

period of coming together there is considerable exchange of methodology.

Long ago, Gordon Hamilton identified social casework as lying midway between education and therapy. In some quarters, social casework has seen itself as a re-educative process.

Today, many psychiatrists are characterizing some of their work in terms of an educational approach as distinguished from a therapeutic approach. We have education as therapy and therapy as education; and education as education and therapy as therapy; and we all, social workers in casework and group work and psychotherapists from other disciplines, in the give-and-take of learning together are becoming less distinguishable in our ways of doing."

On the basis of our experience with the use of the consultant, it is strongly indicated that it is well that this question is being asked. Further, it is felt that the search for the answers is more than just a question of semantics and it purports to be highly beneficial to both disciplines.

- (5) Does the school by so altering its functioning and quality of practice, also alter its goals and purposes?

With respect to the parent contact, for instance, is it not adding another dimension through its more refined understanding and use of the knowledge of family dynamics? The school is offering

a different type of direct service to the parent. It is not just caring for his child and helping his developmental process. It is also seeing, as part of its purpose, the involvement of the parent himself in a learning process.

The implications of this are great. Will the parent be getting more than he bargained for, and resent this as an intrusion? Or is it wasteful to allow such qualitative agencies as the nursery school to overlook much of its potential by not consciously making this real aid to mental health more available to the families that use the nursery school?

#### Conclusion

We believe that the well-run nursery school does an intensive and qualitative job. It is by virtue of the rapid growth potential of children of nursery age, the intensity of the contact with the child and because of the professional training of the nursery school staff, that we feel that a great potential exists in the nursery school.

We have attempted to show how, with the addition of the mental health consultant, the school is enabled to fulfill more of its inherent potential as an instrument of mental health in the community.

## ADAPTING THE AIMS AND THE SCOPE OF VOCATIONAL SERVICE PROGRAMS TO MEET CHANGING NEEDS \*

by HERMAN MUROV

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THE 1960's are expected to be the decade when developments in technology and population growth, which have been in the making for a number of years now, will become full-blown social realities. There is growing concern over the problems which may result from the impact of these forces. Although many aspects of life are involved in this concern, as vocational counselors, we are particularly interested in the employment and occupational aspects. As Jewish vocational service practitioners, our interest is even more sharply focused on how these developments may affect Jewish vocational needs and how our Jewish vocational service programs may have to be changed to meet these needs.

Although the opinions expressed in this paper are the writer's, they are also very much a product of many discussions by the staff of the Jewish Vocational Service of Cleveland. They therefore represent a consensus of thinking to a considerable degree. Some of this thinking we have begun experimentally to translate into programming. This is particularly true in the area of group guidance programming, to help youth and their parents cope with the growing complexities of educational and career planning.

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#### Manpower Challenge of the 1960's

Our basic information about the expected impact on our society of the population explosion and technological advances come in the main from government sources and is summarized in a publication of the United States Department of Labor.<sup>1</sup>

The total United States population, it is forecast, will increase by about 15 per cent in the '60's. A disproportionately large part of the increase will be in the very old, those over 65, and the very young, those under 18.

Assuming a continuation of the relatively high levels of economic activity and employment which have prevailed in the past 15 years, the economists of the Department of Labor foresee an economy with the following major characteristics:

1. The shift of labor from agriculture to industry will continue, and our society will become ever more urbanized.
2. There will be a rapid expansion in research and development activities in many fields.
3. There will be a tremendously rapid increase in the application of technological innovations.
4. Business organizations will continue to become more complex and to increase in size, presumably as a result of both mergers and expansion.

<sup>1</sup> *Manpower, Challenge of the 1960's*, Government Printing Office, 1960.

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5. Records and record keeping will continue to grow in all types of enterprises.
6. There will be an ever-growing need for educational and medical services.
7. Service industry in general will expand to meet the needs of an increasing population and a rising standard of living.

The labor force available to meet the needs of this expanding economy will be predominantly young. Workers under the age of 25 will account for nearly 50 per cent of the total labor force. There will be a small increase in the number of workers in the 25 to 35-year old group. There will be a slight decline in the number of workers in the 35 to 44-year old group, the group always considered to be the most productive part of the labor force. There will be a large increase in the number of workers 45 years of age and over. The number of women workers will increase steadily, and by 1970, will constitute one-third of the labor force. The number of workers seeking part-time employment and consisting mainly of women, students and social security pensioners, will grow significantly. The total labor force will increase by about 20 per cent.

The labor force requirements of our economy are expected to change markedly. As a result of advancing automation, proportionately fewer workers will be required to produce a greater flow of goods. More workers will be needed to provide services of all kinds. The biggest increase is predicted in the demand for persons with professional and technical training, particularly engineers, scientists, mathematicians, electronic specialists, draftsmen and other technicians. The demand for this group will increase by 40 per cent, double the percentage increase in the total labor force. The demand for professional persons with training in the health and welfare fields will also increase at a faster than average pace. Opportunities for proprietors and managers are ex-

pected to increase about 25 per cent, a bit more than the average rate of growth of employment. The demand for clerical and salespersons will grow by 30 per cent, again somewhat above the average rate. However, in the case of clerical workers, the increased demand will be for better trained and educated clerks, those capable of programming and operating computers and data processing equipment, and those with substantial skills. The demand for routine clerical workers with minimal skills, the order fillers, stock clerks, filing clerks, and the manual record keepers, will probably fall off.

The need for skilled craftsmen and mechanics capable of building, maintaining, preparing and operating complex machinery, will increase. The demand for semi-skilled workers, the machine tenders and operatives who were once the fastest growing segment and the personnel base of mass production industry, will decline relative to the average rate of growth of the labor force. Our economy's need for unskilled labor will decline by 20 per cent, compared to the total growth of the labor force.

The demand for service workers is expected to increase by 30 per cent, but it must be stressed that this estimate is on the basis of optimistic assumptions about our economy. The continuing agricultural revolution will cause a drastic reduction in the number of farmers and farm workers. In general, the occupations which will experience greatest growth will be those requiring higher education and special training, while the occupations which will experience least growth or actual decline will be those requiring less education and training. Some exception to this generalization may occur if the service industries do, in fact, expand. Our working force will become predominantly white collar, continuing a trend which became evident in 1956, when for the first time in our his-

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tory, the number of professional, office and sales workers exceeded the number of blue collar workers.

It should be noted that the United States Department of Labor report is distinctly on the optimistic side with respect to the extent of unemployment. It makes only passing reference to this matter and seems to imply that, viewing the decade as a whole, the expansion of service industries will absorb those who obviously will be displaced in an economy which can produce more goods with fewer workers.

The question of how automation will affect unemployment has been much debated in recent years. Industry spokesmen have maintained that the expansion in our general economy and in service industry, in particular, will serve to keep the unemployed rolls down. Union spokesmen have been fearful that there will be technological unemployment for a period of time, at least, and they have advocated a program to reduce its harmful effects. They have called for retraining, extended unemployment insurance, aid to badly affected communities. Some knowledgeable observers of the industrial scene, for example, Norbert Weiner, have predicted massive unemployment as automation gets under way, unless plans are made to counteract the tendency of modern industry to displace workers.

The recent development in a number of large industrial cities of a hard-core of unemployed persons, almost all of them unskilled and uneducated, persons whose periods of unemployment grow ever longer, seems to lend some weight to the view that technological unemployment will be a feature of the economic landscape in the 1960's, unless preventive steps are taken. If one is dubious that preventive steps will be taken in time, one must assume that the number of unemployed will grow.

The '60's are expected to be a decade

of expansion of all our educational facilities. It is predicted that high school enrollments will increase by 50 per cent; college enrollment, by 70 per cent. It is also anticipated that the costs of college and professional education will continue their upward annual climb. As a result, new, young workers entering the labor force in the '60's will have more education than ever before. Notwithstanding this general fact, if present trends continue, 7,500,000 young people will enter the labor force without a high school diploma, and 2,500,000 of them will not have completed grade school. These school drop-outs may present our communities with their most severe vocational and social problem, and it may be one from which our Jewish vocational services will not be immune.

### The Jewish Manpower Distribution

This, then, is the background against which the changing vocational needs of our Jewish communities must be assessed. The task is certainly not made any easier by the fact that there is no basic body of data describing the occupational distribution of Jews in most communities. However, population studies, including occupational data, were made in five U. S. cities sometime during the 1950's. The five cities were Canton, Ohio; New Orleans, Louisiana; Des Moines, Iowa; Pittsburgh, Pennsylvania; and Los Angeles, California. There is also an informed opinion about the character of Jewish occupational distribution, an opinion based on the daily observation and experience of qualified persons and agencies, on many studies and researches, and last, but not least, on the experience and operation of our own agencies.

According to this informed opinion, Jews are a middle-class economic group. They are concentrated mainly in professional, managerial, proprietorial, sales and clerical occupations. There are rel-

atively few Jews employed in skilled trades, even fewer in the semi-skilled and unskilled occupations, and least of all in service occupations.

Jews employed as professionals are mainly to be found in the so-called "free" or independent practice professions, as lawyers, doctors, dentists, pharmacists and accountants. In recent years, there has been a very significant tendency for Jewish youth to enter the scientific, engineering and math fields, and they have been increasingly employed in industry, in university and in government-sponsored organizations in these capacities.

The proprietorial group is heavily concentrated in mercantile fields, including both wholesale and retail trade, in apparel manufacturing, and to a lesser degree, in other light consumer industry manufacturing. The managers are employed mainly in so-called Jewish firms, or, if in the employ of large corporations, are usually at the lower, or at best, at the middle-management level.

To round out this general picture, one should add the following: There is such a thing as a traditional upward striving of Jews and Jewish youth, motivating them to seek higher education and professional training in proportions greater than the population as a whole, and possibly greater than most other middle-class groups. However, this drive for professional attainment may be leveling off, as third and fourth-generation Jewish youth living in suburbia take on the coloration of their communities, and now seek social status and acceptance more than they seek personal achievement.

Although it is in the main a middle-class group, the Jewish community has within its ranks some industrial workers who may be adversely affected by technological developments. It also has its share of the vocationally maladjusted, persons with emotional or physical problems, mental limitations and problems of

old age, who find it difficult to locate and hold employment without help.

This general pattern of Jewish occupational distribution seems more compatible with the requirements of our changing economy than was true at any previous time in our history. One is very much tempted to conclude that barring the development of mass unemployment affecting white collar workers and small businessmen, barring the reversal of the present trend toward merit employment, the '60's will probably be a decade when Jewish vocational services will be concerned with the vocational needs of special groups in the Jewish community, rather than with the needs of the community, as a whole.

As we see it in Cleveland, groups requiring continued and intensive vocational service will include youth, certain young adults, the aged, and the vocationally maladjusted.

#### Vocational Services to Youth

In Cleveland we are very much concerned with the growing problems of young people. Vocational counseling service to youth, we feel, will become ever more important. Choice of college or training after high school is rapidly becoming complicated by the growing college and school admissions crisis. Attendance at colleges and other schools is threatened by rising costs of tuition and maintenance, which is making it difficult, even for middle-income families, to put more than one child through college. Choice of profession is complicated by the technological revolution of our times, as a result of which new professions are being born, old professions are dying, and still other professions are being seriously modified. A new occupational status structure, exalting the scientific and the technical as once medicine and law were exalted, is arising, and it, too, threatens to distort sound vocational choice.

The fact that school counseling services are growing in number and quality does not mean that the role of the Jewish vocational service is over in this field. It is almost certain that the need for youth counseling will out-strip the schools' capacity to render adequate service. Many school systems concentrate in counseling on questions of educational preparation and college choice, leaving the whole area of career choice undeveloped. School counseling services, in the main, are not intensive. They are test-oriented, and actual interviews are few and far between. Although this may be adequate for many students, for those, who because they are conflicted about college choice or because their further vocational development is complicated by personal and family problems, more intensive services will be required. This is an area where Jewish vocational services have a rich experience and where they can continue to function and render a service which is supplementary to that provided by school systems.

There are other needs developing among Jewish youth. The real crisis in college admissions is ahead of us. What we experienced in the very recent past was mainly a hysterical reaction to two things: exaggerated reporting in the press and a crisis in admissions to the status schools. However, college admissions will probably become much more difficult in the next four or five years. The hysterical anxieties which were experienced among many parents even more than among their children will have much more of a reality basis. In Cleveland we feel that we will have an important role to play in allaying this anxiety. We have already stepped up our group guidance programming in this area and are planning to continue to expand it. We feel that group guidance offers the most effective way to meet this need because great numbers of people can be reached quickly. In this program we

bring correct, current information to parents and youth about the college admissions picture. We utilize the most qualified persons we can find in our community for this purpose. We utilize the best literature available. We encourage and help organize trips to colleges. Our programs stress proper preparation for college, the development of good study habits, and more and more, that only those who have the capacities required for success at college and who have a real desire to learn should go to college. We bring information to these groups about junior colleges and about vocational training programs on a technical and trade level.

Another means of reaching great numbers of youth and their parents which we are developing is through the medium of a student-sponsored guidance newspaper. Our *Views and News*, which has been published for the past several years, is widely accepted in our community as a very authoritative source of information for students, parents and counselors in the whole area of vocational guidance, career preparation and school choice. We are also stepping up the use of group guidance methods of bringing to the youth in our community information about a wide range of occupations through career institutes. The career institute program is a monthly program organized with such groups as the B'nai B'rith Youth Organization and temples. Each month an institute deals with a distinct family of occupations; for example, the scientific and engineering field, or the fields of law, accounting and business management, or the fields of social service and teaching, and the fields of medicine and health. In each case, we bring together a group of outstanding specialists, and we so structure the institute that it is primarily an opportunity for young people to ask a practitioner the questions that they are concerned with. Our purpose here is to broaden

the conceptions of youth about the world of work and to make them very real by contact with practitioners. Supplementing this technique, we utilize individual specialists from various occupations as consultants in on-going counseling situations.

We are planning to develop tapes and slides to use with groups and individual clients. We feel that there is a great need for the development of educational and occupational materials of this kind to supplement, and even to replace written materials, which somehow are not very interesting to students. On an experimental basis, we recently taped a discussion among four college freshmen who were home on vacation. This group of students discussed the problems which they experienced in adjusting to college in their first year. They evaluated the extent to which they had been properly prepared in high school, the extent to which they had properly prepared themselves, and how different they found the college reality from their expectations. We have used this tape in discussion programs, with excellent results.

It is anticipated that the problem of financing higher education of all kinds will become more and more troublesome in the '60's. There will be a growing need for programs of financial assistance, consisting of both scholarship loans and grants to help even middle-class families. In Cleveland, we are convinced that the Jewish Vocational Service must take an active role in encouraging the development of community-sponsored loan and grant programs on a scale adequate to meet these needs. Slowly but surely these funds are growing in number and importance.

There is a growing recognition by the community that the Jewish Vocational Service is the agency which has a key role in the operation of these funds, in setting standards, in screening applicants, in related counseling and in fol-

low-up research and evaluation. In Cleveland, in the past year, several new funds were established which recognized the Jewish Vocational Service as the professional selection agency.

#### Services to Young Adults

The second problem we noted was that concerning a specific group of young adults. In describing the general pattern of Jewish occupational distribution, it was noted that Jewish employment in the middle and higher ranks of management in big corporate industry is low by any standard, despite the significant increase in recent years in the number of Jewish students enrolled in business administration courses at the undergraduate and graduate levels. The continued growth of corporate employment, and the fact that it is the major field of opportunity for the business administration graduate, suggests that here is a problem already with us and one that will become a more important challenge in the next decade. From our experience with young adults who have aspired to managerial careers in corporate industry and who have experienced difficulty in gaining entry in this field, it appears that there are two factors involved. One certainly is that there are limited opportunities, as yet, for them. The other is that they tend to limit their opportunities because of exaggerated fears of meeting discrimination. Work in this field will require the development of techniques for dealing with the problem of self-rejection and for promoting merit employment in corporate industry. Already other Jewish agencies have become interested in this area from a fact-finding and research standpoint. The Jewish vocational services, however, would appear to be the agencies best suited to deal with this problem on an individual counseling and job-finding basis.

#### Services to Aged

Work with the aged has been extensive during the past decade, and most of our agencies move into the '60's with well developed programs for counseling and placement of older job seekers. More recently, research and work adjustment facilities for the aged have been established on an experimental basis, and dramatic growth of this segment of our population suggests that these programs will continue to grow in importance. However, we should be mindful of some new factors which have already entered into the picture. The socio-economic status of our older Jewish population has changed considerably. The proportion of those 60-years of age and over born in our country has grown. The level of education, and, consequently, the occupational level of the older client, has improved. This means that we will probably have to find more jobs for older persons in clerical and sales work than we did in the '50's. We may find the older client who comes from a somewhat higher socio-economic level less willing to consider placement in a sheltered workshop, unless it changes its character to meet his needs.

One of the big challenges of the 1960's will undoubtedly be in expanding part-time employment. If the prediction of the Department of Labor's economists are realized, there will be objective possibilities for this. However, the chances are that it will require continued education of employers to reduce their stereotyped views of the older worker and to promote the hiring of qualified, properly selected persons 50-years of age and over. In Cleveland, we anticipate that we will continue to develop and strengthen our special programs in this area—programs with the Council of Jewish Women, in which their trained volunteers visit employers and attempt to develop more favorable attitudes and

actual job opportunities, and programs utilizing panels of employers to attain the same objectives. Here, too, we expect that more and more, our job objectives for older persons will have to change to take into account their different socio-economic status. Consideration also is being given to the development of a sheltered workshop, mainly for older job seekers who are not able to find employment in the competitive labor market.

Middle-aged and older women seeking to re-enter the labor market or desperately to maintain themselves in it, despite many complicating problems, are encountered even more frequently in our caseloads. We expect this trend to continue.

#### Services to the Handicapped

During the 1950's, our Jewish vocational services stressed work with the handicapped and made outstanding contributions, particularly in the development of the rehabilitation workshop. The Jewish Vocational Service workshop is typically one which concentrates on psychological rehabilitation rather than on physical rehabilitation or skill training. The central idea is to stimulate the worker-to-worker and the worker-to-foreman relationship of industry and the general discipline of work in a protected setting, where maladjusted behavior can be observed, noted, and dealt with in counseling and in the workshop, itself. Experimental application of this environmental type of treatment has been made to a wide range of clients. Most of these applicants, I think it is fair to say, are destined for rather lowly roles in industry, if their rehabilitation succeeds at all. In fact, one of the rationales of this type of workshop, in the early days, at least, was that since most jobs in industry required no skill, skill training was unne-

essary and the rehabilitative effort could and should be concentrated on the psychological aspects of work.

In Cleveland, we do not have a workshop; we use community facilities as we need them. As a result, our experience and our knowledge in this field is less than that of many other agencies, and our questions about the future of the rehabilitation workshop are, therefore, offered with this limitation very much in mind. However, we do have some questions and would like this opportunity to voice them. We are wondering if the workshop rationale of the 1950's will meet the needs of the 1960's? Will the psychological relationships of worker-to-worker and worker-to-foreman be quite the same? How will the still untrained graduates of the workshop fare in a labor market demanding skill? How will they fare in competition with the able-bodied unemployed, displaced by technical improvements? Will the workshop have to stress skill training for those who hope to graduate into industry? Will it have to stress long-term sheltered placement for the unemployed?

Many of our agencies utilized psychiatric and casework consultation in working with clients with emotional problems. Our experience with consistent and planned use of psychiatric consultation has convinced us that this aspect of our program will have to be strengthened. We plan to use it with a wide range of clients to deepen our understanding of normal, as well as abnormal behavior, as it applies to vocational development. We foresee no let-up in the emotional stress and strain in living in the '60's.

### In Summary

I have attempted to outline some of the changing vocational needs of the Jewish community and how these changing needs may affect Jewish vocational service programs.

Two major forces are making for change. Population growth and the particular form which it is taking are creating pressures for more service to the youngest and the oldest members of our client population.

Younger clients will need more intensive counseling. They will need greatly increased, community-sponsored, scholarship loan and grant facilities. Group guidance programs will have to be developed to reach out into the community quickly and effectively, to reduce anxiety regarding a worsening college admissions picture, and to provide information about a dynamically changing world of work.

Older clients will need expanded counseling and placement service. They may also need opportunities to do acceptable work in sheltered facilities. We may have to readjust our sights regarding the job goals of older persons to take into account their changing social and occupational status.

Technological advances are creating pressures for changes in labor force requirements and in the standards of employability, changes which may have far-reaching consequences. For example, those who are presently marginally employable, at best, in the competitive labor market, may become relatively unemployable. Workshop policy and practice may have to be adapted to provide skill training for some clients and long-term sheltered employment for others.

## THE USE OF THE GROUP PROCESS WITHIN THE PSYCHIATRIC SETTING \*

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### The Individual and the Group

THE values, meaning, and problems associated with group life are increasingly the concern of the field of social work because more and more social services are being provided through the group medium. There is at present a wealth of published material available about the group process. But it is only recently with the widespread use of groups in hospitals that we have begun to examine the specific values inherent in its application for work with psychiatric patients and with relatives of psychiatric patients.

Before analyzing groups, it might be important to examine some of the external influences that affect the quality of the group experience. Individual group members have, of course, previously experienced and developed patterns they will bring with them to any new experience. The family constellation, viewed as a primary group, has played a most significant part in teaching its members appropriate or inappropriate role behavior. Using behavior patterns learned in the socialization process within his family, the child is able to cope with more complex situations as he develops; "... the universal-

ity of... structural inter-relations would seem to indicate that the family has function of fundamental importance to the total society."<sup>1</sup>

As individuals participate in other groups, such as informal social groups, occupational associations or fraternal organizations, they develop adaptive behavior necessary for their acceptance by such groups. Thus, the acquired patterns are carried over into our social work groups, and part of the helping process is geared to assisting the client in changing his adaptations. We can help the client in changing his adaptations only if we have gathered data regarding these earlier life experiences. It is not enough to have a comprehensive picture of the personality structure of each person. An additional—and necessary—tool is to understand how he has functioned in other groups.

The development of a therapeutic milieu is becoming increasingly an essential part of the program of psychiatric institutions. Drs. Stanton and Schwartz<sup>2</sup> refer to their impression that the hospital environment may cause symptoms.

<sup>1</sup> John Spiegel and Florence Kluckhohn, *Integration and Conflict in Family Behavior*, Group for the Advancement of Psychiatry, Report #27, August, 1954, p. 5.

<sup>2</sup> Alfred H. Stanton, M.D., and Morris S. Schwartz, Ph.D., *The Mental Hospital*, Basic Books, Inc., New York, 1954, p. 343.

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