

A Handbook for
Social Agency Administration

A Handbook for
**Social Agency
Administration**

by

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GREATER BRIDGEPORT AND STRATFORD, BRIDGEPORT, CONNECTICUT



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A HANDBOOK FOR
SOCIAL AGENCY ADMINISTRATION
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SOCIAL WORK ADMINISTRATION

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Dedicated to the late
MARY P. FOLLETT,
Patron Saint of Democracy in Administration

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Preface

This book is intended for the use of social agency executives and sub-executives in their daily practice of administration; for students of the subject in schools of social work; and for guidance in matters of policy by board and committee members of social agencies.

The book is a complete revision of my earlier book, "Social Work Administration," published in 1931. Much of the material in the earlier book has been removed, as no longer applicable, or as obsolete because of improved practice. Much material has been added, because of changes in problems and procedures during these intervening sixteen years; and as a result of my own experience and thought in that time.

I should hardly have entered upon this major project of revision, had I not observed, in my visits to various parts of the country, that many sound principles and practices of social agency administration are not being followed, in many agencies.

While I take full responsibility for all that is said in this book, many people have made valuable contributions to the revision. When it was first contemplated, I sent copies of chapters from the original book to members of the Committee on Social Work Administration who had helped in the original assembling of material and who were still active in social work. I asked each to give his suggestions on the material sent to him. The response was cordial and helpful.

Those who responded and the chapters on which they commented are: Paul L. Benjamin, Executive Secretary, Related Activities Council, Schenectady, N. Y.: I, Administration and Its Importance; William H. Pear, Consultant, The Provident Association, Boston, Mass.: II, A Philosophy for Social Work Administrators; Edwin D. Solenberger, Secretary Emeritus of the Pennsylvania Children's Aid Society, Upper Darby, Pa.: III, The Constitution and Bylaws; J. August Wolf, Executive Director, Neighborhood Association, St. Louis, Mo.:

IV, the Board of Directors—A Vital Force; Edward D. Lynde, Executive Secretary, The Welfare Federation of Cleveland, O.: V and VI, Committee Management; Leroy A. Ramsdell, Executive Secretary, The Council of Social Agencies of Greater Hartford, Conn.: VII, The President; Alfred F. Whitman, Executive Secretary, Children's Aid Association, Boston, Mass.: VIII, The Qualifications of An Executive; J. Howard T. Falk, Executive Director, The Community Chest of Yonkers, N. Y.: IX, Self-Management for the Executive; Howard Braucher, President, National Recreation Association, New York City: X, More Details of Self-Management; Charles L. Chute, Executive Director, National Probation Association, New York City: XI and XII, The Executive's Office, and The Executive's Contacts with Outsiders; James W. McCandless, General Secretary, the Young Men's Christian Association of Los Angeles, Cal.: XIII, Office Location, Conditions and Arrangement; Mary B. Stotsenburg, Executive Secretary, Community Chest of Louisville and Jefferson County, Ky.: XVI, Personnel Policies; Arthur Dunham, Professor of Community Organization, Institute of Public and Social Administration, University of Michigan, Detroit, Mich.: XVIII, Managing the Office; Raymond F. Clapp, Principal Assistant Director, Board of Public Welfare, Washington, D. C.: XIX, Efficient Office Methods; John B. Dawson, Executive Director, The Community Fund of Philadelphia and Vicinity: XXII, Budget Making and Control; W. I. Newstetter, Dean, School of Applied Social Sciences, University of Pittsburgh, Pa.: XXIV, Purchasing and Stock Keeping; Albert H. Jewell, Associate Director, Council of Social Agencies, Kansas City, Mo.: XXV, Publicity Methods; Otto F. Bradley, Executive Director, Community Chest of Philadelphia and Vicinity: XXVI, Financial Administration.

The suggestions thus made were worked into a preliminary manuscript. It was dittoed in thirty duplicate sets, by my secretary, Mrs. Dorothy McSpadden. This preliminary revision was discussed, chapter by chapter, by a group of 25 agency executives and sub-executives of Houston, Texas. They met in seminar, under my leadership, for two hours an afternoon, weekly, from March through June, 1946. Copies of appropriate chapters were sent to members of the Houston Chapter of the National Office Management Association, with request for comment. Replies were received from John H. Anthony, Director, the Personnel Counselors, on Chapter XV, The Employment of a Staff, and from A. J. Biard, Office Manager, Operating Di-

vision, the United Gas Corporation, XVII, The Management of a Staff. Vance B. Lawrence, Controller of the Community Chest and Council of Houston and Harris County, made suggestions on Chapter XXI, Effective Accounting Methods; as did Elbert A. Hooker, then Research Director of the Community Council of that community, on XXIII, Statistics in Administration. From these suggestions, questions and discussions, many valuable ideas were gained and worked into a revised manuscript.

This manuscript proved to be too long for publication. At my suggestion, the publisher sent it to Miss Julia Minor, Executive Secretary, the Family and Children's Society, Montclair, N. J. We felt that this was a typical, well-conducted agency, and Miss Minor a typical, well-trained executive. She made excellent suggestions. These I adopted, in general, and brought the book to its present length and content.

To all these friends and helpers, old and new, I am deeply grateful. I trust they will feel that their aid is justified, through the serviceability of this volume to students and practitioners of social agency administration.

One word of apology is necessary. The critical reader may feel that the principles and practices of the Community Chest and Council of Houston and Harris County, Texas, are mentioned too frequently. My only excuse is that, as a practitioner of the art of social agency administration, I attempted in that organization for nearly four years to apply all that I knew on the subject. Therefore, examples of those procedures might afford the best available illustrations of my intent.

Elwood Street

Bridgeport, Conn.
June, 10, 1947

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