.

At the same time, a firm technique grounded upon no narrow experience and flexible enough to adapt itself to rapidly changing conditions is at the very foundation of professional training in social work. Such training, though it seeks and finds aid in our institutions of learning and our text-books of economics, must depend far more, as has already been said, upon hammering out from actual experience a skill peculiarly our own. To one who believes that we have an indispensable contribution to make to social progress, to one who is convinced that social advance in this country during the next generation will depend in large measure upon the nation's ability to master administrative processes in detail, this is no question of the more or less skilful handling of a few charity cases by private agencies, but something far more vital. The things that we are learning and forgetting again, the experiences that we are letting pass unnoted, are the very things upon which success or failure in community action will depend, in so far as community welfare demands that different things be done for different people. The formulation of a sound clinical method is the case worker's debt to the nation, but he has yet to realize the obligation.

It was only by accident, for instance, that I found in a charity organization office the instructive record of a homeless man who had

* See Flexner's "Medical Education in the United States and Canada."

not seen or heard from any of his family for sixteen years,* and that I was able to trace the steps by which the investigator discovered that, during more than fifteen years, he had been in the insane asylums of a state far away from all his people. His family had thought him dead. There is wastefulness in a public institutional system that makes no thorough initial inquiry, and therefore loses the co-operation of so strong a character as this man's sister proved to be. In all these fifteen years she might have been a genuine therapeutic resource. The mere fact that a large sum of money was spent from the wrong source is not so important as the further fact that he was kept away from his people, when in his native state he could have been cared for within a short trolley ride distance of his own family. This meant a waste of life, affection, sympathy. And the process by which the current of this man's life was turned at last is one that can be analyzed. There was no magic about it, though there was a high degree of skill based upon a sound method of work.

A good technique of clinical investigation is needed in every public institution in the United States and in every one of its child saving agencies. The head of a large child saving society in one of the cities in which the schedules before mentioned were being filled out sent me word that he was unable to furnish all the data required because, when parents came to him and asked him to take their children, he knew only too well that they would never do so if it were possible for them to keep their offspring with them. Under such circumstances investigation was, in his opinion, superfluous. This is an extreme instance, perhaps, but too often we find social workers who ought to know better still regarding investigation as a negative process. It is a positive process of the most searching and far-reaching beneficence. It is, indeed, the very cornerstone of co-operation and of curative treatment. Any contribution, therefore, to an effective technique of investigation is a contribution to human welfare, and case workers the country over should co-operate heartily with the effort now being made by the Russell Sage Foundation to study case processes from this point of view.

A LESSON FOR REFORMERS.—I have known a patient who believed it was her duty to sit on the floor by the hour and call through a crack in the door to imaginary people outside to carry out her numerous orders for saving the world, to be taken out for a carriage drive so against her will that it took two nurses to put and hold her in the carriage, and yet, after driving awhile, get so interested in the world around her as to abandon entirely the giving of orders, and talk with intelligent delight of all she saw and heard. Just as she was about to return to the ward, she said remorsefully, "Oh, there! I've been enjoying all this and *forgot to save the world!*" It is just this forgetting on their part that you want to bring about often and often.—DR. BARRUS on "Nursing the Insane."

* See CHARITY ORGANIZATION BULLETIN for May, 1911.

THE CONFIDENTIAL EXCHANGE*

QUESTION.—*How can we persuade agencies to use the confidential exchange?*

ANSWER BY ALICE L. HIGGINS, *Boston.*—Select those agencies which are most friendly to the C. O. S., whose work overlaps with yours or with one another. It is especially valuable for future extension to have these first agencies varied in character; for instance, a health agency, children's society, relief fund of exclusive type, public department and private association. The co-operation of some people may be won by the description of the system of registering identifying information in one office for confidential use by persons charitably interested; but other people must be interested by individual instances known to you where they themselves would have acted differently in their treatment of a certain family had they known that Miss So-and-So of the A society was doing this and that at the same time.

Accept any amount of co-operation they care to give in the beginning; do your work promptly and always in a pleasant voice. Some people will never inquire of the Exchange if they feel that they must inquire about all their beneficiaries. The representative of an agency recently converted to the use of the Exchange said that he would rather lose most valuable information and assistance about ninety-nine families than be obliged to inquire about the hundredth; he tried the Exchange because convinced of its value, and has not yet found that hundredth.

Although I emphasize the necessity of compromise, I would equally emphasize the necessity of persistency. Be pleasant, but also be persistent. If a co-operating agency does not inquire about a family that you later learn another agency has worked with, be sure that this second agency makes known to the first the embarrassment to the agency, pain to the family, and all the things that might have been different.

Try to make the enthusiasm of the users of the Exchange the best advocate of its extended use. Any agency that finds its work overlapping with that of a non-inquiring agency usually comes to us and we work out together a plan of siege, in which perhaps one or many agencies may be enlisted, until the besieged agency capitulates, sometimes only after months of persuasion and often after the executive and several directors have been conveyed to see the Exchange, observe the privacy which surrounds the names, and test the spirit in which the work is carried on.

Of course you always reiterate the confidential character of the Exchange and the constructive aim. It may be a temptation to dwell on the "detection" side, the overlapping of relief, the fraud and imposture. Personally I never do this, and believe it to be most unwise to emphasize this most dangerous half-truth. That emphasis makes

* This contribution to the Question and Answer afternoon at the Boston meeting of the National Association of Societies for Organizing Charity was crowded out of our July number. It belongs with the short addresses there printed.

the Exchange the appropriate instrument only in treating frauds and impostors. None of us believes his beneficiaries to be of the impostor type. We need a method that will help us to save our families all unnecessary questions, that will keep us from trying plans that have already been unsuccessfully tried, that will save us from unknowingly working at cross-purposes with others, that will show us the physical condition of the patient and the effect of the particular ailment on character and efficiency—in short, that will enable us to understand what our co-workers may have learned about and are doing for those whom we would wisely serve.

I should like to tell two of our recent experiences. Over eighty agencies use the Exchange, inquiring about practically all their clients. We count those only who inquire regularly. We have within the last year greatly increased the usefulness of the Exchange to the medical agencies. Each month now we receive over 600 inquiries from them alone. A physician who has never been in close touch with the social agencies was asked by the agency he served to inquire at the Exchange, as an experiment, about all his district patients for one month. After a few days he expressed his sense of the value by saying, "If I do not get another particle of information this month, what I learned about one patient will pay for all the trouble of making inquiry." The ailment of this patient, a baby, had not yielded to treatment until, as part of this arrangement, the physician telephoned to the Exchange the name and address of baby and mother. The Exchange answered that this mother had been to a sanatorium for tuberculosis five years ago. The physician, who had not suspected a previous history of tuberculosis in the now apparently healthy mother, at once changed the medical treatment of the baby, and by the new treatment hopes to save the life of the child. This particular use of an inquiry at the Exchange was never predicted by us. Neither was the other use indicated by this doctor's enthusiastic admission that knowing things about the social history of his patients made him care more about them.

The other experience to which I referred was a visit made to our office by a leading judge of a court dealing with adults. After having the work explained to him, he turned to his chief probation officer and said he thought they ought to inquire at the Exchange about three types of court cases: First, non-supporting or deserting husbands, in order that the court may know the family side of the story; second, those cases where it is alleged that injustice has been done to the prisoner; and third, those sad cases where news of the trouble into which a member of the family has fallen must be broken to aged or sick relatives at home. The judge thought that the court might learn at the Exchange of visitors to the family who could best carry the unwelcome truth. This recognition of the upbuilding work of the Exchange, of the increase of humanity which it offers, is what we need. The Exchange in the right hands is not machinery, it is spirit.

DEPARTMENTAL NOTES

ACTING for the Committee on Transportation of the National Conference of Charities and Correction, this Department issues this month the first series of the Committee's decisions in disputes arising between signers of the Transportation Agreement and Rules. Any signer who wishes to forward a complaint to the Committee with regard to an act seemingly in violation of the Rules should do so in writing through the Department.

THIS is the time of year for replenishing the supply of pamphlet literature in charity organization offices. See the Department's list of publications sold in quantities at cost that is printed in the "Directory of Charity Organization Societies" just issued. Of these pamphlets, the small "Series B" booklets will be found the most useful for general distribution. Miss Byington's "What Social Workers Should Know" has been the basis of community study in a number of places, where groups of volunteers have been put to work gathering the suggested information under trained guidance.

ABOUT the Directory itself, which comes to the societies in a fourth edition, the most significant things are the new societies added and the changes in personnel:

Miss Frieda C. Hansen succeeds Miss Salisbury in Calumet, Mich.

Mr. J. B. Gwin of Winnipeg succeeds Mr. Dewees in Paterson, N. J.

Miss Laura E. Gilman, formerly with the Boston Associated Charities, goes to the newly organized society in Pittsfield, Mass.

Miss E. C. Youngquist of Des Moines goes to the reorganized Union Relief, Springfield, Mass.

Miss Edna M. Owen of the Boston Associated Charities succeeds Miss Robertson in Stamford, Conn.

Miss Ethel B. Osborne succeeds Miss Green in Salem, Mass.

Mr. Walter W. Whitson succeeds Mr. Paterson in Orange, N. J.

Mr. J. J. Weber becomes general secretary of the Civic Association in Englewood, N. J.

Mr. C. M. Hubbard becomes assistant superintendent in St. Louis, Mo.

Miss Mary H. Newell succeeds Mr. Crosby in Columbus, Ga.

Mr. William M. McGrath becomes general secretary in Birmingham, Ala.

Mr. Rudolph T. Solensten succeeds Mr. Taylor in Chattanooga, Tenn.

Mr. Courtenay Dinwiddie becomes general secretary in Duluth, Minn.

Miss Nelle Swartz succeeds Miss Kremm in Elizabeth, N. J.

Mr. George M. Pfeiffer succeeds Mr. Brainerd in Kansas City, Knas.

Mrs. Howard Van Wyck succeeds Mr. Frellson in Milwaukee, Wis.

Miss Mary S. Labaree succeeds Mr. Johnson in New Britain, Conn.

Miss Mary Sands succeeds Mr. Williams in Oshkosh, Wis.

Mr. Paul E. Illman succeeds Mr. J. M. Strong in Syracuse, N. Y.

Mr. Frank J. Bruno leaves the Colorado Springs Society to become assistant superintendent of the New York C. O. S.

New societies have been organized in Austin, Tex., Bayonne, N. J., Bloomfield, N. J., Charlotte, N. C., Delaware, O., Evanston, Ill., Fond du Lac, Wis., Glens Falls, N. Y., Green Bay, Wis., Kenosha, Wis., Michigan City, Ind., New Harmony, Ind., Sioux City, Ia., Stamford, Conn., and Steubenville, Ohio.

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MISS M. E. RICHMOND, Director
FRED S. HALL, Asso. Director MISS M. F. BYINGTON, Asso. Director

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EVIDENCE IN ITS RELATION TO SOCIAL SERVICE*

By JULIAN CODMAN
of the Boston Bar
Vice-President of the Associated Charities of Boston

IT would be preposterous for me to attempt in an hour to give you an idea of the rules of evidence as they are applied by the courts and understood by the legal profession, for the subject of evidence is the broadest subject in all the law; in fact it permeates the body of the law in the same way that the imponderable ether, so-called, permeates our physical bodies. The surface of the subject is only slightly disturbed in the Harvard Law School in a course which covers nine months, with three lectures a week and a case book containing more than one thousand closely printed pages.

When the young lawyer has passed his examinations and been admitted to the bar and to the practice of his profession, he begins then to learn something about evidence. He begins to apply the rules which he has been taught and often discovers how little he understood them. If he continues to practice he continues to learn, and he will go on learning until he dies. For the rules of evidence are based on human nature and common sense and are moulded by experience.

* A lecture delivered at the Boston School for Social Workers.

I shall feel, therefore, that my time and yours has not been wasted if I can tell you enough about evidence, its character and its weight, to show you, first, the inestimable value of an open and unprejudiced mind with which to begin investigation; second, that the best direct evidence is essentially unreliable; third, that what is proof to one generation or to one grade of intelligence is not regarded as evidence at all by another generation or a higher grade of intelligence; and fourth, the comparative value of direct and circumstantial evidence.

The most important weapon in the armory of the investigator who is a seeker of truth and not a mere advocate, is an unprejudiced mind, and I fear it is one of the rarest. The frankly prejudiced person is less dangerous than one who carries an unconscious prejudice in his head. The first is warned of his own mental attitude, and if warned can and will make allowance for it; the second goes his way without being aware that he is mentally unfit to receive impressions or to give them their true value if they are received. I will try to make a little more plain what I mean by an unconscious prejudice, and I can do so best by giving you an actual case as an example.

About ten years ago a cousin of my mother's, a man some twenty years older than myself, sent me word that a young clerk in his employ had been arrested for permitting illegal voting while acting as checker at a Republican party caucus, that the boy was then in jail, and that he himself had only just found out the fact of the arrest, although the boy had been in prison for more than four days. He told me the story as he knew it. The accused was just twenty-one and had been in his employ for some years as a clerk. He had been a faithful and capable employe, and was practically the sole support of his mother and younger brothers and sisters. He had no bad habits, and my cousin said that he was confident that a mistake had been made, and that the wrong man had been arrested. He asked me to defend the boy, and said that he felt so strongly convinced of his innocence that he would be willing to pay the cost of clearing him. The young man's story was that he had misunderstood the name which was called by the clerk at the voting machine, and had permitted the vote to be cast before discovering his mistake. It seems that this name had been checked already, and a policeman who was looking over immediately made the arrest. The boy claimed that he had tried to explain and that his explanation had been ignored.

The case came on for trial the day after I was retained, and since I was quite unprepared, having had only five minutes conversation with my client, I asked the court to put it over for a week, to give me time to get ready. To my great surprise the judge said that, since the arrest had been made a week before, the defendant had had time to secure counsel and instruct him, and that if he had failed to do so until the eve of trial, it was the defendant's own fault, and he would not delay the business of the court for that reason. He insisted that I should proceed immediately, and I was forced to do so, although I was greatly incensed

at the injustice of requiring me to proceed; for I recognized that a conviction was now certain, the Government's case being fully prepared, and I with no witnesses except the poor boy and hardly knowing enough about the case to question him intelligently.

He was convicted, and sentenced to a month in jail. Of course I appealed, and he was released on bail, pending a trial in the Superior Court.

I now went carefully over all the occurrences of the day of voting with my client, who with tears in his eyes explained exactly how his mistake had occurred. He told me that the noise in the room was very great, as it was nearly time for closing the polls and there was much excitement and hard feeling over the result; that he was some distance from the voting machine; that it was the first time he had ever done such work; and that he was tired from having worked many hours on something to which he was entirely unaccustomed.

My cousin was a friend of the District Attorney, and both he and I used all the influence we could in our knowledge of the facts to get that official to drop the prosecution. The District Attorney, however, did not share our confidence. Knowing that my client would now have to stand trial, I was about to look somewhat more closely into the facts, when the District Attorney had him arrested on a new charge, namely, conspiracy to permit illegal voting and assist repeating—a much more serious offense.

I immediately began a thorough examination to see if I could get to the bottom of this affair, and from some words dropped by the woman in whose house the boy boarded my suspicions were aroused. I sent for my client and put him through a severe cross-examination. To cut a long story short, he was guilty of every charge, and when cornered he made a full confession. If we had gone to trial, I should have been completely taken by surprise and my client convicted beyond the possibility of a doubt, yet the evidence of his crime was not difficult to find. The District Attorney had it, and the boy's original story, when carefully examined, had many weaknesses which should have put me on my guard, but did not, because I was doubly, although unconsciously, prejudiced in his favor. I was prejudiced first, by the fact of my cousin's strong endorsement, which had added weight in coming from a man in whom I had great confidence, and up to whom I had always looked, and secondly, by the injustice which the boy suffered at the first trial when the judge refused me time for the preparation of his defense. In these two ways, my sympathy had been enlisted and my judgment warped accordingly.

Without multiplying examples, you can easily see how an adverse prejudice might be established in a similar manner, and yet such prejudice be entirely unconscious. In almost every case where evidence has to be weighed and sifted, the investigator starts with some unconscious bias, and I want to impress upon you as strongly as I can the necessity of a determined effort by every investigator to bring each unconscious prejudice above the line of consciousness, and to weigh it carefully before

proceeding further. A great many mistakes will be avoided by such a process of heart-searching.

The second thing which I wish to impress upon you is the caution with which testimony of every character must be taken. The average man or woman, and this applies even more forcibly to those below the average in either intelligence or education, is essentially inaccurate. Most people also are exceedingly deficient in the faculty of observation, and most uneducated people will try to give the information which they think you want, and this without any idea that they are not speaking the truth. It is a fact well known to those lawyers whose work is largely the trial of accident cases, that of half a dozen persons who have been eye-witnesses of an accident, no two will tell the same story, and often the discrepancies will be so great as to be very startling; yet it is possible that every one of these witnesses is trying to tell the truth.

The following is a somewhat unusually striking case of defective observation: One day, Mr. P., who has been a lifelong resident of Nahant, and who happens also to be a man of high cultivation and exceptional ability, and an enthusiastic golfer, came to the chairman of the green committee of the Golf Club and told him that he thought part of the course was unsafe for passers-by. This was a place where the county road crossed the course. He said that he thought a notice should be put up warning all players to look and see that the road was clear of foot-passengers and carriages before playing a ball from the teeing ground, which probably some of you know is the level piece of turf from which the first shot at any hole is played. The chairman suggested a notice as follows, and asked if that would be sufficient.

"DANGER: All persons before driving from this tee are cautioned to see that no one is passing in the road." Mr. P. said that he thought such a sign would be just the thing.

"Well," said the chairman, "a sign in exactly those words in letters three inches long in black paint on a white ground has been in front of your eyes every time you have driven off that tee during the last six years." Have you any doubt that, if Mr. P. had been called on the witness-stand to testify as to the presence or absence of a sign on that particular tee, he would have taken his oath that no such sign existed? And he would have so sworn with the utmost confidence in his correctness.

Besides those witnesses (it is easier for me to use the technical legal term) who are inaccurate because they fail to observe and note their observations, and those who can be led by their desire to please to give any information which they think will be agreeable, we have the "smart" class, who delight in telling half-truths. These witnesses are often in their own way very conscientious, and congratulate themselves afterwards on having completely deceived you without having failed to answer a single question or having told a positive falsehood. Then we have to add the great army of conscious liars. Stated in this way it would seem to be a hopeless matter to elicit the truth, but it is not hopeless, it is only

difficult. The very fact that one is aware of these infirmities in the fraternity of witnesses is a great help, and a method of questioning which gives no indication that one wishes to establish this or that fact will often compel the truth by failing to stimulate the imagination. Thus leading questions should be avoided when one is seeking the truth from an unknown. unwilling, or too willing witness.

The first may be either of the latter two, and he may be dishonest as well. To an unwilling witness your leading question shows what you are seeking, and points out what he must avoid disclosing. To a willing witness your question suggests a reply, and the truth is forgotten in the pleasure of obliging with a satisfactory answer. Among the unlettered classes you will often find the willing witness—good-natured, sunny-tempered people naturally belong to this class; and you will see him most perfectly exemplified in the testimony which a servant gives to his master, an employe to or for his employer, or a suitor to his patron.

I want to take up now a class of testimony with which you will have to deal, and which is more important in making investigations and determining facts in daily life than it is in the trial of cases in court. In working among the poor, one of the obstacles which confronts the worker is the difficulty of impressing on uneducated people the benefits of cleanliness and proper sanitary conditions; also the necessity of an intelligent use of the services of the medical profession. Extraordinary beliefs are still extant in regard to the efficacy of patent medicines, of charms, of relics and of traditional methods of cure (such, for example, as the rubbing of a wart with a live snail, and then burying the snail; the superstition being that as the snail dies and rots the wart will fall off). On these superstitions are grafted various forms of psycho-therapeutic beliefs, more or less perfectly understood. Now the believers in all of these things are thoroughly convinced, taking them generally, by evidence which is satisfactory to their minds, but which to the educated person would have no probative force whatever. The fact that a Christian Science healer gives his or her treatment to a nervous invalid, and a great improvement in the condition of the person immediately takes place, is proof to such minds not only of the efficacy of such practice, but also of the philosophical system on which it is said to be based.

The conclusions at which we arrive in the great majority of investigations are founded necessarily upon the oral testimony of eye-witnesses, or upon hearsay evidence, which would not be admitted in a court of law, but which in default of anything better we must use for what it is worth. It is therefore especially important to keep constantly in mind that the most positive testimony and that which is beyond doubt the true expression of the witness's conviction, may be based on beliefs which we should think quite unfounded, or on deductions which are in our opinion absolutely unwarranted. The race, the environment, the enlightenment of the witness must all be carefully considered, and an effort made to give each factor in his mental make-up its true value.

There are some beliefs which the enlightened part of humanity have

outgrown and which they will not accept, although the evidence on which they are founded is in the legal sense without a flaw, such as the belief in witches, in fairies, and in miracles ancient and modern, like the cure effected by the touch of the king's hand or the intercession of the saint. Now to these things a whole cloud of credible witnesses have testified. I mean credible in the ordinary sense, namely, that they were honest and sane and that their testimony would have been perfectly satisfactory to prove the execution of a will or the occurrence of a horse-race. We have not given up our belief in such things because there is no evidence of them, but simply because the testimony, although large in quantity, fails to convince us. Do what we will, we cannot believe what is contrary to our reason, and contrary also to the teachings of modern science. We have grown up and put away childish things. But among the uneducated classes no such attitude exists, and we have no right to assume that those from whom we must elicit information in many cases are of our way of thinking. The further fact that such occurrences are testified to by a multitude of persons and have been held as satisfactorily proven through the greater part of recorded time, is to some minds strong evidence of their truth and quite sufficient to carry conviction.

As a result of the consideration of the classes of evidence with which I have been dealing, you see that it is not unnatural that lawyers should look upon a large part of what is called "direct evidence" with a great deal of suspicion. All testimony of eye-witnesses—and among eye-witnesses I include broadly all those who pretend to have a personal knowledge of the facts, whatever they may be—is open to doubt, for any one or various combinations of the following reasons:

First, the witness may be deliberately untruthful; second, he may have such slight power of observation and such a weak memory that he will testify positively that things did not happen, when the truth is that he failed to observe, or has forgotten; third, he may be afraid to tell the truth for various reasons; fourth, he may belong to the class, about which I spoke before, of "smart" witnesses, who without directly stating anything absolutely false testify in such a manner as to deceive by telling only a part of what they know; or fifth, he may by his mental make-up be one of those whom I was discussing last, whose credibility is affected by beliefs or superstitions of which the investigator is ignorant.

Besides this, it is only the few who are really careful about their statements; the great majority exaggerate what they have to tell. It is, I repeat, for these reasons that lawyers look upon direct testimony with suspicion, and rely if they can on the confirmation of circumstances, or what is called circumstantial evidence. The value of no kind of evidence has been so greatly misrepresented to the public, and it certainly does not deserve the unfavorable prejudice with which it is regarded.

How often it is said that such a one was convicted of a crime on "circumstantial evidence alone," and that nothing would induce the speaker to bring in a verdict on such evidence. It is quite apparent that many persons look upon a conviction by circumstantial evidence as im-

proper and unfair to the prisoner, although it may be a tribute to the skill of the lawyers. There was much dissatisfaction with the verdict in the Tucker case for this reason among people who had read or partly read the evidence as given in the newspapers.

Again, how often do you hear such remarks as, "Every little thing he said was twisted, and every little circumstance taken advantage of to hang him." Nevertheless it is the much abused circumstantial evidence that is in many cases the best evidence, for in such evidence there is far less opportunity for error. It is the straws which show which way the wind blows, and it is the little apparently unimportant trifles that often have the most to tell. Perhaps you have all heard of the celebrated case of Joseph Lesurques, who was convicted of murder and guillotined in the last decade of the eighteenth century, on the circumstances of whose fate the play of "The Lyons Mail" is founded.

One morning, all Paris was startled by the news that the mail-coach from Lyons had been attacked by a band of robbers at a time when it had stopped to change horses, as was its usual nightly custom, at a little cabaret in the environs of the capital, and the guard and postilion, who had alighted to get some refreshment, had been brutally murdered. The proprietor of the inn was away and did not return until after the crime, but in time to see and identify one of the brigands who had remained after his companions to rifle the corpse of the unfortunate guard. Sixty thousand livres consigned to the Bank of France was stolen. The only witness to the affray was a boy, a servant in the inn. He had been locked into the cellar but had distinctly seen the faces of several of the band. The popular excitement was intense, and was greatly increased by the arrest on the charge of being the murderer of the guard and the leader of the band, of Joseph Lesurques, a merchant of Paris, a man of high standing in the community, of wealth, and of hitherto blameless character. The evidence in the hands of the police was absolutely overwhelming. According to the version in the play, the innkeeper at whose house the murder was committed was the father of Joseph Lesurques, and was horrified to identify as his son the brutal ruffian whom he had found stripping the body of the murdered guard, and who when interrupted in his hideous task turned his weapon on his own father.

Lesurques was also identified by the servant, who testified that he had ridden up to the inn a short time before the murder, engaged the witness in pleasant conversation, and sent him to the cellar to get him a bottle of special wine. The boy was delayed a long time as the particular wine was hard to find, and while he was in the cellar he heard the mail-coach drive up and the voices of the guard and postilion calling to him. To his surprise he found the door at the head of the cellar stairs locked; he tried in vain to get out, but on hearing a scuffle and the sound of pistol-shots, he retreated into the cellar and remained concealed until darkness had fallen and all was quiet. He was greatly terrified, but finally summoned enough courage to climb up a window in the cellar which commanded the front of the house, in time to see his

master return and encounter the brigand, whom he also saw and recognized as the gentleman with whom he had been conversing a short time before.

The murder took place somewhere about half-past five o'clock on a winter afternoon, and the attack on the elderly Lesurques about fifteen minutes later. The prisoner was compelled to admit that he had been to the inn that very afternoon for the purpose of visiting his father, and was disappointed in finding that he had gone to Paris. He admitted also that he had seen and talked with the servant and had sent him to the cellar for the wine, and he said that he did this for the purpose of getting him out of the way so that he could leave a little present for his father without detection. He stated positively, however, that he had mounted his horse and started for Paris before the boy returned, and had left his horse at the livery stable where he had hired it at some time between quarter- and half-past five. It appeared from the evidence of the stable-keeper's wife that the horse had been hired and returned, but she was uncertain as to the time, and the book in which it should have been entered was not to be found.

It is not surprising that on this evidence the jury returned a verdict of "Guilty," and yet all this direct evidence was founded on a mistake. Subsequently the real criminal was discovered, I believe through the confession of a member of his band, although of this I am not sure. He was a notorious robber named Dubosc, a man of the most infamous reputation and the perpetrator of a hundred crimes. On his arrest it was discovered that be bore a striking personal resemblance to the unfortunate Lesurques, so great that the mistake of his father and the servant was accounted for, when the fact was taken into account that they had seen him at a time of great excitement and after darkness had fallen.

The stable book was also found and the statement of the prisoner was shown to have been perfectly correct, for on the book appeared the entry, "Sorrel horse taken by Joseph Lesurques at three o'clock and returned at half-past five." The book had evidently not been tampered with, and the entry proved that it was impossible for Lesurques to have been at the cabaret when the robbery and the murder were committed.

I have no doubt that my statement of this celebrated case is far from accurate, for although I have read an account of it, the representation on the stage as given by Henry Irving, who played the part of both Lesurques and Dubosc, is much more clear to me. It is accurate enough, however, to illustrate the point I wish to make; namely, that the most positive direct evidence may be absolutely misleading. It is difficult, nay impossible, to make extraneous circumstances fall in with a false set of facts, and if the stable book which gave conclusive evidence had not been lost, Lesurques would certainly never have suffered the penalty of death. It was not looked for until after the prisoner had told his own story, was not, and never had been, in his possession.

The great value of the book entry was in its connection with the

statement of the prisoner made immediately after his arrest, that he had returned his horse to the stable by 5.30, and that the stable book would undoubtedly confirm his statement. No guilty man would have dared to make such an assertion unless he knew that the book would not be forthcoming, while it would have been the first thought of the innocent man. Had it not borne out his statement, it would have been the capstone of his guilt; if it had borne it out, a perfect alibi would have been established. This is one more illustration of the fact that things and events which apparently have no bearing upon or connection with a case when viewed at first, are, if subsequently connected with it, of the first importance in matters of proof.

I have tried very inadequately to give you some idea of the pitfalls which are in the way of an investigator. Now how can we avoid them? This is the practical question to which you want to know the answer but I cannot promise to be able to give it. One reason is that some persons are so constituted that it is practically impossible for them to find out facts; they are either impatient, persistently prejudiced, or incurably gullible. To such persons no rules can be given. They can never be successful as investigators, though they may make splendid advocates.

The first and to my mind the all-important thing is the cultivation of the open mind, of a mind free from prejudice and bias, a real conscious wish to get at the facts whatever they are, not to establish a proposition or make out a case. The second is the adoption of a method which will not show too clearly the trend of the investigation; third, a careful consideration of the relative value of the sources of information; and fourth, extreme caution in coming to a conclusion until all available sources of information are exhausted.

This caution is hard to acquire, but is of the first importance, since our earlier impressions, if not so firmly fixed as to become convictions, are in many cases likely to be changed by further search.

Still, I do not want you to get the impression that I believe that in most cases it is impossible to come to a just conclusion, for I think nothing of the kind. If evidence is sifted and conscientiously weighed, I believe that fairly just conclusions can be reached in the great majority of cases. And when the investigator has reached a conclusion by the application of the principles which I have tried to outline, I think he should be firm in his opinion and willing to act in accordance with it. If, subsequently, he is forced to change his opinion by the discovery of fresh evidence, not before available, he will have nothing to reproach himself with. If he could have found out such additional facts and failed to do so from over-confidence, from prejudice, from impatience, or from any other cause fairly within his control, then he is to blame, and should rightly bear the burden of his fault.

DEPARTMENTAL CHANGES

MR. McLEAN AND THE NEW ASSOCIATION

IT was with very mingled feelings that this Department parted with Mr. McLean at the beginning of the present month, when he took up his new work as General Secretary of the recently organized National Association for Organizing Charity. Two years ago this BULLETIN had suggested that the organization of extension work in the charity organization field on a national scale and under a national committee that represented the individual societies, might be the logical next step; and the development of interest since then, as shown in the preliminary meeting of charity organization societies at St. Louis a year ago and in the meeting for organization at Boston last June, had confirmed us in that earlier judgment. But the logical additional step was the giving up of Mr. McLean to head the new movement, and here our feeling of enthusiasm for transforming the charity organization societies into missionary bodies responsible for the whole field was tempered by our very sincere regret in losing him as a colleague.

We also wrote two years ago, "Mr. McLean is one of the best of the new type of social surveyor, in that his view is comprehensive and that he is quick also 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." Since this was written Mr. McLean's grasp on the problems of social service in our cities has both deepened and broadened—it is indeed a unique equipment, a rare combination of experience and strong personality that he brings to his new position; and we may be pardoned, in releasing him, not only for expressing here our personal regret, but for urging upon the societies that have just become his new sponsors the duty of giving him the very loyalest and most devoted support that any executive secretary ever had.

Over sixty charity organization societies have already joined the new Association, and at least sixty more should have joined within the next few weeks. The membership fees of societies cannot be its sole support, and the newly appointed ways and means committee will need help in securing individual contributions and suggestions as to methods of interesting large givers, but the important thing for the moment is to make every society entitled to membership an integral part of the federation. Please make a note now to get authority promptly, and then to send a check for the annual membership of Ten Dollars, payable to W. Frank Persons, Acting Treasurer. This should be mailed to the Association's new office, Room 421, 105 East 22d St., New York.

Another way to help will be to notify the Association at its New York address of any new movement that is likely to lead to the formation of a charity organization society or associated charities, and to do this *before* writing pages of suggestions that may have little bearing upon

the local situation. Urge those who are thinking of organizing to write directly to the Association, and then notify the Association in addition of this possible opportunity. We have asked this many times, but some secretaries have overlooked the request, and we are able to repeat it now with a better grace, since we do so for another organization.

PORTIONS OF THE DEPARTMENTAL PROGRAM

Is there any work left for the Charity Organization Department to do? Yes, more than would fill this BULLETIN, if we devoted only one line to each item. The new Association will "organize and reorganize charity organization societies and promote their co-operative development." The Department will "study, teach and publish in the charity organization field, bounding that field broadly to include the better co-ordination of all social service."

The Department will continue to make field visits, but these will be for the intensive study of case work, for the comparison of the methods of various societies, for advice about some matter of case treatment or district organization, or for the preparation of studies for publication.

It will continue its large correspondence with the societies on a wide variety of topics, including questions of transportation, policies adopted by other cities, internal organization, courses of reading, etc., but it will refer all letters about new societies or the reorganization of old ones to the Association.

It will teach in the schools for social workers and prepare material for other teachers in those schools. It will conduct the Charity Organization Institute as heretofore. It will develop still further the usefulness of the Clinton District to workers in other cities.

It will publish short studies in pamphlet form, and more popular presentations of charity organization work in cheap booklet form for general distribution. It will continue this monthly technical journal, and the annual issue of a Directory of societies. It will issue the forms and blanks formerly published by the Exchange Branch. It will edit books, from time to time, that should enable students to profit by the tested experience of practical workers.

It will strive to secure closer co-operation among the various social movements by placing certain labor-saving devices at their service, and by developing a series of standard forms and schedules for social work. It will act as agent for the Transportation Committee of the National Conference of Charities. It will carry on the detailed work of the monthly exchange of forms and form letters among a group of charity organization societies, acting in this as agent for the new Association.

It will share with the new Association the responsibility for developing still further the special form of social inquiry work already done in Kansas City, Nashville and other places by the Department, and will share also the responsibility for developing better ways of recruiting a supply of candidates for charity organization positions.

If the foregoing tasks and plans are too briefly stated to convey any very clear idea of what the Association and the Department are going to try to do for the cause that both have at heart, Mr. McLean's St. Louis address is the best statement of the Association program yet issued. In carrying it out he will have the assistance of Mr. Maurice Willows of Birmingham, Alabama, formerly in Y. M. C. A. and probation work. The presentation for the Department may be found, in part, in Mr. Ufford's strong address at Boston, which is printed in the August BULLETIN, and the September number contains the philosophy behind the Departmental program, as applied to the beginnings of case work. We believe that the method there advocated, the slow development of standards held in common out of the study of experiences in common, must be applied to many other aspects of our work, such as, for instance, the treatment of the various case groups. But not merely here, where we grapple with the technique of our task, but also on the side of better office system, better methods of social accounting, and better methods of finance, is careful analysis needed. And at this point the Department's ability to be of service has just been strengthened by its acquisition of Mr. Fred S. Hall as Associate Director. Miss Byington remains, becoming also an Associate Director, with some interesting social studies planned and under way, studies of the type for which she has already proved her special fitness.

THE NEW ASSOCIATE DIRECTOR

Mr. Hall's only connection with charity organization societies heretofore has been as a volunteer, but he brings the varied social experience that we need. Soon after he took his doctor's degree at Columbia he went to the United States Census office, where he had three years' experience as a special investigator. For two years he was in close touch with the problems of a big city as assistant secretary of the New York City Club. For one year he was the head of a settlement in Newark. For four years he has been identified with the child labor movement, first as secretary of the New York committee, and later of the Pennsylvania committee. Both committees won their most important legislative fights during his administration. He has rendered splendid service in two states, and now his ripe experience and fine social spirit will be placed at the service of the whole country. Miss Byington and Mr. McLean are old friends and need no introduction to any charity organization worker, but, in pledging herself anew to the inspiring cause of a better and more enlightened charitable and social service in this country, the Director of this Department would bespeak for Mr. Hall and for Mr. Willows a hearty welcome to the charity organization group.

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MISS M. E. RICHMOND, Director
FRED S. HALL, Asso. Director MISS M. F. BYINGTON, Asso. Director

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A CASE CONFERENCE IN JULY

[NOTE.—The following is a report, somewhat condensed, of the case discussion in a weekly district conference of one of the New York Charity Organization Society's districts. It was held July 10, 1911, and the season of the year accounts for the small attendance of regular members of committee and of other volunteer workers, and for the absence of the district secretary on vacation. On the other hand, the presence of a visitor, a psychiatrist from another city, gave the meeting a character which, it must be confessed, would be unusual even in a strong weekly conference.]

PRESENT

The District Chairman.
Two District Assistants.
A Settlement Head Resident,
A Church Visitor,
A Physician,
Friendly Visitor No. 1, a householder,
Friendly Visitor No. 2, a householder,
Friendly Visitor No. 3, a householder,
} Members of District Committee.
Friendly Visitor No. 4, a visitor to the blind.
Friendly Visitor No. 5, a settlement worker.
A Volunteer, formerly a student, who helps with visiting and emergency work regularly.
A Clergyman, studying social work in the district.
The Secretary of the Colored Y. W. C. A.
A Psychiatrist from another city.
A representative of the Charity Organization Department.

FIRST FAMILY PROBLEM

McGORTY *—

Katharine 92—widow of a soldier.
Children, Alice 64; Susan 60, blind; Thomas 58.
U. S. pension $144 a year, and city pension for the blind $50 a year.
Rent $11 a month, 3 rooms.

DISTRICT ASSISTANT.—This family was first known to the Society in 1908. Alice was then working in a hotel earning enough to pay for their food.

Alice is not working now. She was sent for a time to the Charity Organization Society laundry and earned 80 cents a day, but was not worth it; and as the laundry is now being especially used to train women, the District felt it was not right to have the laundry continue to give her a place. She has tried in vain to get other work for herself. Thomas is not working, and representatives of the Society have never been able to see him. He is said to be feeble-minded, intemperate, and on the other hand to be an honest fellow, none of which facts have been verified.

The family once had a delightful home in Ireland, but sold it and came to this country. They have no relatives that they know of. Mrs. McG. came from a long-lived family who lived near Birmingham, England. Alice used to be a milliner earning $16 a week. She went into business for herself and failed. After that she worked as milliner for $5 a week and then took to hotel work. Susan was a dressmaker before she became blind.

Owing to the helplessness of the women, their home is in a wretched condition. In May the proposal was made the family that Alice and the mother should go to the Home of the Little Sisters of the Poor, and Susan to a Home for the Indigent Blind in that vicinity. They declined, and have not been to the office since. The visitor for the Association for the Blind, who is also our visitor in this family, sees them frequently and has given them food paid for by the Charity Organization Society and by her own Association. Father Barry gave relief during the winter, but discontinued it in March, as he felt they should go to institutions. He would be willing however to give temporary help while the family were being persuaded to go.

FRIENDLY VISITOR No. 4 (*also visitor for the Association for the Blind*).—There is little chance of persuading them to go. I had a stormy interview when it was suggested. The visitor who came to see them from the Little Sisters advised them to keep their little home. The mother is sometimes willing to consider going, but Alice still believes that she can get work and keep the home together, though it is out of the question. I have never been able to see Thomas.

* All names of people have been changed throughout this report.

CHAIRMAN.—Is there any way to induce the family to go to institutions? If not, shall we cut off relief or just wait for some crisis that shall necessitate their going?

PSYCHIATRIST.—The first question is, what amount of money per week is needed to keep the family at home under proper conditions?

DIST. ASSISTANT.—$4.50, the friendly visitor to do the buying.

CHAIRMAN.—The U. S. pension would pay the rent and the city's blind pension provide clothes.

FRIENDLY VISITOR.—I think this would be enough if I buy, as they have no idea how to handle their money.

CHAIRMAN.—Alice is devoted to her mother, and if she had money would buy whatever her mother fancied.

PSYCHIATRIST.—What would it cost the institution to care for them?

CHAIRMAN.—$1.50 to $2 a week apiece. The point, however, is not to avoid raising the pension, but whether it is fair to leave them where they are, even with adequate relief and visiting.

PHYSICIAN (*who has visited them twice*).—I felt last winter that it was not fair. The place was filthy, the windows tight shut. In the summer it is much better. I have never seen Alice, but Susan and her mother are certainly incapable, even with relief, of maintaining the home. Susan is below par mentally.

FRIENDLY VISITOR.—Alice is also lacking mentally though she is aggressive where Susan is melancholy.

DIST. ASSISTANT.—The trouble in the laundry was that she was physically unable to do the work.

SETTLEMENT HEAD WORKER.—Has Susan ever used her blindness as an excuse for begging?

CHAIRMAN.—Alice has exquisite feelings and would never allow Susan to beg; would sooner do it herself. I am going to ask the opinion of each member of the Committee. [The opinion was generally expressed that it would be impossible to persuade them to go, and unkind to ask it.]

VOLUNTEER.—I wonder, if Alice could work in a laundry, whether she might not be able to keep house.

FRIENDLY VISITOR.—She never has done it, though it has been suggested to her.

C. O. DEPARTMENT REPRESENTATIVE.—Is there a feeling that they don't want their mother to have to go to an institution?

CHAIRMAN.—I think when the mother is gone, the two women will do whatever they are asked. Alice wants to save her mother and the mother has the pride of that Birmingham family.

C. O. DEPT. REPRESENTATIVE.—Would the withdrawal of relief have the right or the wrong effect with persons of this mentality?

PSYCHIATRIST.—I believe in working with, not against people. Alice has some delusions of persecution already, and it would be a mistake to put into her life any real persecution which she would not understand. If landlords, neighbors, etc., make no complaint, and if they

themselves do not complain of their home conditions, I should try to work with them. The landlord says they are respectable. They should be encouraged to remain so.

CHAIRMAN.—The landlord says they always pay their full rent and are an excellent family.

FRIENDLY VISITOR.—The grocer, too, speaks well of them.

PSYCHIATRIST.—Has Thomas any friends? He cannot be reached by a stranger. Could he be reached by some friend?

DIST. ASSISTANT.—There is a contractor for whom he worked for a long time.

CHAIRMAN.—We have discussed the case with several St. Vincent de Paul workers who live in the neighborhood, but we could never get a clue as to how to get a hold on him. We have never had one straight fact about Thomas.

PSYCHIATRIST.—Couldn't the landlord get a clue for us? He might if he is interested in the family and feels that unless he helps they will be sent to an institution. It would be better to work with the landlord than against the people.

CLERGYMAN.—Have they ever seen the institution to which it is proposed to send them?

FRIENDLY VISITOR.—I think not. Susan is pleased with what I have told her of the institution for the blind.

CHAIRMAN.—This is a good suggestion, that some day they be taken to the institutions.

PSYCHIATRIST.—Is there any direct evidence of senile dementia?

PHYSICIAN.—There has never been a definite diagnosis.

PSYCHIATRIST.—Alice's ideas of hypnotism are not positive senile dementia. Perhaps they only indicate a narrow horizon. Is she so forgetful that it should be called senile dementia, or is it simply old age?

FRIENDLY VISITOR.—Susan shows it more than Alice. For instance, she shakes hands with Alice, thinking it is I. Alice is not like that. She has delusions, however. For instance, she thinks she got ptomain poisoning at the hotel where she worked and is going to sue them for it.

CHAIRMAN.—Will someone make a motion?

SETTLEMENT HEAD WORKER.—I move that a pension of $4.50 a week be given the family until they can be persuaded to go to an institution.

CHAIRMAN.—This would include visiting the family, an attempt to get in touch with Thomas, and taking Alice to see the institution. [Motion carried.]

SETTLEMENT HEAD WORKER.—Might it be well to give the pension for the summer with the suggestion that in the winter they might have to go to an institution, as the mother would be more comfortable there.

PSYCHIATRIST.—I would tell them—especially one, Thomas—our ideas in so far as they can understand them, so that they may feel that we are working with them.

DIST. ASSISTANT.—Might we arrange for Susan to go to the in-

stitution for the blind at a given date, and tell them that then the rest would go too?

C. O. DEPT. REPRESENTATIVE.—Isn't it best just to play on the one idea of the desirability of their going in the autumn?

PSYCHIATRIST.—We want them to feel that we are planning to do whatever is best for them in the autumn. We don't want them to get offish at the start. (*In response to a request for criticism of the record and the treatment.*) I believe it would be a help somewhere in the record to have the problem of the case clearly p:·, perhaps on the face card. For instance:

Case for institutional care.

Learn whether Alice is capable of working.

Get in touch with Thomas.

Provide care for Susan and mother.

CHAIRMAN.—As soon as a case has been investigated the Committee should formulate the special object to be worked for?

PSYCHIATRIST.—We should get as expeditiously as possible to the terminal point of action.

SECOND FAMILY PROBLEM

CAMERON—

George (away 32 years) and Mary 63.

Children, Ruth 34, away; Bertha 32, Hotel Knickerbocker, $14 a month.

Rent $7 a month, 3 rooms.

DISTRICT ASSISTANT.—This family have been known to the Society off and on since 1893. No relief has been given, however, because the conditions were so unsatisfactory. The woman had claimed to be a widow but was a deserted wife. She was supposed to earn her living by sewing but probably lived a life of ill-repute. Bertha is a chambermaid. There is another daughter, Ruth, a laundress, who supports the man with whom she lives, to whom she is probably not married.

When the case was referred this winter, Bertha had been ill and out of work, their rent was behind and they were served with a dispossess notice. Ruth at that time put her mother in a furnished room. Bertha stayed at the hotel. The woman is hopelessly intemperate and neighbors report that both she and Bertha receive disreputable company. The church is discouraged and refuses further relief unless they take the pledge.

The Society got into touch with the woman's sister, Miss Appleby, in B—, through the C. O. S. there. Miss Appleby came on immediately for a conference with the Society. She is a woman of refinement and was distressed at the condition of her sister, whom she had not seen since 1895 and of whose life she knew little.

At her request the Society moved the family away from their former

disreputable neighborhood to a decent tenement. Miss Appleby agreed to pay the rent every other month, expecting that Bertha could provide food and pay the alternate month's rent from her wages. Bertha was sent to a physician, who said she was badly run down and milk was sent for a time. Since then the home has improved in appearance but the women still drink, though not so badly. When the last money came from B— the cash was given into Bertha's hands. She paid the landlord $5 and went on a spree with the other $2, replacing it later from her wages. Shall we insist on their taking the pledge before giving them the August rent?

CHAIRMAN.—This bringing them into contact with their relatives may be a turning point in their lives. How can we help pull them up?

PSYCHIATRIST.—With the mother it is an old habit and nothing can be done except not to put temptation in her way by giving her cash. The daughter, too, has a hard prospect ahead with only $14 a month to live on. Their funds should be put under guardianship.

CHAIRMAN.—We should, then, spend the B— money for them and if possible get hold of Bertha's pay?

PSYCHIATRIST.—Some substitute for the alcohol should also be provided, when we know them well enough to know what makes them drink; some companionship or pleasure.

VOLUNTEER.—Bertha cannot even read and write.

CHAIRMAN.—This is a problem in degeneracy then, in view of the type of woman the aunt is. Could anyone from the Settlement House visit them?

SETTLEMENT HEAD WORKER.—We should be glad to have them come to our summer concerts. Miss F— will visit and invite them.

DIST. ASSISTANT.—Mrs. Cameron likes to be out of doors. She spends much time in the Park. I have taken her some plants which are doing well.

FRIENDLY VISITOR No. 1.—Could they be sent to the country?

PSYCHIATRIST.—That depends on their attitude toward the country.

CHAIRMAN.—Miss F— might use this as a basis for discussion in her visit.

CHURCH VISITOR.—Is there any work in the Park that she might do?

CHAIRMAN.—We should hardly like to suggest, for a place where there are so many children, a woman who goes on sprees.

DIST. ASSISTANT.—I have talked frankly with Mrs. Cameron about drinking and she says she will never give up her glass of beer.

PSYCHIATRIST.—Such people sometimes break down under repeated arguments, under answering their reasons with, "You have always had this glass of beer and been miserable; better try doing without it."

DIST. ASSISTANT.—I have difficulty in talking of how much she drinks, since it is the janitress who tells me about it. The janitress says they are both fighters and begs me not to tell them what she says.

PSYCHIATRIST.—Better find another informant then!

CHAIRMAN.—The definite suggestions then are that we control the money from B— and if possible Bertha's pay; that we get the women in connection with the Settlement House; that we arrange for a visit to the country if that seems best: all with a view to inducing them to take the pledge.

PSYCHIATRIST.—Is there a temperance society in the district?

CHAIRMAN.—Yes, but they do not do much intensive work with individuals. Did the sister have much influence?

DIST. ASSISTANT.—Not much.

CHURCH VISITOR.—Do they have ice? If not, might they not be provided with some soft drinks for the hot weather? I think she may need food also; perhaps that is why she is drinking.

PHYSICIAN.—Dr. Porter said the woman was underfed and an excessive tea-drinker.

CHAIRMAN.—This family really needs a visitor who can make an intensive study of these women, their diet, their physical condition, and evolve little ways of overcoming this tendency; someone who could be on hand when pay day comes and try to prevent a spree. The lessons learned would help with other cases. [Friendly Visitor No. 5, Miss F—— (a settlement worker), agreed to become the visitor.]

THIRD FAMILY PROBLEM

POWELL—

Michael 42, truckman ($2 a day); Elizabeth 41, second wife (occasional day's work $1.50).
Children by first wife, Clara 16; Dan 14.
Rent $9 a month, 3 rooms.

DISTRICT ASSISTANT.—In May the school reported that Dan needed glasses, which the family were unable to provide. From the relatives of the man and of the first wife it was learned that during her life the man had been a heavy drinker, abusive and immoral. The wife contracted from him a venereal disease which developed into tuberculosis. About a year after her death, he married the present Mrs. Powell, with whom the relatives think he had immoral relations before his first wife's death. No provision was made at the time for the children, who were therefore placed in St. Francis's orphan asylum, where they remained for eight years. Clara was then fifteen and could no longer be kept in the institution, and Dan would not stay without her.

Patrick Powell, the man's brother, is a good man, fairly prosperous, and his wife took the children. After a time they decided that the man ought not to be relieved of the care of his children, and so applied to the Bureau of Dependent Children to have them returned to the father, which was done. The father feels that they ought not to have been sent back to him, though he proclaims his devotion to them. He would not let Clara take a good position in a family which Mrs. Patrick Powell secured for her, but wants her to work in an office. He himself drinks

and works only irregularly. The woman partly supports the family. Dan is frail, is very backward in school, and needs country life for the summer. A visit is to be made to the institution to get more light on the children.

The friendly visitor in the case feels that the girl should be taken from her father's influence, though she is devoted to him, and wants to stay with him after having been away so many years.

SETTLEMENT HEAD WORKER.—What is the relation of the family to the Charity Organization Society?

DIST. ASSISTANT.—They have not asked relief. The case was only referred by the school for glasses.

PSYCHIATRIST.—What is our relation to the relatives?

DIST. ASSISTANT.—Mrs. Patrick Powell came to the office to confer about the case. She wishes we could get the children away from the man. Possibly she or another of the relatives might take them.

CHAIRMAN.—The question is: Is there anything we can do to improve the family situation as it is, to prevent the man's drinking and the woman's immorality, or is our duty solely to the children? [VOLUNTEER and PHYSICIAN felt that it was much better to attack the children's problems and let the man and woman alone.]

C. O. DEPT. REPRESENTATIVE.—As the family have no active church connection would it not be well to bring them under church influence?

PSYCHIATRIST.—We should see the man, and try to induce him from the point of view of his own pride to collaborate with us in doing something for the children.

SETTLEMENT HEAD WORKER.—Could we not begin by arranging to send the children away to the country for two weeks?

DIST. ASSISTANT.—Dan was sent for two weeks, but his stepmother does not want him to go again as his clothes got torn.

CHAIRMAN.—We must remember that the man did not put the children in the institution. He just went off with the woman. Nor did he take them out himself. There is no background of affection on which to work.

FRIENDLY VISITOR No. 2 (*the visitor to the family*).—The man wants Clara to go to work, so that he need not.

CHAIRMAN.—It will be difficult to get away a wage-earning girl and a boy who will soon be old enough to work. With their years away in an institution there is no sense of mutual self-sacrifice, and the man will simply consider their money-value.

DIST. ASSISTANT.—The relatives offered to get her a place in the telephone exchange but the man declined that also.

CHURCH VISITOR.—Is it possible to take them away?

CHAIRMAN.—They are still of an age for the S. P. C. C., but it would be difficult to make a case against them.

DIST. ASSISTANT.—The relatives have said they might be willing to appear against him.

PHYSICIAN.—The one thing most necessary for the girl's salvation is to get her a job under the aunt's supervision if possible.

C. O. DEPT. REPRESENTATIVE.—Have we any knowledge of Mrs. Patrick Powell's character and attitude toward the children?

DIST. ASSISTANT.—She seems a decent woman and very much afraid of the man. She has been asked to come to the office to talk over the situation. There is a chance that a position may be found for Clara at Sea Girt.

CHAIRMAN.—The suggestions then are that we get the children away from home if possible; that we get the co-operation of Mrs. Patrick Powell in getting work for and influencing Clara; that we get Mrs. Michael Powell's side of the story and see if we can work with her.

PSYCHIATRIST.—Much emphasis should be placed on the girl's affection for her father. We can only help her by giving her better ideals.

FRIENDLY VISITOR No. 5.—Might we not get Miss Grey of Sea Girt to find someone to take an interest in Clara while she works there?

FRIENDLY VISITOR No. 1.—I will see Miss Grey and try to enlist her interest. Ought the boy to be taken to the psychological clinic?

CHAIRMAN.—Yes, if he is not too old.

CHURCH VISITOR.—Should the man be asked to take the pledge?

CHAIRMAN.—We had thought of doing so, but when we found out his previous record of intemperance and immorality, we felt that it would be useless.

UNSIGNED COMMENT

EDITORIAL AND OTHER

ANOTHER "SERIES B" BOOKLET

WHEN our provisional government was nearing an end in Cuba, General Leonard Wood invited a group of American social workers to come to that island and present to its citizens a few elementary statements with regard to poor relief, the care of children, etc. Among these was a paper entitled "First Principles in the Relief of Distress." It was prepared by the Director of this Department eight years before the Department came into existence, and strove to present certain very elementary truths about relief to an audience far less familiar with socialized ways of thinking than American audiences are supposed to be. The old Field Department decided to print it, however, among its earliest publications, with all references to Cuba omitted.

Our ideas about social work have grown rapidly in the decade succeeding that little Cuban conference of charities, so "First Principles" was dropped from the Department's list of publications when the Field Department reprint was exhausted. On second thought, however, it has seemed wise to reprint it again in a style uniform with the booklets in "Series B."

Communities follow the same stages of development as the individual and the race, or, if they skip one or more of these stages, they must pay later, as the individual and the race have so often had to pay. A clergyman once said that, when he was a young preacher, he used to remark to himself, "There, I've preached on that subject and need not mention it again—I can pass on now to other themes." But he had learned that repetition was an important part of teaching, and that the repetition of old truths with ever new enthusiasm was peculiarly the teacher's task. If we would teach social service and orderly com-

munity development, we must be prepared to go back to the beginning many times, we must be able to repeat the old truths with fresh conviction. Cuba was not ready, probably, for even this words-of-one-syllable message, but some of our American communities or some of the unconverted in them may be ready now.

The booklet will be sent free upon application or will be sold in quantities at a little less than cost, 60 cents per hundred, plus 22 cents postage.

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CASE WORK STUDIES

BEGINNING November 1st, this Department will have the services of Miss Agnes M. Robertson, formerly with the Boston Associated Charities and later general secretary in Stamford, Conn., who comes to gather case-record material for several studies now in progress, and for the BULLETIN.

The series of papers on Investigation closed with our last number. Beginning with the first number of Volume III, in December, we shall turn to the further stages of Treatment, in which actual cases will be our best guide. Miss Robertson will visit different cities and different types of social agencies, thus giving the Department a wider acquaintance with methods of treatment now actually in use.

The case conference report printed in this number illustrates one way of utilizing current work to suggest new methods and new points of view. Those who carry the responsibility of case work need every available help. Then another group to be considered is the students of social work, whether in our schools of philanthropy or in apprentice positions in the societies; annotated case records ought to be of quite as much service to them as to the seasoned practitioners.

The individual case is a great unifier. If the thing as it happened could be submitted to many groups of social workers in turn, their comments would all be about the same series of events, and it should be possible to arrive at a common understanding. We can differ forever about formulæ, but not about folks.

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CORRESPONDENCE

THE figures of the Departmental year ending October 1st show that we have had correspondents in 374 cities. An analysis of the topics of their letters shows that organization or reorganization of charity organization societies heads the list with 88 different cities corresponded with; securing of trained workers comes next with 43; transportation and vagrancy problems, 20; central councils and charities endorsement, 18; social surveys, 10; publicity and finance, 9; literature of social work, 9; relief problems, 8; tuberculosis problems, 7; forms and blanks, 7; study courses, 6; public subsidies to private charities, 5; then 54 other topics follow, about which there has been correspondence with less than five cities each.

* * *

THE SMALL COMMUNITY

ONE of the developments of the year has been the clearer insight and consequently better work of the Department in the smaller communities. Mr. McLean's message to a town of 10,000 in Ohio was printed in the March BULLETIN because the situation therein described was typical. The record of work accomplished there since, in less than a year's time, will also, we hope, be typical. If our charity organization societies believe in tracing each cause of family disintegration back to its source and in strangling it there where it breeds, then certain conditions in our smaller communities need prompt attention, and it is fitting that the societies should have chosen, to lead their extension work in the new National Association for Organizing Charity, the

man of all others who understands this problem and is fitted to deal with it courageously.

The name of the agency under which strong family case work is begun and carried on is, of course, a minor matter. In Northampton, Mass., a committee of the Massachusetts S. P. C. C. has made a clear diagnosis and is applying real remedies. In some other places, a social service league, a women's federation, or a civic association has accepted the task. But the work must be in charge of a body whose other tasks are not too highly specialized; family work must be kept in the foreground, and the agency must already be the center of social activity in the community.

Trained service of a high order is needed. It will no longer do to kill the spirit of the movement at its birth by placing it in charge of someone locally well known and highly respected who intends to learn the essentials of social work later when he or she has time. The splendid results recently achieved by the secretary with training make such a way of beginning seem almost criminal.

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SUGGESTIONS WANTED

MISS Byington's "What Social Workers Should Know About Their Own Communities" was issued in an edition of 10,000 copies last March; to meet the steady demand for the pamphlet, another edition must soon be printed. The author makes the request that all who have used it for any purpose send her their criticisms and suggestions within the next few weeks. To make the next edition as useful as possible, she is anxious to give all of the sections a thorough revision.

It is interesting to note that, when the organizers of the Men and Religion Forward Movement printed their schedules for the study of social service in each community, they drew very largely from Miss Byington's pamphlet. Their schedules have incorporated wholly or in large part sixteen of its twenty-one sections, thus giving the suggestions wider currency among a new group.

The Forward Movement has had the enthusiastic support of such charity organization leaders as Mr. Devine and Mr. Almy; in a number of places the C. O. S. secretary is chairman of its social service committee. Among the individuals in whom it has awakened a new enthusiasm for social service might be found valuable recruits to the local group of volunteer social workers. Definite opportunities might be presented to the committees while the campaign is still in progress, and every overture to the local society for organizing charity should be met more than half way.

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JACOB RIIS'S ST. GEORGE

WE charity organization people are such work-a-day folk that we scarcely recognize ourselves under the title of the "Modern St. George." Mr. Riis makes out a good case, however, and we are glad to add this pamphlet to the publications of the Department. It can be furnished in quantities at $1.40 per hundred plus postage.

OF INDIVIDUAL DIFFERENCES.—Even in thinking of the smallest subdivisions of observed political fact some men escape the temptation to ignore individual differences. I remember that the man who has perhaps done more than anyone else in England to make a statistical basis for industrial legislation possible, once told me that he had been spending the whole day in classifying under a few heads thousands of "railway accidents," every one of which differed in its circumstances from any other; and that he felt like the bewildered porter in *Punch*, who had to arrange the subtleties of nature according to the unsubtle tariff schedule of his company. "Cats," he quoted the porter as saying, "is dogs, and guinea-pigs is dogs, but this 'ere tortoise is a hinsect."—GRAHAM WALLAS, in "Human Nature in Politics."

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* See also index for 1909–10, p. 120 (middle of vol.)