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WHO CARES FOR THE CAREGIVERS?
A COMPARATIVE STUDY OF RESIDENTIAL AND DAY CARE TEAMS
WORKING WITH CHILDREN

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CHAPTER VIII

A COMPARISON OF BRITISH AND NORTH AMERICAN TEAMS

Introduction

In turning to the analysis of team functioning amongst personnel working with children on both sides of the Atlantic, it is necessary to identify specific limitations in the information collected during the study. First, and most important, there is an absence of output measures as specified in the production of welfare paradigm. This means that the analysis is restricted to a consideration of inputs relations and an evaluation of service production capability. Future research requires the definition and measurement of service production outputs in a continuing assessment of service capability in the group care field. A second limitation concerns access to client group characteristics. Information on clients was obtained from the programmes at Shawbridge Youth Centres only, sampled on three occasions between 1978 and 1980. These programmes represent approximately one quarter of the total sample of teams. As the result of this limitation in the data, an analysis of client group characteristics and their influence on service production capability is reported separately in Chapter 11.

Here, our concern is with a comparative analysis of service production inputs in the Social Policy Environment 2: international and cross-cultural sphere. The comparative

analysis is presented in three parts. First, Sociocultural Inputs variables are examined, with particular reference to staff experiences of life outside work and the social policy brief for services. Next, Material Resource Inputs variables are examined, with the emphasis on staff posts and physical plant. Finally, attention is given to the Human Resource Inputs variables, including: formal organisation of the programme; staff attitudes to quality of working life; patterns of team functioning; and social climate of the service centre. Throughout this discussion, comparative analysis is limited to the use of descriptive statistics, using the total sample of 110 assessments obtained from 63 different teams. The multiple assessments sample is used since none of the teams remained unchanged in composition from one assessment to the next. Further clarification is provided where this procedure was found to influence the results unduly.

Sociocultural Inputs

The average age of teams in the sample ranged from 22.5 to 49.3 years, with a mean age of 32.7. In the developmental terms outlined by Levinson (1978: 57), this spread of 26.8 years ranges from the early adult transition at 22 years to the mid-life transition at 45, with two teams entering into middle adulthood at 50 years. Table 8.1 illustrates differences between the British and North American teams according to age, sex and marital status.

Table 8.1: Age, Sex and Marital Status of Personnel in Teams

<u>Team Characteristics</u>	<u>British Sample</u>			<u>N. American Sample</u>		
	<u>Min.</u>	<u>Max.</u>	<u>Mean</u>	<u>Min.</u>	<u>Max.</u>	<u>Mean</u>
Average Age of Members	22.5	49.3	32.7	26.3	41.5	32.7
Percentage of Women	20.0	100.0	60.8	09.1	100.0	37.6
Percentage Never Married	0.0	77.8	30.4	0.0	62.5	28.5
Percentage Married/ Cohabiting	0.0	100.0	59.4	14.3	100.0	58.8
Percentage Separated/ Divorced	0.0	42.9	08.3	0.0	37.9	12.0

The British sample contained a wider age range when compared with the North American teams. Approximately 2 out of 3 workers in the British teams were women, while only 1 out of 3 were women in the North American teams. 3 out of 10 team members in the sample were never married, with 6 out of 10 married or cohabiting. 1 in 10 team members was separated or divorced, with more of these in the North American sample.

The percentage of unqualified workers ranged from 0 to 100 percent, with an average of 30.2 percent of team members without qualifications. Table 8.2 illustrates the differences between the British and North American sample according to educational status and membership in a professional association or trade union. The British teams had more unqualified workers, with 2 out of 5 team members without some type of education qualification beyond secondary school. Less than 1 in 5 of the North American team members were unqualified.

Table 8.2: Educational Status and Membership in a Professional Association or Trade Union

<u>Team Characteristics</u>	<u>British Sample</u>			<u>N. American Sample</u>		
	<u>Min.</u>	<u>Max.</u>	<u>Mean</u>	<u>Min.</u>	<u>Max.</u>	<u>Mean</u>
Percentage of Unqualified Workers	0.0	100.0	44.6	0.0	73.7	18.3
Percentage with Degrees or Certificates	0.0	100.0	48.2	0.0	100.0	62.7
Percentage with Membership in a Professional Association	0.0	85.0	32.7	0.0	100.0	33.5
Percentage with Membership in a Trade Union	0.0	100.0	66.8	0.0	81.3	09.0

This trend is borne out in the percentage of team members with college certificates or degrees. In the British teams, just under half of the members were qualified, while 5 out of every 8 workers in the North American teams held qualifications of one sort or another. On average, 1 out of 3 workers in teams from both sides of the Atlantic held membership in a professional association. Union membership, on the other hand, varied considerably between the two samples. Approximately 2 out of 3 workers in the British teams were members of a trade union, while less than 1 in 10 North American workers were union members. It is noted here that the majority of the North American teams worked for Shawbridge Youth Centres in Montreal, an agency which is predominantly non-union in a highly unionised region of the continent. Nevertheless, approximately 1 union member was found in each Shawbridge team, normally a teacher, accounting for a ratio of just over 1 to 10. In spite of these qualifying considerations it can still be argued that group care workers in G.B. are more

to hold membership in a trade union than is the case for their North American counterparts. Generally speaking, more North American workers are members of a professional association.

Accommodation used by workers in the British and North American teams was listed according to four different types as illustrated in Table 8.3.

Table 8.3 Type of Accommodation by Percentage of Workers in Each Type

<u>Type of Accommodation</u>	<u>British Sample</u>			<u>N. American Sample</u>		
	<u>Min.</u>	<u>Max.</u>	<u>Mean</u>	<u>Min.</u>	<u>Max.</u>	<u>Mean</u>
Accommodation Tied to Work	0.0	75.0	14.9	0.0	50.0	04.9
Living in Parental Home	0.0	67.0	12.3	0.0	25.0	04.9
Rented Accommodation Away from Work	0.0	83.3	32.6	0.0	90.0	54.3
Owner Occupied Accommodation	0.0	100.0	36.4	0.0	94.7	36.4

1 in 7 of the workers in British teams lived in accommodation that was tied to their work, whether living-in directly or in accommodation attached to, but separate from the actual work environment. This compared with fewer than 5 percent of the North American workers who lived in tied accommodation. Approximately 1 in 8 British workers lived in their parental home, compared with fewer than 1 in 20 of the members of North American teams. While 1 in 3 British workers lived in rented accommodation away from work, over half of the North American workers had this type of housing arrangement.

A similar number of workers lived in owner occupied accommodation. Overall, British workers were found to have a more varied pattern of housing than North American workers.

Important similarities were found in relation to other domestic influences. These features are illustrated in Table 8.4.

Table 8.4: Percentage of Workers with Children of Their Own and Other Domestic Influences

<u>Domestic Influence</u>	<u>British Sample</u>			<u>N. American Sample</u>		
	<u>Min.</u>	<u>Max.</u>	<u>Mean</u>	<u>Min.</u>	<u>Max.</u>	<u>Mean</u>
Percentage of Workers with Children of Their Own	0.0	100.0	39.8	0.0	94.7	38.9
Average Age of Spouse*	23.0	50.8	35.0	25.8	51.2	35.0
Percentage of Spouses Working as Homemakers*	0.0	44.4	08.2	0.0	42.9	12.7
Percentage of Spouses Working in the Human Services*	0.0	66.7	20.3	0.0	75.0	19.9
Percentage of Spouses Working in the Business Sector*	0.0	75.0	20.1	0.0	66.7	17.6
Percentage of Spouses Working as Students*	0.0	20.0	01.2	0.0	20.0	03.9

*where applicable

No real differences were found between the two samples concerning the number of workers in teams who were themselves parents, with approximately 2 out of 5 personnel from each sample with children of their own. Of the 60 percent of workers who were married or cohabiting, the average age of spouses was 35 years. Looking at spouses' occupations, the partner of 1 in 5 workers was employed in the human services,

whether in teaching, nursing or social services work. Frequently these represented joint appointments or partners working in the same agency. A very small proportion, less than 5 percent of workers in both samples had partners who were enrolled as students in higher education. Slightly more workers in the British sample had spouses employed in the business sector. This finding is likely to be associated with the larger number of women working in the British teams, whose spouses were more likely to be employed in business and industry. More workers in the North American sample had spouses working as homemakers, a finding that is closely related to the larger number of men working in the North American teams. It is worth noting the median percentage of homemaker spouses in both samples. Whereas half of the North American teams had about 1 in 8 homemaker spouses, the median for British teams was 0.2 percent or a ratio of 1 to 50. This suggests that the North American teams had a more balanced spread of homemaker spouses, whereas the homemaker spouses were found in only a small number of the British teams.

The 110 teams were employed in 6 different types of service and in 2 different levels of management. Table 8.5 illustrates the variety of services represented in the sample, using the social policy continuum of care typology to distinguish between the different types of service. No foster care or adoption workers were included in the sample, and only 1 team each from information and referral services

and from support services into the home appear in the sample, both of these from North America.

Table 8.5: Continuum of Care Social Policy Brief for Teams

<u>Social Policy Brief</u>	<u>British Sample</u>	<u>North American Sample</u>	<u>Total Sample</u>
Senior Management	6	3	9
Middle Management	3	5	8
Information and Referral Services	0	1	1
Support Services into the Home	0	1	1
Care Services Around the Family	18	11	29
Away from Home Group Care Services	14	12	26
Alternative Family Care	0	0	0
Institutional Services: Open Living Unit	5	19	24
Institutional Services: Secure Unit	2	10	12
	<hr/>	<hr/>	<hr/>
Total	48	62	110

For the purposes of a more detailed examination of the data, these 2 teams were dropped from further analysis. More senior management teams were included in the British sample, while the North American sample contained more middle management teams. These two categories were therefore merged into one management category for closer analysis. More institutional services were included in the North American sample, with 10 secure unit and 19 open living unit teams represented.

This compared with 2 secure unit and 10 open living unit teams in the British sample. More of the British teams worked in day care and smaller, community based group homes. Overall, the social policy brief identified 5 major groupings in a continuum of care services including care services around the family, away from home group care, open institutional living units, and secure units. At a later stage in the analysis these are arranged into three groupings including management, dispersed-disparate services and concentrated-focused services.

The organisation and social policy environment which surrounded each team was classified according to Emery's (1977) typology, which distinguishes between self-sufficiency, cooperation, competition and turbulent environments. For our purposes, a service was assessed according to the way that external boundaries were managed. Where a service worked closely with other services, and where some predictability was the norm in relation to decision-making across the service boundaries, then the service was classified as having a cooperative external environment. Where a service had to compete with other services for clients, but where some predictability was still the norm in relation to decision-making across boundaries, then the service was classified as having a competitive external environment. Where a service had to respond to unexpected demands associated with admission and discharge, and where very little predictability was the norm in relation to decision-making across

boundaries, then a service was classified as having a turbulent external environment. Table 8.6 illustrates the different patterns of external organisation environment to which service teams were expected to respond.

Table 8.6: The External Organisation Environment Around Services for Children and Families

<u>Type of Environment</u>	<u>British Sample</u>	<u>North American Sample</u>	<u>Total Sample</u>
An Environment of Self-Sufficiency	0	0	0
An Environment of Cooperation	12	17	29
An Environment of Competition	6	19	25
An Environment of Turbulence	30	26	56
	<hr/>	<hr/>	<hr/>
Total	48	62	110

78 percent of the British teams were assessed to be operating in a turbulent organisation and social policy environment where unpredictability was the norm to which workers had to respond. This compared with 42 percent of the North American sample. More of the North American teams were assessed to be operating in a competitive organisation and social policy environment, where decision-making was influenced by the competing interests of other service teams. Approximately 1 in 4 teams in both samples were assessed to be operating in a cooperative environment. No teams were assessed to be working in an organisation and social policy

environment where self-sufficiency was the norm. This suggests that none of the services operated in isolation from the broader network of child and family welfare services found on both sides of the Atlantic.

Material Resource Inputs

Important differences were found when comparing the physical plant variables identified for services in both the British and North American samples. Table 8.7 illustrates the siting and design features which were influential in the 110 teams.

Table 8.7: Siting, Access and Physical Design of Service Production Centres with Number of Places Available

<u>Physical Plant Variables</u>	<u>British Sample</u>	<u>North American Sample</u>	<u>Total Sample</u>
Siting:			
Commercial District	5	12	17
Urban Neighbourhood	21	4	25
Suburban Neighbourhood	16	13	29
Rural Area	6	33	39
Total	48	62	110

Access:			
Public Transport Available	39	28	67
Private Transport Required	9	34	43
Total	48	62	110

<u>Physical Plant Variables</u> contd.	<u>British</u> <u>Sample</u>	<u>North American</u> <u>Sample</u>	<u>Total</u> <u>Sample</u>					
Design:								
Commercial Building Converted Premises or Neighbourhood Dwelling	2	7	9					
Purpose-built Unit	9	22	31					
Secure Unit	35	23	58					
	2	10	12					
	48	62	110					

	<u>British Sample</u>		<u>North American Sample</u>					
	<u>Min.</u>	<u>Max.</u>	<u>Mean</u>	<u>Median</u>	<u>Min.</u>	<u>Max.</u>	<u>Mean</u>	<u>Median</u>
Number of Places: (N = 81)	8	70	18.6	19.9	8	30	13.7	12.7
		(N = 37)				(N = 44)		

The majority of centres in the British sample were sited in urban and suburban areas, were more accessible by public transport and were more likely to be situated in smaller, purpose-built facilities situated in local communities. By contrast, 3 out of 4 of the North American centres were sited in rural or suburban areas, where private transport was more often required. The North American teams were more likely to be working in converted commercial or neighbourhood premises, and purpose-built units situated on an institutional campus. A comparison of the number of places available in each centre indicated that teams in the British sample tended to work in larger programmes. Because of missing data, 29 teams were dropped from the analysis, most of these being management and service support teams. Of the 37 British teams examined, it was found that between 5 and 7 more

service places were available in their centres than compared with the 44 teams in the North American sample. To some extent, the architectural design of British centres accounts for this difference. These centres tended to have three or four living units built into one or two buildings on a site. North American centres tended to be smaller, single-group living units situated in a cluster, or on an institutional campus. The wider range of places available in the British sample is also accounted for by some of the nursery services which offered up to seventy day care places in a large centre.

Fewer differences were apparent when comparing the staff post variables. Table 8.8 illustrates these features for both samples.

Table 8.8: Number of Staff and Division of Labour in Service Teams

<u>Staff Posts Variables</u>	<u>British Sample</u>			<u>N. American Sample</u>		
	<u>Min.</u>	<u>Max.</u>	<u>Mean</u>	<u>Min.</u>	<u>Max.</u>	<u>Mean</u>
Number of Staff	3	24	9.08	3	20	8.48
Number of Job Classifications	1	8	3.54	2	8	4.03

The average size of teams ranged from $8\frac{1}{2}$ to 9 members, although the median of 6.83 for British teams tended to indicate slightly smaller teams than was found in the North American sample which had a median number of 8.04. This finding may suggest that British teams had slightly fewer members but had to supervise more service places in their centres.

When looking at the number of different job classifications identified within the teams, the North American sample was found to be slightly more specialised in terms of role descriptions, with 4.03 job classifications per team, compared with 3.54 in the British sample.

Human Resource Inputs

In turning to the analysis of human resources variables, a comparison was first made of factors associated with the formal organisation of service production programmes. The first two programme variables of concern in this study were associated with patterns in the use of space and patterns of scheduling, whereby staff teams were deployed in their work. Table 8.9 illustrates these two different patterns:

Table 8.9: Patterns in the Use of Space and Work Schedules

<u>Programme Variables</u>	<u>British Sample</u>	<u>North American Sample</u>	<u>Total Sample</u>
Patterned Use of Space:			
Public Space	4	4	8
Shared and Private Space	42	27	69
Restricted Space	2	31	33
	48	62	110

Work Schedule:			
Professional Hours	13	16	29
Shift Pattern	35	46	81
	48	62	110

The British sample contained far fewer programmes where physical space was restricted for children. This contrasted remarkably with the 50 percent of programmes in the North American sample where physical space was restricted through the use of locks or close supervision by staff. This suggests that control over the physical movement of clients was a far greater programme concern for the North American workers than it was for the British teams. When looking at work schedules, it was found that approximately 3 out of 4 workers in both samples worked a shift pattern. Those teams which worked professional hours were engaged primarily in management tasks or support services on the periphery of the group care field.

The average length of time in post ranged from a low of 2 months to a high of over 10 years, with a mean of almost 28 months. Half of the teams had been in post for less than 20 months. Two teams, one from each side of the Atlantic, were especially notable for the length of time that the workers had been in post. The first of these, from a residential school in Newfoundland, was striking in that its members had been in post for an average of 10.3 years, longer than any other team in the sample. The second team, from a children's home in Scotland, had workers who had been in post for an average of 8.2 years. Altogether, 7 teams fell outside the range of 2 standard deviations from the mean, where the members had been in post for more than 6 years. These extreme cases might have been excluded from further analyses,

as idiosyncratic variations from the mean. However, they have been included since they are representative of a small, but important type of group care team found on both sides of the Atlantic, especially in rural areas. Table 8.10 shows how average length of time in post compared for each sample.

Table 8.10: Average Length of Time in Post (in months)

	<u>Min.</u>	<u>Max.</u>	<u>Mean</u>	<u>Median</u>
British Sample	3.9	98.8	29.05	19.25
North American Sample	2.0	123.6	27.09	21.05
Total Sample	2.0	123.6	27.98	20.45

When comparing the British and North American samples, one can see that the 7 longest serving teams increased the mean. On balance, the British teams tended to have had workers in post for slightly longer than the North American teams, although the latter sample tended to have wider extremes. Comparing the median figures, it is interesting to note that half the British sample consisted of teams whose members had been in post for less than 19 months. On average, 3 out of 4 British teams had members in post for less than 42 months, while the same ratio of North American teams had been in post for less than 31 months. One can conclude from this that the British sample contained two major groupings: one where the members had come together more recently and another where the members had been together for a longer time. By comparison, the North American teams tended to have been together for a shorter time, apart from a few important exceptions. This suggested a higher rate of

turnover amongst the North American sample, or perhaps different patterns of turnover amongst teams on both sides of the Atlantic.

Team members indicated that on average they had worked about 44 hours in the preceding 7 day period. The total number of hours worked by teams was found to range from a low of 21.3 hours to a high of 107.7 hours for one team of live-in houseparents. Table 8.11 illustrates how the average number of hours worked in a week compared in the British and North American samples.

Table 8.11: Average Number of Hours Worked in the Past 7 Days

	<u>Min.</u>	<u>Max.</u>	<u>Mean</u>	<u>Median</u>
British Sample	21.5	59.8	41.13	40.13
North American Sample	21.3	107.7	45.85	42.65
Total Sample	21.3	107.7	43.71	41.45

Only 1 team reported more than 66 hours of work in the preceding 7 day period. This exceptional team involved live-in staff who were required to be available for the whole of their 4 to 5 days on duty, until relieved by weekend houseparents. The first inclination was to drop this team from future analyses, but it was included in the end, since it does represent a particular type of scheduling issue that is found in the field. The pattern suggested that North American teams had worked between $2\frac{1}{2}$ and $4\frac{1}{2}$ hours more than was the case for teams in the British sample.

Two other programme variables were identified for use in this study, although data obtained on these variables was

severely limited. These variables were associated with the dominant themes of task frustration and satisfaction which team members reported from the past 7 days of their work. These themes were coded according to the task criteria amended from Billis (1980). Information was available on these variables for between 20 and 25 percent of the cases only, and these almost entirely from Shawbridge Youth Centres. For this reason, they are examined more closely in Chapter 11 in relation to specific client group variables. The information that was available is summarised in Table 8.12, calling attention to the potential significance of intermediary tasks in a centre's programme.

Table 8.12: Dominant Themes of Task Frustration and Satisfaction in Programmes

<u>Programme Variable</u>	<u>British Sample</u>	<u>N. American Sample</u>
Dominant Theme of Task Frustration:		
Boundary Tasks	-	3
Care Tasks	-	4
Direct Support Tasks	-	-
Intermediary Tasks	2	17
Indirect Support Tasks	-	1
	2	25

Dominant Theme of Task Satisfaction:		
Boundary Tasks	-	2
Care Tasks	1	10
Direct Support Tasks	-	-
Intermediary Tasks	1	12
Indirect Support Tasks	-	-
	2	24

On the basis of data available, it is interesting to note how intermediary tasks were associated with dominant themes of frustration in teams. These tasks were also associated with dominant themes of satisfaction, suggesting that resolution of potential frustrations may result in increased satisfaction amongst workers.

Turning to the findings obtained from the research schedules used in this study, important differences were noted when comparing responses to the Schedule of Recent and Anticipated Experiences. Table 8.13 illustrates different patterns of disclosure between the British and North American samples.

Table 8.13: Pattern of Disclosure on the Schedule of Recent and Anticipated Experiences

<u>Pattern of Disclosure</u>	<u>British Sample</u>	<u>North American Sample</u>	<u>Total Sample</u>
Little Disclosed	15	11	26
Disclosure of Past and Future Experiences	33	46	79
Total	48	57(5)	105

() missing cases

On balance, British teams disclosed less information about themselves than did the workers in the North American sample on the 43-item checklist developed by Holmes and Rahe. However, at least 7 out of 10 teams reported changes, or anticipated changes which they disclosed through the checklist format.

Table 8.14 illustrates the Mean Life Change scores for teams derived from the Schedule of Recent and Anticipated Experiences.

Table 8.14: Mean Life Change Scores for Teams on the Schedule of Recent and Anticipated Experiences

		<u>British Sample</u>	<u>North American Sample</u>	<u>Total Sample</u>
Mean Life Change Score for the Past 12 Months	Min.	20.0	53.8	20.0
	Max.	302.0	306.7	306.7
	Mean	136.8	170.2	154.9
	Median	129.5	168.2	145.5

Mean Life Change Score for the Next 12 Months	Min.	26.8	27.7	26.8
	Max.	290.2	286.1	290.2
	Mean	115.2	142.4	129.9
	Median	109.9	136.0	127.7

It can be seen that on average, the British sample reported or anticipated fewer life changes than did teams in the North American sample. The Mean Life Change Scores for the Past 12 months located the British sample in the 25 percent range for probability of health changes within 2 years. The North American sample fell within the 50 percent range, according to criteria reported by Harrington et al (1977). Generally speaking, the life change scores followed a pattern which decreased from past to future, suggesting that the past 12 months had been more influenced by change than was anticipated by teams in the year ahead. Table 8.15 provides a breakdown of the sample according to mean life change scores and the Kaiser-Permanente risk categories. It can be seen that the British sample had fewer teams in the higher risk categories,

even though 2 of the 3 high risk teams appeared amongst the British workers. Approximately 6 out of 10 teams in the North American sample were found in the medium risk category. This pattern was reduced to 4 out of 10 teams when the North American workers looked ahead to the next 12 months.

Table 8.15: Mean Life Change Scores By Probability of Health Change (Kaiser-Permanente Health Care Project, 1977)

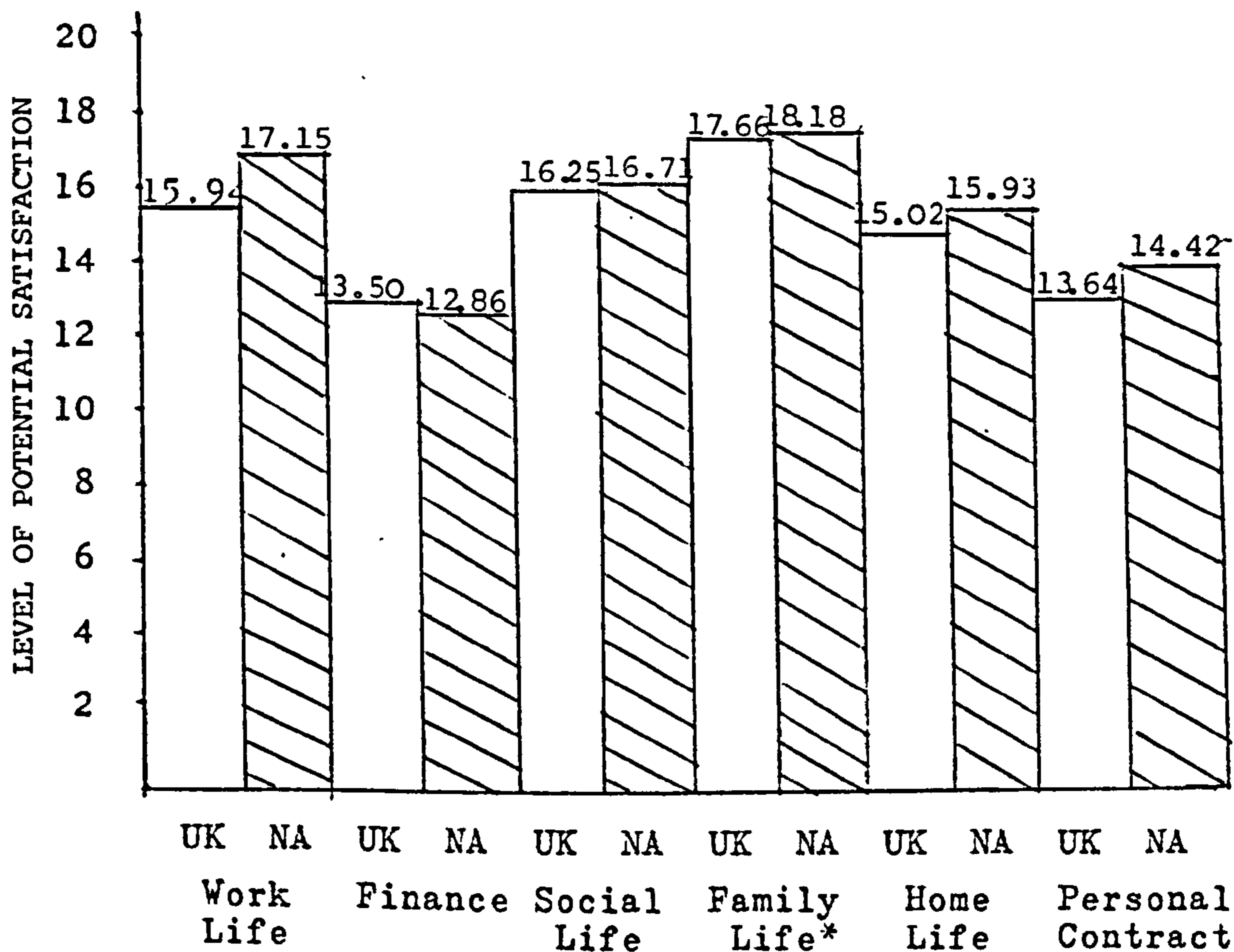
	<u>British Sample</u>	<u>North American Sample</u>	<u>Total Sample</u>
Mean Life Change Score for the Past 12 Months			
0 to 150: (low risk category)	31	23	54
150 to 300: (medium risk category)	15	33	48
300 or more: (high risk category)	2	1	3

Mean Life Change Score for the Next 12 Months			
0 to 150: (low risk category)	35	34	69
150 to 300: (medium risk category)	13	23	36
300 or more: (high risk category)	-	-	-

Turning attention to findings obtained from the Work Orientation Schedule, comparisons were made of quality of working life satisfactions reported by workers on both sides of the Atlantic. Table 8.16 illustrates these initial

comparisons by area and level of satisfaction.

Table 8.16: Quality of Working Life Satisfaction by Area, Level and Sample



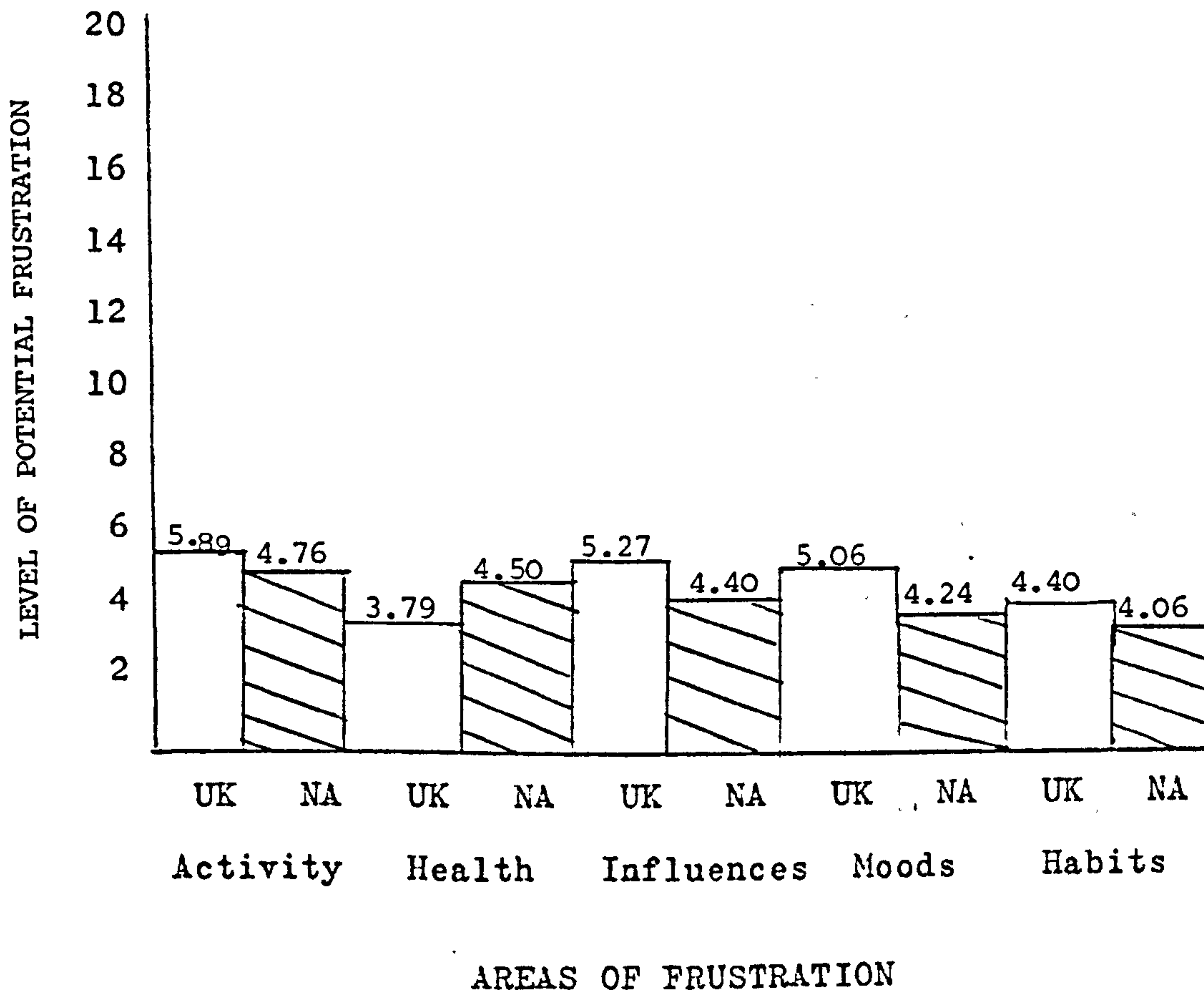
*married or cohabiting workers only

AREAS OF SATISFACTION

It was found that North American teams reported higher satisfactions in all areas except Finance. The largest difference was found in relation to Work Life satisfactions where the British teams reported 6 percent less satisfaction than workers in the North American sample. Areas of life outside work, compared with areas of working life tended to be slightly higher for the British teams than for their North American counterparts.

Quality of working life frustrations were compared for both samples, as illustrated in Table 8.17.

Table 8.17: Quality of Working Life Frustrations By Area, Level and Sample

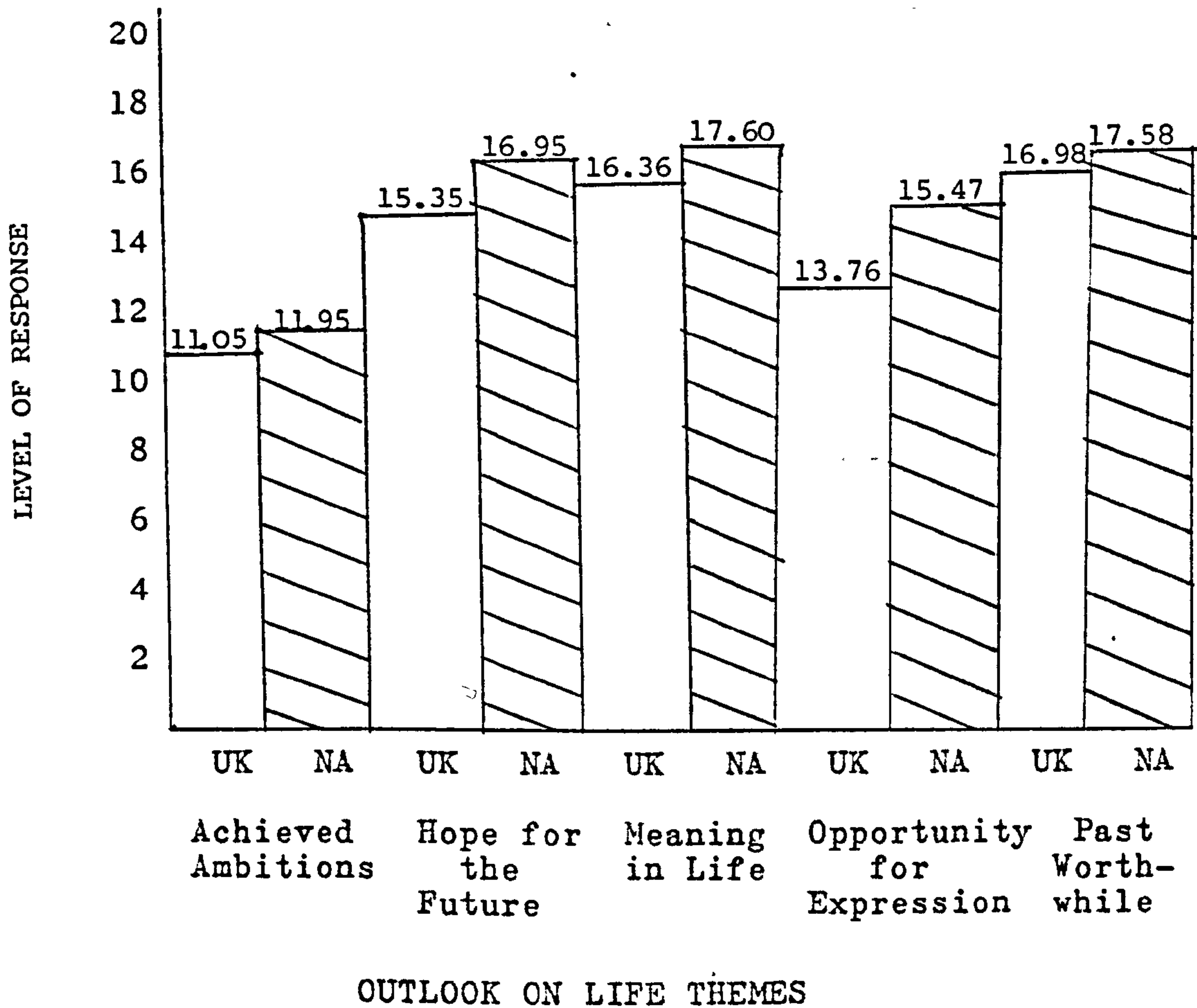


These comparisons revealed that British teams tended to report higher frustrations in all areas except Health (somatic complaints). The largest difference was found in the Activity (paralysis of activity) area, where the British workers reported 5 percent more frustration than the North American teams. The North American workers tended to report frustrations more evenly across the five areas, while

British teams tended to report more frustration in the Activity (paralysis of activity), Influences (persecution) and Moods (depression) areas. Overall, the pattern of reported frustration ranged from that of roughly one Yes, to one Yes and a Perhaps in each of the areas measured in the Work Orientation Schedule.

Team orientations to Outlook on Life were compared for each of the five themes measured by the Work Orientation Schedule. These comparisons are illustrated in Table 8.18 where North American teams can be seen to have responded more positively than the British teams on each of the five outlook themes. The largest differences were found in relation to opportunity for Self-Expression, with a difference of 1.71, and Hope for the Future, with a difference of 1.6. Past Worthwhile and Achieved Ambitions were associated with the smallest differences, with a spread of 0.6 and 0.9 respectively between the two samples. Both teams had achieved between 55 and 60 percent of their ambitions in life. The North American teams were about 7 percent more hopeful for the future and 6 percent more confident of meaning in life. Opportunity for self-expression was about 3 percent less for the British workers than it was for workers in the North American teams. Teams from both samples were about 85 percent positive that past struggles had been worthwhile. The pattern overall suggests that North American teams were more optimistic or idealistic in their outlook on life than the British teams.

Table 8.18: Outlook on Life Themes by Level of Response and Sample



Looking more closely at the relationship between opportunity for self-expression and achieved ambitions in teams, support was found for the notion that North American workers were the more optimistic or idealistic. Table 8.19 illustrates the opportunity-ambitions relation for teams in both samples. Two-thirds of the British teams reported that opportunities available to them were 5 to 20 percent greater than the ambitions they had achieved in life.

Table 8.19: Relation Between Opportunity for Self-Expression and Achieved Ambitions in Teams

<u>Opportunity-Ambition Relation</u>	<u>British Sample</u>	<u>North American Sample</u>
35 percent or more opportunities	1	2
25 to 30 percent more opportunities	8	15
15 to 20 percent more opportunities	18	26
5 to 10 percent more opportunities	14	11
Opportunities equal ambitions	6	2
5 to 10 percent fewer opportunities	1	2
	48	58(4)
Total		

() missing cases

On the other hand, 7 out of 10 North American workers reported that opportunities were 15 to 30 percent greater than achieved ambitions. Given that this relation is a measure of the extent to which opportunities are available for workers to use in shaping quality of working life, then these findings tend to suggest that North American teams had a wider range of resources at their disposal than the British teams.

Time orientation in teams was evaluated in relation to the time sequence identified by workers in their assessment of outlook on life. Meaning in life was assumed to be a present-oriented assessment, while hope for the future and the worth of past struggles were assumed to be future and past oriented assessments respectively. Using the team responses for each of these themes, a time sequence was

measured from highest response to lowest, on the hypothesis that this time sequence represented the usual approach to problem-solving found within teams. Thus, for example, a sequence of past-present-future would suggest that when faced with problem-solving tasks, workers in such a team will tend to start with a review of past experiences which compare with present demands, then move on to consider what future actions are required. Table 8.20 illustrates how teams from both samples were assessed according to this time orientation variable.

Table 8.20: Time Orientation in the Assessment of Outlook on Life for Teams

<u>Time Orientation</u>	<u>British Sample</u>	<u>North American Sample</u>
Past - Present - Future	25	24
Past - Future - Present	8	13
Present - Past - Future	10	10
Present - Future - Past	3	7
Future - Past - Present	2	2
Future - Present - Past	-	2
	<hr/>	<hr/>
Total	48	58(4)

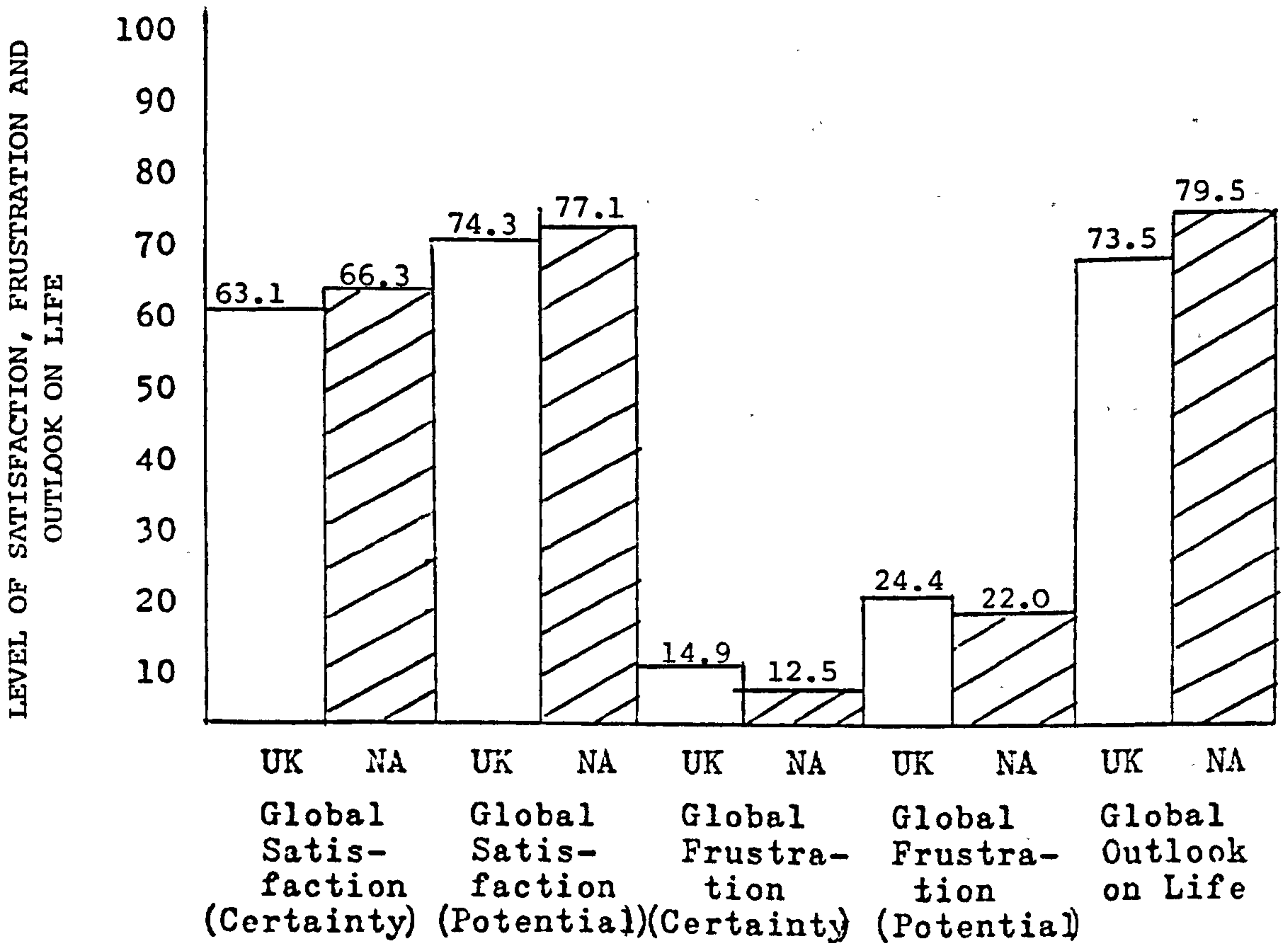
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Time orientation for teams in both samples followed a similar pattern. Half of the British teams were found to have a past-present-future orientation, while 2 out of 5 North American teams presented this pattern. Very few of the teams in either sample presented an orientation that was

future dominant. Past and present dominant orientations tended to prevail in teams on both sides of the Atlantic.

When comparing global patterns of satisfaction, frustration and outlook on life for teams, the pattern confirmed earlier findings that British teams reported fewer satisfactions and more frustrations than their North American counterparts. The British teams were also less optimistic or idealistic in terms of outlook on life. Table 8.21 illustrates how the samples compared according to the global mean for quality of working life, showing both certainty and potential for satisfactions and frustrations.

Table 8.21: Mean Satisfaction, Frustration and Outlook for Quality of Working Life

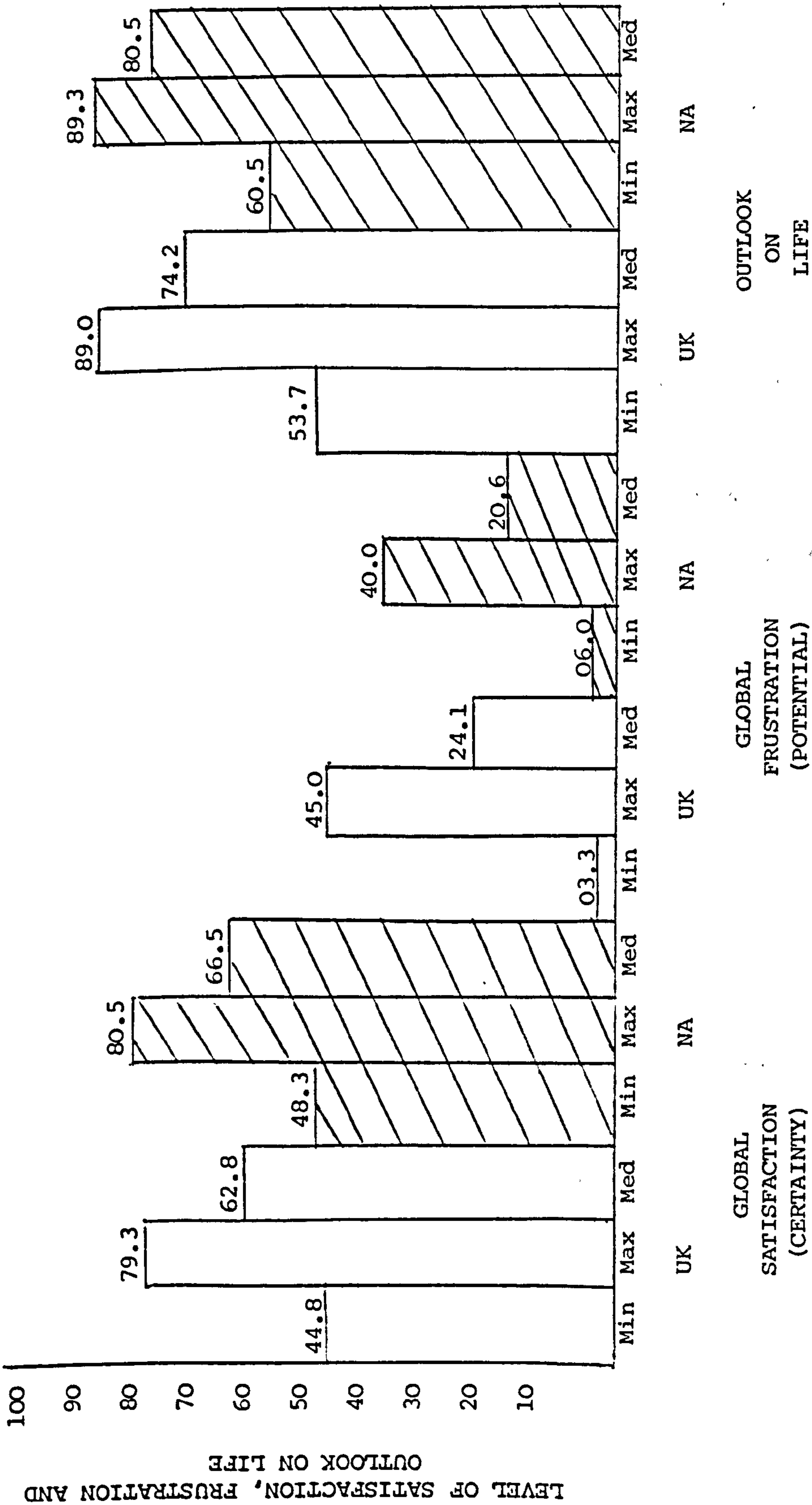


The same ratio of certainty to potential was found for both samples in relation to frustrations. The British sample had a slightly higher ratio of certainty to potential in relation to satisfactions. The findings highlighted the extent to which potential uncertainty was greater for both samples in relation to satisfactions than it was for frustrations.

Table 8.22 provides a breakdown for certainty of satisfactions, potential frustrations and outlook on life, showing the range and median responses for teams in both samples. The range between teams with the lowest and highest satisfactions was roughly similar for both samples, with a range of 34.5 for the British teams and 32.2 for the North American teams. The standard deviation of 7.237 for certainty of satisfactions in the British sample meant that the two extreme cases fell 3 standard deviations from the mean of 63.1. All of the other teams were within 2 standard deviations of the mean. By comparison, the standard deviation of 7.539 for teams in the North American sample meant that the two lowest satisfaction teams were 3 standard deviations below the mean of 66.3. All other teams in this sample were within 2 standard deviations of the mean.

When looking at potential frustrations, both samples had a standard deviation of 7.3. This meant that the lowest frustration team in the British sample was 3 standard deviations from the mean of 24.4, while all other teams fell within 2 standard deviations of the mean. The North

Table 8.22: Global Satisfaction, Frustrations and Outlook on Life By Range and Sample



MINIMUM, MAXIMUM AND MEDIAN SATISFACTION, FRUSTRATION AND OUTLOOK FOR QUALITY OF WORKING LIFE

American sample had three teams, 1 at the lowest extreme and 2 at the highest extreme, which fell 3 standard deviations away from the mean of 22.0. The range between lowest and highest reported outlook on life for teams in the British sample was 35.3, with a standard deviation of 7.768. This meant that the two lowest outlook teams fell outside the range of 2 standard deviations from the mean of 73.5. The range of 28.7 between lowest and highest teams in the North American sample was quite a bit smaller, giving a standard deviation of 5.605. This meant that the two lowest outlook teams in the North American sample were 3 and 4 standard deviations away from the mean of 79.5.

The relationship between satisfactions and frustrations in teams is clarified further by an examination of the ratio of frustrations to satisfactions found amongst workers in both samples. This ratio is illustrated in Table 8.23, showing the 'functioning at best', 'functioning at worst' and 'functioning on average' ratios. The functioning at best ratio was obtained by the analysis of certain frustrations in relation to potential satisfactions. Functioning at worst was represented by the ratio of potential frustrations to certain satisfactions, while functioning on average was obtained by the ratio of mean frustrations to satisfactions. It can be seen that when compared with the North American teams, the British workers carried a higher ratio of frustrations to satisfactions throughout. On average, teams from both samples were found to be functioning within

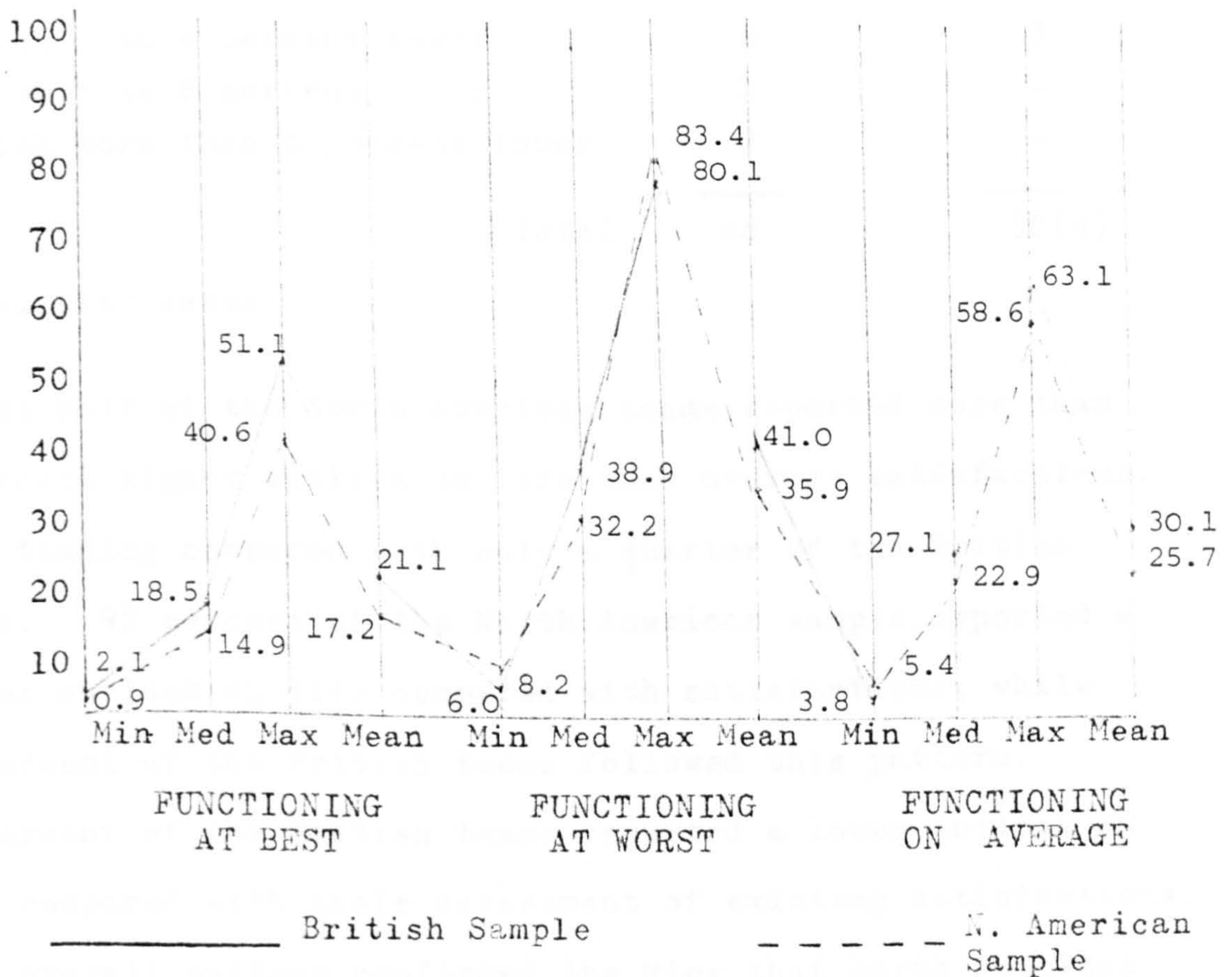
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the expected range of 20 to 33.3 percent for ratio of frustrations to satisfactions (Heimler, 1975; Griswold, 1977). When functioning with their heaviest load of frustration to satisfaction, it could be said that the British teams could be assessed as 'burdened with frustration' to the extent that work performance might have been affected adversely.

Table 8.23: Ratio of Frustrations to Satisfactions By Level and Sample



The relationship between outlook on life and global satisfactions was examined to see how teams from both sides of the Atlantic compared their view of life overall with an assessment of satisfactions in the present. Table 8.24

illustrates the outlook on life-mean satisfactions relation for both samples.

Table 8.24: Relations Between Outlook on Life and Mean Satisfactions

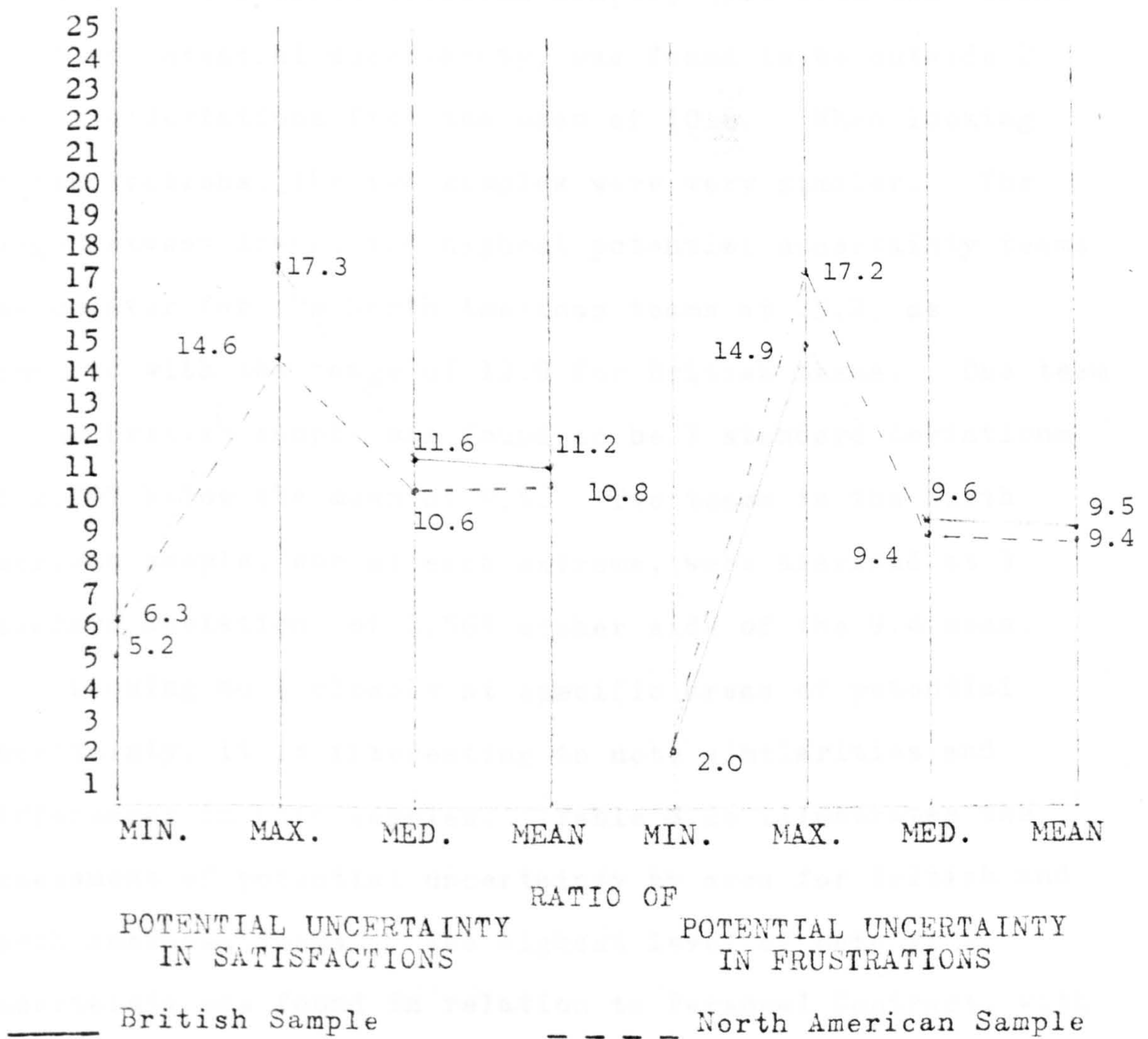
<u>Outlook-Satisfactions Relation</u>	<u>British Sample</u>	<u>North American Sample</u>
Outlook more than 8 percent higher	12	27
Outlook 5 to 8 percent higher	15	12
Outlook 1 to 4 percent higher	10	13
Outlook equal to Satisfactions	1	3
Outlook 1 to 4 percent lower	6	3
Outlook 5 to 8 percent lower	2	-
Outlook more than 8 percent lower	2	-
	48	58(4)
Total		

() missing cases

Almost half of the North American teams reported more than 8 percent higher outlook on life than average satisfactions. This finding compared with only a quarter of the British teams. 95 percent of the North American sample reported a higher outlook on life compared with satisfactions, while 77 percent of the British teams followed this pattern. 21 percent of the British teams reported a lower outlook on life compared with their assessment of existing satisfactions. This overall pattern confirmed the view that North American teams were more optimistic or idealistic in their work orientation compared with the British teams. Alternatively, it could be that the British teams were more realistic in their assessments.

Potential uncertainty in team assessments of quality of working life was analysed in relation to both satisfactions and frustrations. Table 8.25 illustrates the comparisons for potential uncertainty in British and North American teams.

Table 8.25: Potential Uncertainty in Quality of Working Life Satisfactions and Frustrations

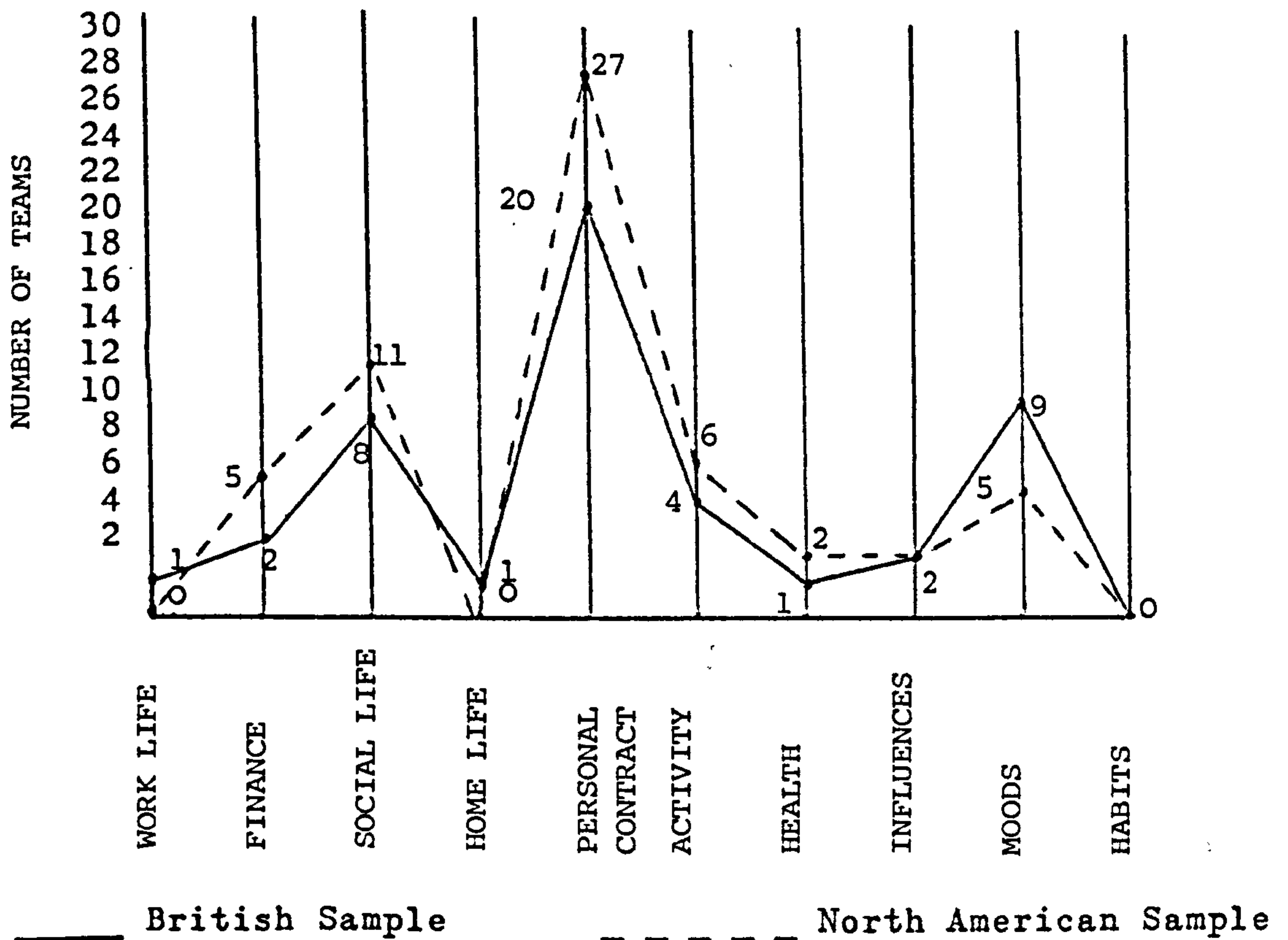


More potential uncertainty was apparent in the pattern of reported satisfactions in both samples as compared with reported frustrations. In relation to satisfactions, the

range between lowest and highest potential uncertainty teams in the British sample was 12.1, with a standard deviation of 2.854. This compared with a range of 8.3 in the North American sample, with a standard deviation of 2.039. Two teams in the British sample, one at each extreme, fell outside the range of 2 standard deviations from the mean of 11.2. Only one team in the North American sample, that with the lowest level of potential uncertainty, was found to be outside 2 standard deviations from the mean of 10.8. When looking at frustrations, the two samples were very similar. The range between lowest and highest potential uncertainty teams was greater for the North American teams at 15.2, as compared with the range of 12.9 for British teams. One team in the British sample was found to be 3 standard deviations of 2.797 below the mean of 9.5. Two teams in the North American sample, one at each extreme, were assessed at 3 standard deviations of 2.565 either side of the 9.4 mean.

Looking more closely at specific areas of potential uncertainty, it is interesting to note similarities and differences in both samples. Table 8.26 illustrates the assessment of potential uncertainty by area for British and North American teams. The highest level of potential uncertainty was found in relation to Personal Contract, with North American workers reporting more potential uncertainty in this area than British teams. Workers in both samples indicated some potential uncertainty in relation to Social Life, Activity (paralysis of activity) and Moods (depression).

Table 8.26: Areas of Potential Uncertainty in Quality of Working Life Assessments



The British teams indicated more potential uncertainty in relation to Moods while the North American workers reported more potential uncertainty in relation to Social Life. Little potential uncertainty was evident overall in relation to Work Life, Home Life, Health (somatic complaints), Influences (persecution) or Habits (escape routes).

The Low Satisfaction theme identified in responses to the Work Orientation Schedule highlights some of the qualitative aspects in the quality of working life assessments. Table 8.27 lists the major low satisfaction themes for workers in the British and North American samples.

Table 8.27: Low Satisfaction Themes Reported in the Work Orientation Schedule

<u>Work Orientation Theme</u>	<u>British Sample</u>	<u>N. American Sample</u>	<u>Total Sample</u>
Satisfied with Current Work Arrangements	11	11	22
Feel Financially Secure	4	14	18
Someone at Work Concerned About Our Wellbeing	8	6	14
Like what Future Offers at Work	6	5	11
Social Life Balances Work Life	8	3	11
Live Better than 2 Years Ago	2	5	7
Able to Save	3	3	6
At Ease Spending	1	5	6
Content with Aims and Objectives	1	3	4
Involved with Friends' Problems	-	3	3
Total	<u>44(4)</u>	<u>58(4)</u>	<u>102(8)</u>

() missing cases

11 teams from each sample questioned their current work arrangements. 14 teams in the North American sample questioned the extent to which they felt financially secure, compared with 4 teams from the British sample. 8 British teams and 6 North American teams questioned whether anyone was concerned about their wellbeing at work. Questions about what the future offered at work were important for 6 British teams and 5 North American teams. More of the British teams (8) questioned whether their social life was a good balance to their working life, compared with 3 of the North American

teams. The pattern overall suggested that Personal Contract issues posed the greatest questions for British teams, involving work arrangements, concern for wellbeing as workers and the general aims and objectives of the work. The North American teams tended to question Finance issues, including financial security, relative financial position, ability to save and ease with spending.

It will be remembered that the Low Satisfaction theme was also coded according to Maier's (1976) dimensions of human functioning and Levinson's (1978) dimensions of adult life structure. Comparisons were made on these dimensions as illustrated in Table 8.28.

Table 8.28: Low Satisfaction Theme By Dimensions of Functioning and Adult Life Structure

<u>Low Satisfaction Theme</u>	<u>British Sample</u>	<u>North American Sample</u>
Maier's Dimensions of Functioning:		
Feeling	14	24
Acting	5	3
Thinking	29	31
	Total	58(4)

Levinson's Dimensions of Adult Life Structure:		
Aspects of Self	16	25
Participation in the World	32	33
	Total	58(4)

() missing cases

In relation to Maier's dimensions, 60 percent of the British sample recorded a Thinking theme for low satisfaction, compared with 53 percent of the North American teams. 41 percent of the North American teams recorded a Feeling theme of low satisfaction, compared with 29 percent of the British teams. Very few teams recorded low satisfaction themes associated with Acting. In relation to Levinson's dimensions of adult life structure, 2 out of 3 British teams recorded a low satisfaction theme associated with participation in the world, compared with approximately 3 out of 5 North American teams. More of the North American teams recorded low satisfaction in relation to aspects of self, with 43 percent, compared with 33 percent for the British teams.

The High Frustration theme identified in response to the Work Orientation Schedule calls attention to further qualitative aspects in the assessment of quality of working life. Table 8.29 provides a summary of the major high frustration themes. Three themes were especially important in the sample overall, but significant variations were found when comparing the British and North American teams. 26 percent of both samples wanted more power and influence in their places of work. 40 percent of the British teams felt frustrated because they were prevented from doing things properly, compared with 12 percent of the North American teams. 38 percent of the North American teams reported concern about their health, compared with none of the British teams. 17 percent of the British teams recorded

disappointment by people with whom they worked, compared with 3 percent of the North American teams.

Table 8.29: High Frustration Theme Reported in the Work Orientation Schedule

<u>Work Orientation Theme</u>	<u>British Sample</u>	<u>N. American Sample</u>	<u>Total Sample</u>
Would Like More Power and Influence	12	15	27
Frustrated Because Prevented from Doing Things Properly	19	7	26
Concerned About Health	-	22	22
Disappointed by People with Whom We Work	8	2	10
Feel Overworked	4	4	8
Tend to Eat Too Much/ Too Little	-	6	6
Over Smoke/Drink	3	1	4
	<hr/>	<hr/>	<hr/>
Total	46(2)	57(5)	103(7)

() missing cases

Differences in relation to the High Frustration theme were further confirmed through reference to the dimensions of human functioning and adult life structure. The Maier and Levinson dimensions are listed in Table 8.30, showing comparisons for the British and North American teams. 65 percent of the British teams recorded a high frustration theme associated with a Feeling dimension, compared with 22 percent of the North American teams. 76 percent of the North American teams recorded a high frustration theme associated with a Thinking dimension, compared with 25 percent of the British teams.

Table 8.30: High Frustration Theme By Dimensions of Functioning and Adult Life Structure

<u>High Frustration Theme</u>	<u>British Sample</u>	<u>North American Sample</u>
Maier's Dimensions of Functioning:		
Feeling	31	13
Acting	5	1
Thinking	12	44
	Total	48
		58(4)

Levinson's Dimensions of Adult Life Structure:		
Aspects of Self	21	35
Participation in the World	27	23
	Total	48
		58(4)

() missing cases

In relation to adult life structure, 56 percent of the British sample recorded high frustration themes associated with participation in the world, compared with 40 percent of the North American sample. 3 out of 5 North American teams recorded high frustration in relation to aspects of self, compared with approximately 2 out of 5 British teams. Overall, the pattern of high frustration suggested that North American teams were more cognitive and self-oriented as compared with the British teams who tended to record more emotion and participation oriented responses.

The Potential Uncertainty theme recorded in response to the Work Orientation Schedule provided a more scattered

pattern among teams than was found in relation to satisfactions and frustrations. Table 8.31 highlights the major themes identified.

Table 8.31: Potential Uncertainty Theme Reported in the Work Orientation Schedule

<u>Work Orientation Theme</u>	<u>British Sample</u>	<u>N. American Sample</u>	<u>Total Sample</u>
Want Friends to Turn with Their Problems	3	12	15
Content with Aims and Objectives at Work	7	7	14
Someone at Work Concerned about Our Wellbeing	5	6	11
Would Like More Power and Influence	6	5	11
Like what Future Offers at Work	5	3	8
Disappointed by People with Whom we Work	3	3	6
Feel Financially Secure	1	4	5
Satisfied with Current Work Arrangements	2	3	5
Frustrated Because Prevented from Doing Things Properly	1	4	5
People Unappreciative of Our Efforts	2	3	5
Feel Vaguely Insecure in Work	1	3	4
Total	<u>36(12)</u>	<u>53(9)</u>	<u>89(21)</u>

() missing cases

Only one theme was of special note and this for the North American sample. 1 out of 5 North American teams were uncertain whether they wanted their friends to turn to them with their problems, compared with only 6 percent of the British teams.

Qualitative aspects of the Potential Uncertainty theme are further clarified through reference to the Maier and Levinson criteria, illustrated in Table 8.32.

Table 8.32: Potential Uncertainty Theme by Dimensions of Functioning and Adult Life Structure

<u>Potential Uncertainty Theme</u>	<u>British Sample</u>	<u>North American Sample</u>
Maier's Dimensions of Functioning:		
Feeling	16	22
Acting	1	-
Thinking	31	36
	<hr/>	<hr/>
Total	48	58(4)

Levinson's Dimensions of Adult Life Structure:		
Aspects of Self	18	34
Participation in the World	30	24
	<hr/>	<hr/>
Total	48	58(4)

() missing cases

60 to 65 percent of teams in both samples tended to record potential uncertainty associated with Thinking themes. However, the two samples differed in relation to dimensions of adult life structure, with 63 percent of British teams recording potential uncertainty associated with participation in the world and 60 percent of North American teams recording potential uncertainty associated with aspects of self. These findings give support to the notion that British teams

were more consciously aware of external factors in their orientation to work, while North American teams tended to focus more on internal factors.

Finally, attention turns to the Collective Structure assessment of team functioning found in service production centres on both sides of the Atlantic. It will be remembered that eight ideal types of collective structure were identified in Chapter 4, derived from a detailed analysis of responses to the Work Orientation Schedule. In Table 4.3 (on page 195) forecasts were provided of key performance indicators for teams functioning in turbulent environments. These forecasts are returned to here in order to remind the reader of features contained within the collective structure assessment. Because of the comparatively small number of teams, and the relatively large number of collective structure types, the analysis was restricted to the use of two dimensions of team functioning as identified in Table 4.3 under the heading Collective Structure. The two dimensions involve first an Accommodative-Assimilative feature of team functioning and also a Maladaptive-Adaptive feature. Further research and a larger sample will be required to test specific ideal types and their particular characteristics.

In thinking of the accommodative-assimilative dynamic in team functioning, one might usefully think of a shallowness vs. depth orientation, or one might prefer Emery's notion of superficiality vs. segmentation (1977). Table 8.33 illustrates the collective structure assessment for teams

in both samples, arranged according to the accommodative-assimilative dimension of functioning.

Table 8.33: The Accommodative-Assimilative Dimension of Team Functioning

<u>Collective Structure Assessment</u>	<u>British Sample</u>	<u>N. American Sample</u>	<u>Total Sample</u>
Accommodative Response:			
Dissociation I	-	1	1
Superficiality I	8	6	14
Superficiality II	11	18	29
Active Adaptation I	2	3	5
	Sub-total	21	28

Assimilative Response:			
Dissociation II	1	7	8
Segmentation I	22	14	36
Segmentation II	4	9	13
Active Adaptation II	-	-	-
	Sub-total	27	30
	Total	48	58(4)
			106(4)

() missing cases

Broadly speaking, the same pattern can be identified, irrespective of international differences. 44 percent of the British sample were assessed to have presented an accommodative response, compared with 48 percent of the North American teams. These were teams in which key performance indicators were likely to involve fragmentation, inhibition, restriction and goal seeking. More of the teams were

assessed as presenting an assimilative response, with 56 percent of the British teams and 52 percent of the North American teams. These teams presented patterns of functioning where key performance indicators included indifference, inhibition and restraint. Only one North American team was assessed according to the criteria for Ideal Type 1 and none of the teams were assessed according to the criteria for Ideal Type 8. These findings suggest that fewer of the teams overall presented a shallowness or superficiality pattern of team functioning, and more of the teams presented a depth-oriented or segmentation pattern. This global pattern was more pronounced in the British sample (44 - 56 percent) than it was in the North American sample (48 - 52 percent).

The second dimension of team functioning to receive consideration involves the maladaptive-adaptive dynamic in quality of working life assessments. This dimension is associated with emergent processes in the parts-whole relation in teams. It is also associated with the status of the leading part(s). In maladaptive teams, emergent processes were likely to involve debility, disinclination, intrusion or mutual invasion, while disintegration or disjunction of parts were likely to be dominant influences in the overall pattern of functioning. In adaptive teams, emergent processes were assessed to involve shallowness, ends-means conflict or task orientation, while the principle of replaceable parts was likely to characterise team membership. None of the

teams were assessed as being of the Active Adaptation type identified by Emery (1977) as reflecting emergent processes of teamness, nurturance, humaneness and enjoyment through the working principle of interchangeable parts. As noted earlier (in Chapter 4), Emery forecasted that key performance indicators for Active Adaptation II teams would involve complexity reduction activity in managing the primary task.

Only one team, from the North American sample, was seriously considered for inclusion in the Ideal Type 8 category before being assigned to the Ideal Type 7 category. An interesting feature of this team concerned its composition. Within the group were both men and women with ages ranging between early twenties and early fifties. The supervisors were formally qualified and several members of the team held undergraduate degrees. About half of the members had families of their own. Some were married, some single; some had been married before, while others had never married. Almost half of the group were engaged in a job of work that was different from the career for which they had originally prepared. Team membership incorporated at least five cultural affiliations. Several of the team members could be described as 'veterans' or 'journeymen' in the trade, whilst about as many others could be described as 'rookies' or 'apprentices'. Some 'apprentices' to the group came as skilled craftsmen from other occupations. Several team members came with a career pattern which spanned a range of trades, professions and experiences, including

substantial experience of parenting their own families. This team, more than all the others, presented the closest approximation to Emery's notion of active adaptation in a turbulent work environment.

Table 8.34 illuminates the Collective Structure assessment, arranged according to the maladaptive-adaptive dimension of functioning and highlighting comparisons between the British and North American teams.

Table 8.34: The Maladaptive-Adaptive Dimension of Team Functioning

<u>Collective Structure Assessment</u>	<u>British Sample</u>	<u>North American Sample</u>	<u>Total Sample</u>
Maladaptive Response:			
Dissociation I	-	1	1
Dissociation II	1	7	8
Superficiality I	8	6	14
Segmentation I	22	14	36
	<hr/>	<hr/>	<hr/>
Sub-total	31	28	59

Adaptive Response:			
Superficiality II	11	18	29
Segmentation II	4	9	13
Active Adaptation I	2	3	5
Active Adaptation II	-	-	-
	<hr/>	<hr/>	<hr/>
Sub-total	17	30	47
Total	48	58(4)	106(4)

() missing cases

Overall, 56 percent of the teams presented a maladaptive pattern of responses in the quality of working life assessment. Looked at more closely, it can be seen that 65 percent of the British teams and 48 percent of the North American teams were assessed as presenting a maladaptive pattern of response. More of the North American teams, 14 percent of the sample, presented a Dissociation pattern of response. This compared with only 2 percent of the British teams. A Superficiality pattern was assessed in approximately 40 percent of both samples, while more of the British teams, 54 percent of the sample, were assessed as presenting a Segmentation pattern of response. Only 40 percent of the North American teams were assessed according to the Segmentation types. No more than 1 in 20 teams in both samples were assessed as presenting an Active Adaptation response pattern.

Important similarities and differences can be identified in teams from both sides of the Atlantic when summarizing the comparisons of collective structure assessment. A stronger depth orientation featured in both samples as compared with a shallowness orientation. More of the British teams presented a maladaptive pattern of response while more of the North American teams presented an adaptive pattern. Superficiality was a feature of two out of five teams in both samples. The North American teams presented a slightly wider spread of assessments, ranging across Ideal Types 1 to 7. The British teams ranged between

Ideal Types 2 and 7. 1 out of 7 North American teams presented a Dissociation pattern of response compared with 1 out of 48 British teams. Over half the British teams presented a Segmentation pattern of response. These findings suggest a pattern amongst the British teams of responding to the primary task and managing quality of working life through means which were of greater complexity than the North American teams. By contrast, assessments in the North American teams were more likely to illuminate a more restricted or shallow view of quality of working life, raising the question of whether North American teams tended to narrow the complexities of their primary task and responses became more superficial and fragmented. Further analysis is required to see whether support is available to back up such an assessment hypothesis.

Summary

To summarize, it is interesting to note the similarities and differences that were illuminated through a comparative analysis at the international and cross-cultural level. Areas of similarity included the age and marital status of teams and their membership in a professional association. Approximately 1 in 3 team members lived in owner-occupier housing, and 2 out of 5 team members were in parental roles with their own children outside work. Age of spouse and spouses' occupation also illuminated a similar profile for teams from both sides of the Atlantic. The type of social

policy brief associated with teams revealed a fairly highly matched sample, with the possible exception of secure units which were more apparent in the North American sample. In terms of material resource features, such as design of the centre, number of staff, type of work schedule and number of job classifications, all provided support for the argument in support of the matched sample.

Differences illuminated through a comparison of the samples were also important. In terms of composition, British teams tended to have 20 percent more women and more unqualified staff. 2 out of 3 British team members held membership in a trade union, compared with less than 1 out of 10 team members in the North American teams. 1 out of 7 members in British teams were found to be living in tied housing, as compared with 1 out of 20 team members in the North American sample. Most of the North American teams relied on rented housing, while British teams either rented or lived in the parental home. Teams in the British sample were more often sited in urban and suburban areas while more of the North American teams were sited in rural areas. The British teams provided for approximately 5 more service places per centre, as compared with the North American teams. The North American teams worked in centres where the comings and goings of clients were restricted in one way or another. The British teams tended to be in post roughly two months longer than the North American teams, whereas the latter group worked roughly 5 hours per week longer. The North

American teams also reported Life Change Units of roughly 30 to 35 points higher than the British teams in responses to the Schedule of Recent and Anticipated Experiences. The British teams reported 3 to 4 percentage points lower satisfactions and higher frustrations than the North American teams, with a ratio of frustrations to satisfactions roughly 17 percent higher amongst the British sample. The British teams presented outlook on life responses which were 6 percentage points lower than teams in the North American sample. Finally, uncertainty and variation in quality of working life assessments were most likely to be found in the social life and personal contract areas of satisfaction, in the activity and moods areas of frustration, and in relation to hope for the future.

Having presented a descriptive and comparative analysis of group care teams, it is next important to extend the analysis of team functioning to an evaluation of quality of working life variables used in formulating the collective structure assessments. With two dimensions of team functioning maintained as the dependent variables, the quality of working life themes were examined as intervening variables while controlling for the independent variables identified in the production of welfare paradigm. It is to the evaluation of team functioning in context that attention now turns.

CHAPTER IX

TEAM FUNCTIONING IN CONTEXT

Introduction

In Chapter 3, the case was developed for an amended production of welfare paradigm which included team functioning in the list of Human Resource Inputs and which included the life experience of staff outside work in the list of Socio-cultural Inputs. These inputs, along with Material Resource Inputs were assumed to have a bearing on the production of service outputs measured in terms of quality of life for children and their significant others. In this chapter, the two dimensions of team functioning are examined more closely to test the comparative strength of the new variables in the amended production of welfare paradigm.

The first task involves a comparative analysis of the Accommodative-Assimilative dimension and the Maladaptive-Adaptive dimension of team functioning. At this stage, the objective is that of establishing the relative strength of the quality of working life variables, while controlling for the international and cross-cultural context. The second task involves an evaluation of the comparative strength of the collective structure assessment and quality of working life variables while controlling for influences in the territorial and cultural context. Third, an attempt is made to evaluate the strength of selected variables from

the organisational context in shaping patterns of team functioning and quality of working life. Finally, team functioning and quality of working life variables are examined while controlling for influences arising out of the multiple settings context. In Chapter 10, attention will be given to patterns of team functioning and quality of working life in the immediate context where the drama of group care is enacted.

Quality of Working Life in the International and Cross-Cultural Context

The initial stage of cross tabulation analysis involved the testing of all quality of working life variables against the two dimensions of team functioning. This procedure may seem relatively pedestrian as a statistical technique when compared with the other methods of analysis available in the Statistical Package for the Social Sciences (Nie et al, 1975). However, the temptation was resisted to assume that anything other than a contextual relationship existed between variables in the production of welfare process. Linear relationships obtained through reliance on linear methods of analysis would assume that statistical measures were derived from a random sample. It followed therefore that linear methods should be avoided where possible. Reliance on a matched, comparative sample meant that non-linear assumptions needed to underpin methods of statistical analysis, at least during this stage of the evaluation.

The initial cross tabulations resulted in the identification of a composite list of eight quality of working life variables which illuminated patterns of team functioning more strongly than any other cluster of variables. The detailed results of these initial cross tabulations are not considered here, but are included in Appendix E for interested readers. Table 9.1 illustrates the two dimensions of team functioning while controlling for the eight quality of working life themes. Weaker relationships were found in relation to the Accommodative-Assimilative Dimension as compared with the Maladaptive-Adaptive Dimension. The Accommodative-Assimilative Dimension was more strongly associated with the level of overall frustrations, especially those associated with fatigue and moods. Overall satisfactions, hope for the future and outlook on life illuminated a weak relationship with the Accommodative-Assimilative Dimension of team functioning.

By contrast, the Maladaptive-Adaptive Dimension of team functioning illuminated comparatively strong relationships with overall satisfactions and especially contractual satisfactions. The ratio of frustrations to satisfactions and fatigue frustrations was also significant. Outlook on life was weakly related to both dimensions of team functioning. The Accommodative pattern was illuminated through higher satisfactions, lower frustrations, more hope for the future and more outlook on life. The Assimilative pattern involved lower satisfactions, higher frustrations, less hope for the

Table 9.1: Two Dimensions of Team Functioning By Quality of Working Life Themes (N = 106)

ACCOMMODATION-ASSIMILATION

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/AS	8.45650	.0036	.30138	.28856
OVERALL FRUSTRATIONS +/AS	16.86336	.0000	.41778	.38549
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/AS	15.18081	.0001	.39736	.36927
CONTRACTUAL SATISFACTION -/AS	8.62842	.0033	.30423	.29106
FATIGUE FRUSTRATION +/AS	16.86336	.0000	.41778	.38549
MOODS FRUSTRATION +/AS	20.21579	.0000	.45563	.41462
HOPE FOR THE FUTURE -/AS	14.97385	.0001	.39478	.36721
OUTLOOK ON LIFE -/AS	7.43860	.0064	.28383	.27304

MALADAPTATION-ADAPTATION

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS +/A	26.80267	.0000	.51185	.45563
OVERALL FRUSTRATIONS -/A	16.01546	.0001	.39980	.37123
RATIO OF FRUSTRATIONS TO SATISFACTIONS -/A	17.48351	.0000	.41629	.38481
CONTRACTUAL SATISFACTION +/A	35.73384	.0000	.58822	.50701
FATIGUE FRUSTRATION -/A	19.22290	.0000	.43627	.39987
MOODS FRUSTRATION -/A	13.10057	.0003	.36334	.34149
HOPE FOR THE FUTURE +/A	11.84447	.0006	.34637	.32729
OUTLOOK ON LIFE +/A	5.39974	.0201	.23980	.23319

future and less outlook on life was illuminated. Adaptive teams illuminated a pattern of higher satisfactions, lower frustrations, more hope for the future and more outlook on life.

The Accommodative-Assimilative Dimension is further illuminated through a contextual comparison of teams at the level of Social Policy Environment Two: international and cross-cultural sphere. This context is illustrated in the amended production of welfare paradigm as the Doll House surrounding the cluster of Russian Dolls. Table 9.2 illustrates the relationship between the Accommodative-Assimilative Dimension of team functioning and quality of working life themes, while controlling for British and North American teams. A definite pattern was established amongst the British teams which substantiated the assessment that teams with lower satisfactions, higher frustrations and higher frustrations-satisfactions ratio confirmed an Assimilative pattern of response. Higher fatigue and moods frustrations, and lower hope for the future also illuminated the Assimilative pattern of functioning. No definite pattern was established in the North American teams concerning this dimension of functioning. Significant associations were found between moods frustration, hope for the future and outlook on life amongst the North American sample, illuminating an Accommodative pattern of response. However, the statistical relationship between variables in the North American sample were comparatively weak.

Table 9.2: Collective Structure Assessment (Accommodative-Assimilative Dimension) By Quality of Working Life Themes, Controlling for Social Policy Environment Two (N = 106)

BRITISH TEAMS (N = 48: 21/27)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/AS	6.10909	.0134	.40206	.37303
OVERALL FRUSTRATIONS +/AS	15.85326	.0001	.61807	.52575
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/AS	15.85326	.0001	.61807	.52575
CONTRACTUAL SATISFACTION -/AS	9.70858	.0018	.49206	.44151
FATIGUE FRUSTRATION +/AS	21.00035	.0000	.70482	.57610
MOODS FRUSTRATION +/AS	13.60296	.0002	.57625	.49929
HOPE FOR THE FUTURE -/AS	7.84314	.0051	.45042	.41069
OUTLOOK ON LIFE -/AS	1.40827	N.S.	.21854	.21350

NORTH AMERICAN TEAMS (N = 58: 28/30)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS +/AC	2.08023	N.S.	.22528	.21977
OVERALL FRUSTRATIONS -/AC	2.85615	N.S.	.25746	.24933
RATIO OF FRUSTRATIONS TO SATISFACTIONS -/AC	1.95572	N.S.	.21889	.21383
CONTRACTUAL SATISFACTION +/AC	0.69307	N.S.	.14415	.14268
FATIGUE FRUSTRATION -/AC	1.31897	N.S.	.18636	.18320
MOODS FRUSTRATION -/AC	6.43031	.0112	.36886	.34607
HOPE FOR THE FUTURE +/AC	6.43031	.0112	.36886	.34607
OUTLOOK ON LIFE +/AC	5.66277	.0173	.34975	.33014

When looking at the Maladaptive-Adaptive Dimension of team functioning, an Adaptive pattern of functioning was substantiated through the illumination of higher satisfactions, lower frustrations and a lower ratio of frustrations to satisfactions. Table 9.3 illustrates the relationship between the Maladaptive-Adaptive Dimension of collective structure and quality of working life variables while controlling for international groupings. Contractual satisfactions were especially significant amongst the British teams in delineating the Adaptive pattern of functioning. Hope for the future was weakly related to the Adaptive pattern of functioning amongst North American teams, but not for the British teams. Fatigue frustrations were the strongest indicator of a Maladaptive pattern of functioning amongst the North American teams. Contractual satisfactions were the strongest indicator of the Maladaptive pattern amongst the British teams.

In descriptive terms, these findings tend to support the cultural stereotypes which are frequently assigned to North Americans by the British (superficial idealists) and by North Americans about the British (conflicted pragmatists). North American teams illuminated an Adaptive pattern of heterogeneity and shallowness, with team functioning tending towards superficiality and intolerance. British teams illuminated a Maladaptive pattern of homogeneity and complexity, with team functioning tending towards factionalism and ends-means conflict. Further research is required before

Table 9.3: Collective Structure Assessment (Maladaptive-Adaptive Dimension) By Quality of Working Life Themes, Controlling For Social Policy Environment Two (N = 106)

BRITISH TEAMS (N = 48: 31/17)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS +/A	16.23074	.0001	.62849	.53212
OVERALL FRUSTRATIONS -/A	6.61252	.0101	.41615	.38421
RATIO OF FRUSTRATIONS TO SATISFACTIONS -/A	6.61252	.0101	.41615	.38421
CONTRACTUAL SATISFACTION +/A	24.05855	.0000	.75187	.60096
FATIGUE FRUSTRATION -/A	3.79507	.0514	.32617	.31009
MOODS FRUSTRATION -/A	7.98908	.0047	.45351	.41302
HOPE FOR THE FUTURE +/A	1.04782	N.S.	.19567	.19203
OUTLOOK ON LIFE +/A	0.37013	N.S.	.13682	.13556

NORTH AMERICAN TEAMS (N = 58: 28/30)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS +/A	7.31598	.0068	.37775	.35338
OVERALL FRUSTRATIONS -	6.05512	.0139	.34535	.32643
RATIO OF FRUSTRATIONS TO SATISFACTIONS -/A	7.45959	.0063	.37955	.35485
CONTRACTUAL SATISFACTION +/A	10.43601	.0012	.44331	.40527
FATIGUE FRUSTRATION -/A	12.21538	.0005	.47671	.43032
MOODS FRUSTRATION -	2.78817	N.S.	.24510	.23805
HOPE FOR THE FUTURE +/A	7.31598	.0068	.37775	.35338
OUTLOOK ON LIFE -	1.77691	N.S.	.20499	.20082

anything further should be made of the cultural stereotypes found amongst teams on both sides of the Atlantic. For our purposes, this finding helps to illuminate cultural norms which may be influential in comparative research at the international level.

Quality of Working Life in the Territorial and Cultural Context

In the amended production of welfare paradigm, the Social Policy Environment One: territorial and cultural sphere was illustrated as the Largest Doll in the cluster of Russian Dolls. Two variables were identified in this context, including the external organisation-social policy environment which surrounds service production and the social policy brief or mandate for services. Both of these variables were defined as Sociocultural Inputs in the amended production of welfare paradigm. As such, they were assumed to have an indirect bearing on the service production capability of teams.

Table 9.4 illustrates the Accommodative-Assimilative Dimension of team functioning by quality of working life themes, controlling for three types of external organisation-social policy environment. Teams working in environments characterised by Cooperation with selected other services were found to illuminate an Accommodative pattern of functioning. The Accommodative pattern was especially notable amongst teams with less frustration and more hope for the future.

Table 9.4: Collective Structure Assessment (Accommodative-Assimilative Dimension) By Quality of Working Life Themes, Controlling for External Organisation-Social Policy Environment (N = 106)

ENVIRONMENT CHARACTERISED BY COOPERATION (N = 29: 19/10)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS +/AC	4.36545*	.0367	.46058	.41834
OVERALL FRUSTRATIONS -/A	7.11252*	.0077	.56889	.49447
RATIO OF FRUSTRATIONS TO SATISFACTIONS -/AC	5.61820*	.0178	.51309	.45650
CONTRACTUAL SATISFACTION +/AC	2.42614*	N.S.	.36218	.34053
FATIGUE FRUSTRATION -/AC	4.75027*	.0293	.47948	.43235
MOODS FRUSTRATION -/AC	8.24374*	.0041	.60576	.51811
HOPE FOR THE FUTURE +/AC	9.95939*	.0016	.65897	.55024
OUTLOOK ON LIFE +/AC	2.42614*	N.S.	.36218	.34053

ENVIRONMENT CHARACTERISED BY COMPETITION (N = 23: 7/16)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -	0.59157**	N.S.	.25496	.24705
OVERALL FRUSTRATIONS -	0.04930**	N.S.	.14310	.14166
RATIO OF FRUSTRATIONS TO SATISFACTIONS -	0.04930**	N.S.	.14310	.14166
CONTRACTUAL SATISFACTION -	0.04930**	N.S.	.14310	.14166
FATIGUE FRUSTRATION -	0.59127**	N.S.	.25496	.24705
MOODS FRUSTRATION -	0.79105**	N.S.	.28465	.27375
HOPE FOR THE FUTURE -	0.04930**	N.S.	.14310	.14166
OUTLOOK ON LIFE +/AS	1.87288**	N.S.	.39295	.36573

* 1 out of 4 of the valid cells had expected cell frequency less than 5.0.

** 2 out of 4 of the valid cells had expected cell frequency less than 5.0.

ENVIRONMENT CHARACTERISED BY TURBULENCE (N = 54: 23/31)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/AS	2.47747	N.S.	.25175	.24413
OVERALL FRUSTRATIONS +/AS	10.07665	.0015	.46985	.42525
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/AS	10.07665	.0015	.46985	.42525
CONTRACTUAL SATISFACTION -/AS	7.57363	.0059	.41195	.38090
FATIGUE FRUSTRATION +/AS	8.54400	.0035	.43546	.39924
MOODS FRUSTRATION +/AS	12.08846	.0005	.51082	.45491
HOPE FOR THE FUTURE -/AS	6.61365	.0101	.38837	.36203
OUTLOOK ON LIFE -/AS	4.24888	.0393	.31837	.30337

Teams functioning in work environments characterised by Competition with other services did not illuminate any particular pattern of collective structure. Teams operating in Turbulent environments presented a profile which was significantly correlated with the Assimilative pattern of functioning. Among teams working in Turbulent environments, the pattern which was illuminated involved higher levels of

frustration, especially moods and fatigue frustrations, and lower levels of contractual satisfaction. Hope for the future and outlook on life were found to be less strongly related, even though the strength of association was significant.

The Maladaptive-Adaptive Dimension in collective structure assessments is illustrated in Table 9.5, showing comparisons for quality of working life variables while controlling for the external organisation-social policy environment. Teams working in environments characterised by Cooperation with selected other services illuminated a mixed pattern of response. Lower overall satisfactions and contractual satisfactions called attention to a Maladaptive pattern of functioning, while higher overall frustrations tended to illuminate an Adaptive pattern of functioning. Teams operating in environments characterised by Competition with other services also presented a mixed pattern of response, with lower ratios of frustrations to satisfactions illuminating Adaptive patterns of functioning. Team functioning in Turbulent organisation-social policy environments was significantly related to Maladaptive patterns of response. Lower satisfactions, higher frustrations, less hope for the future and less outlook on life resulted in moderately-strong to strong correlations with a Maladaptive pattern of functioning. Empirical support is thus available for the argument that teams working in environments characterised by unpredictability and turbulence are especially vulnerable to burn-out and disillusionment.

Table 9.5: Collective Structure Assessment (Maladaptive-Adaptive Dimension) By Quality of Working Life Themes, Controlling for External Organisation-Social Policy Environment (N = 106)

ENVIRONMENT CHARACTERISED BY COOPERATION (N = 29: 16/13)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	4.30236	.0381	.45455	.41381
OVERALL FRUSTRATIONS -/A	4.76516	.0290	.47575	.42961
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	3.05407	N.S.	.39423	.36676
CONTRACTUAL SATISFACTION -/M	4.02601	.0448	.44231	.40451
FATIGUE FRUSTRATION -/A	3.49984*	N.S.	.41885	.38633
MOODS FRUSTRATION +/M	1.76088	N.S.	.31579	.30113
HOPE FOR THE FUTURE -/M	3.05407	N.S.	.39423	.36676
OUTLOOK ON LIFE -/M	0.25488	N.S.	.16346	.16132

ENVIRONMENT CHARACTERISED BY COMPETITION (N = 23: 13/10)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -	1.16642*	N.S.	.31299	.29870
OVERALL FRUSTRATIONS -	1.48313*	N.S.	.34379	.32512
RATIO OF FRUSTRATIONS TO SATISFACTIONS -/A	4.32514*	.0376	.52350	.46379
CONTRACTUAL SATISFACTION -	1.48313*	N.S.	.34379	.32512
FATIGUE FRUSTRATION +/M	3.69427*	.0546	.48856	.43897
MOODS FRUSTRATION -/A	3.05229**	N.S.	.45637	.41517
HOPE FOR THE FUTURE -	0.0000*	N.S.	.01563	.01562
OUTLOOK ON LIFE -	0.0000**	N.S.	.07816	.07792

* 1 out of 4 of the valid cells had expected cell frequency less than 5.0.

** 2 out of 4 of the valid cells had expected cell frequency less than 5.0. ~

ENVIRONMENT CHARACTERISED BY TURBULENCE (N = 54: 30/24)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	16.46907	.0000	.58962	.50791
OVERALL FRUSTRATIONS - +/M	12.08846	.0005	.51082	.45491
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	12.08846	.0005	.51082	.45491
CONTRACTUAL SATISFACTION -/M	27.07500	.0000	.74536	.59761
FATIGUE FRUSTRATION +/M	14.18344	.0002	.55000	.48192
MOODS FRUSTRATION +/M	10.33594	.0013	.47500	.42906
HOPE FOR THE FUTURE -/M	8.42435	.0037	.43320	.39750
OUTLOOK ON LIFE -/M	5.61301	.0178	.36009	.33879

It will be remembered in Chapter 2 that the social policy ideal of a continuum of care was used to identify the mandate or social policy brief for services. This continuum ranged from services which are less interfering in the lives of children, to those services which are more interfering. In carrying out the statistical analysis required here, it

became immediately obvious that nine variable sub-types imposed major limitations on the data. It was decided that a distinction could be made between office-based services with a dispersed primary task, and centre-based services with a focused primary task. As used here, the notion of primary task refers to the dominant cluster of activities carried out by workers with respect to clients. In making this distinction, it was necessary to drop the findings from 23 teams, including seventeen management teams, an information and referral team, a services into the home team and four institutional cottage teams. These teams were dropped from the analysis for one of three reasons: they were unmatched teams in the sample, there was missing data, or they failed to satisfy the criteria used to differentiate between a dispersed primary task and a focused primary task.

Table 9.6 illustrates the Accommodative-Assimilative Dimension of team functioning compared with quality of working life themes while controlling for the social policy brief that was allocated to teams. Office-based services with a dispersed primary task tended to illuminate an Accommodative pattern of functioning in teams. These teams tended to be amongst those with lower overall frustrations, especially fatigue frustration, and to report more hope for the future. By comparison, teams functioning in centre-based services with a focused primary task did not illuminate any particular pattern of response. It is interesting to note that of the 87 teams included in the analysis, the spread

Table 9.6: Collective Structure Assessment (Accommodative-Assimilative Dimension) By Quality of Working Life Themes, Controlling For Social Policy Brief (N = 87)

OFFICE-BASED SERVICES WITH A DISPERSED PRIMARY TASK (N = 55: 31/24)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS +/AC	2.95133	N.S.	.26836	.25919
OVERALL FRUSTRATIONS -/AC	10.13399	.0015	.46596	.42236
RATIO OF FRUSTRATIONS TO SATISFACTIONS -/AC	10.13399	.0015	.46596	.42236
CONTRACTUAL SATISFACTION +/AC	5.42313	.0199	.35068	.33092
FATIGUE FRUSTRATION -/AC	11.23403	.0008	.48866	.43905
MOODS FRUSTRATION -/AC	8.25202	.0041	.42401	.39037
HOPE FOR THE FUTURE +/AC	10.72229	.0011	.47849	.43163
OUTLOOK ON LIFE +/AC	4.69835	.0302	.33082	.31408

CENTRE-BASED SERVICES WITH FOCUSED PRIMARY TASK (N = 32: 6/26)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -	0.38934**	N.S.	.19052	.18716
OVERALL FRUSTRATIONS -/AS	1.41900**	N.S.	.29080	.27923
RATIO OF FRUSTRATIONS TO SATISFACTIONS -	0.20513**	N.S.	.16013	.15811
CONTRACTUAL SATISFACTION -	0.20513**	N.S.	.16013	.15811
FATIGUE FRUSTRATION -	0.20513**	N.S.	.16013	.15811
MOODS FRUSTRATION -	2.34570**	N.S.	.35097	.33116
HOPE FOR THE FUTURE -	0.20513**	N.S.	.16013	.15811
OUTLOOK ON LIFE +/AC	3.19236**	N.S.	.39736	.36927

** 2 out of 4 of the valid cells had expected cell frequency less than 5.0.

was 55 teams with a dispersed primary task and 32 teams with a focused primary task. Of the 32 centre-based service teams, only 6 were assessed to have presented an Accommodative pattern of functioning. The tendency was for the more restrictive social policy brief to have illuminated a depth of segmentation oriented response in teams. Another way of saying this would be that the centre-based services with a focused primary task may have presented teams with heavier burdens and consequent insecurities which they must endure for longer periods of time. If this is the case, then potentially such teams are likely to be the most vulnerable in any agency.

The Maladaptive-Adaptive Dimension of team functioning is illustrated in Table 9.7, providing a comparison of quality of working life themes while controlling for the social policy brief of the centre. A Maladaptive pattern was illuminated in both the office-based and centre-based types of service. Lower satisfactions, especially contractual satisfactions, and higher fatigue frustration were quite strongly correlated with a Maladaptive pattern of functioning amongst office-based teams. Higher frustrations, especially fatigue and mood frustrations, and lower contractual satisfactions illuminated a Maladaptive pattern of functioning amongst centre-based services. Outlook on life responses failed to illuminate any distinctive pattern in relation to the social policy brief for services.

Table 9.7: Collective Structure Assessment (Maladaptive-Adaptive Dimension) By Quality of Working Life Themes, Controlling for Social Policy Brief (N=87)

OFFICE-BASED SERVICES WITH A DISPERSED PRIMARY TASK (N = 55: 29/26)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	13.49588	.0002	.53183	.46955
OVERALL FRUSTRATIONS +/M	5.18468	.0228	.34350	.32487
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	5.18468	.0228	.34350	.32487
CONTRACTUAL SATISFACTION -/M	17.46903	.0000	.60000	.51450
FATIGUE FRUSTRATION +/M	9.81384	.0017	.45889	.41707
MOODS FRUSTRATION +/M	6.54764	.0105	.38146	.35641
HOPE FOR THE FUTURE -/M	7.87997	.0050	.41523	.38348
OUTLOOK ON LIFE -/M	2.04567	N.S.	.23115	.22521

CENTRE-BASED SERVICES WITH A FOCUSED PRIMARY TASK (N = 32: 20/12)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	1.88235	N.S.	.30721	.29367
OVERALL FRUSTRATIONS +/M	9.11059	.0025	.59825	.51339
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	10.80000	.0010	.64550	.54233
CONTRACTUAL SATISFACTION -/M	6.53333	.0106	.51640	.45883
FATIGUE FRUSTRATION +/M	6.53333	.0106	.51640	.45883
MOODS FRUSTRATION +/M	4.42562	.0354	.43656	.40010
HOPE FOR THE FUTURE -	0.00000	N.S.	.00000	.00000
OUTLOOK ON LIFE	0.07773	N.S.	.11500	.11425

To summarize the findings illuminated through an analysis of territorial and cultural context variables, it can be argued that teams working in turbulent environments were by far the most vulnerable in terms of quality of working life and adaptive patterns of functioning. According to the measures employed in this study, quality of working life was lower for these teams and they were more inclined towards Maladaptive patterns of team functioning. Some differentiation was noted between teams functioning in office-based services with a dispersed primary task, and teams working in centre-based services where the primary task is more concentrated and focused. Office-based teams tended to present a more superficial pattern of functioning with higher overall satisfactions, lower frustrations and more hope or idealism. Centre-based teams tended to present the pattern of a higher ratio of frustrations to satisfactions, especially the ratio between contractual satisfactions and fatigue. In spite of limitations in the data which required the omission of 23 teams from the analysis of social policy brief, the findings are nevertheless sufficient to suggest that definite support is likely to be required for teams functioning in turbulent and unpredictable work environments, especially if service production involves a centre-based brief where the primary task is a concentrated one over a sustained period of time. Higher levels of expressed frustration and lower contractual satisfactions provide important indicators which require attention throughout, so as to shield teams from the threat of fatigue, insecurity or anxiety.

Quality of Working Life in the Organisational Context

In the amended production of welfare paradigm, the Organisational Context was illustrated as the Second Biggest Doll in the cluster of Russian Dolls. Bronfenbrenner sought to consider this context as the exosystem in an ecology of human development (1979). Four variables were identified in this context, including length of time in post, hours worked in the past seven days, type of work schedule and specialisation of roles. These variables provided information on continuity of membership, traditions and patterns of interaction within the team, and differentiations of function as teams engage in their primary tasks. The first three variables, length of time in post, work hours and type of work schedule were identified in the production of welfare paradigm as Human Resource Inputs variables associated with the formal organisation of the programme. Specialisation of roles was identified as a Material Resource Inputs variable associated with the establishment and funding of staff posts.

Length of time in post ranged in the sample from a low of a couple of months to a high of over ten years. In Chapter 3 it was shown that the sample was matched reasonably well between Great Britain and North America. Using the median length of time in post of 20.45 months, the teams were broken into one grouping with less time in post and another grouping with more time in post. Table 9.8 provides a detailed illustration of this comparison, while controlling

Table 9.8: Collective Structure Assessment (Accommodative-Assimilative Dimension) By Quality of Working Life Themes, Controlling For Length of Time in Post (N=106)

LESS THAN OR EQUAL TO 20.45 MONTHS IN POST (N = 53: 26/27)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS +/AC	2.38053	N.S.	.25001	.24254
OVERALL FRUSTRATIONS +/AS	3.20022	N.S.	.28348	.27273
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/AS	3.20022	N.S.	.28348	.27273
CONTRACTUAL SATISFACTION +/AC	2.38053	N.S.	.25001	.24254
FATIGUE FRUSTRATION +/AS	3.20022	N.S.	.28348	.27273
MOODS FRUSTRATION -/AC	5.72951	N.S.	.36709	.34461
HOPE FOR THE FUTURE +/AC	6.87644	.0087	.39800	.36979
OUTLOOK ON LIFE -/AS	2.27681	N.S.	.24501	.23798

MORE THAN 20.45 MONTHS IN POST (N = 53: 23/30)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/AS	4.94323	.0262	.34403	.32532
OVERALL FRUSTRATIONS +/AS	14.14124	.0002	.55462	.48502
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/AS	11.87956	.0006	.51151	.45539
CONTRACTUAL SATISFACTION -/AS	5.17289	.0229	.35065	.33090
FATIGUE FRUSTRATION +/AS	14.14124	.0002	.55462	.48502
MOODS FRUSTRATION +/AS	13.28843	.0003	.53913	.47456
HOPE FOR THE FUTURE -/AS	6.38541	.0115	.38551	.35970
OUTLOOK ON LIFE -/AS	4.39864	.0360	.32616	.31008

for quality of working life and the Accommodative-Assimilative Dimension of team functioning. Teams that had been in post longer tended to illuminate an Assimilative pattern of functioning, with higher frustrations associated with fatigue and moods. Teams that had been in post for shorter periods tended not to illuminate any definite pattern, other than a significant relationship which existed between more hope for the future and an Accommodative pattern of functioning. These findings tend to support the idea that teams with less continuity of membership may engage in their work with more enthusiasm, commitment and idealism. Unless this is supported and sustained, then disillusionment may develop over time into fatigue, insecurity and the feeling amongst team members of being burdened by frustration.

When comparing quality of working life themes with the Maladaptive-Adaptive Dimension of team functioning, it was found that length of time in post illuminated a pronounced pattern of responses amongst teams. Table 9.9 serves to illustrate these comparisons. Generally speaking, teams that had been in post for shorter periods tended to report higher satisfactions, fewer frustrations and more hope for the future in an Adaptive pattern of functioning. Teams with longer continuity of membership tended to report fewer contractual satisfactions and more fatigue in a Maladaptive pattern of functioning. These findings reinforce the idea that continuity of membership alone is not sufficient to maintain an Adaptive pattern of functioning. Disinclination

Table 9.9: Collective Structure Assessment (Maladaptive-Adaptive Dimension) By Quality of Working Life Themes, Controlling For Length of Time in Post (N = 106)

LESS THAN OR EQUAL TO 20.45 MONTHS IN POST (N = 53: 27/26)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS +/A	10.27900	.0013	.47847	.43161
OVERALL FRUSTRATIONS -/A	8.34165	.0039	.43447	.39849
RATIO OF FRUSTRATIONS TO SATISFACTIONS -/A	11.81867	.0006	.50997	.45431
CONTRACTUAL SATISFACTION +/A	18.61819	.0000	.63077	.53350
FATIGUE FRUSTRATION -/A	8.34165	.0039	.43447	.39849
MOODS FRUSTRATION -/A	8.71004	.0032	.44369	.40556
HOPE FOR THE FUTURE +/A	4.29266	.0383	.32240	.30684
OUTLOOK ON LIFE +/A	2.27681	N.S.	.24501	.23798

MORE THAN 20.45 MONTHS IN POST (N = 53: 32/21)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	10.86384	.0010	.49189	.44138
OVERALL FRUSTRATIONS +/M	10.62331	.0011	.48629	.43732
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	8.52732	.0035	.43970	.40251
CONTRACTUAL SATISFACTION -/M	11.42312	.0007	.50300	.44936
FATIGUE FRUSTRATION +/M	14.60091	.0001	.56345	.49089
MOODS FRUSTRATION +/M	6.17879	.0129	.38036	.35551
HOPE FOR THE FUTURE -/M	3.68287	.0550	.30252	.28956
OUTLOOK ON LIFE	1.02465	N.S.	.17763	.17489

or factionalism were strongly evident in the pattern of functioning found in teams with longer continuity of membership.

Looking at the number of hours worked in the past seven days, it was shown in Chapter 8 how teams were found to have worked anything from an average of 21 hours to almost 108 hours in the week preceding the assessment. The total sample was broken into two groupings either side of the median of 41.45 hours, then compared for quality of working life themes and both dimensions of team functioning. Table 9.10 illustrates the initial comparison carried out in relation to the Accommodative-Assimilative Dimension of team functioning. Generally speaking, teams working fewer hours in the week presented an Assimilative pattern of functioning with lower contractual satisfactions, more fatigue and more moods frustration. Teams working more hours in the week were inclined towards an Accommodative pattern of functioning, with lower overall frustrations and significantly more hope for the future.

Table 9.11 provides a breakdown on the Maladaptive-Adaptive Dimension of team functioning by quality of working life themes while controlling for hours worked in the past seven days. A Maladaptive pattern was illuminated for both groups of teams. Those who had worked fewer hours in the preceding week reported lower overall satisfactions and especially contractual satisfactions. Increased fatigue was also apparent. This may suggest that hours worked in

Table 9.10: Collective Structure Assessment (Accommodative-Assimilative Dimension) By Quality of Working Life Themes, Controlling For Hours Worked in the Past 7 Days (N = 106)

LESS THAN OR EQUAL TO 41.45 HOURS (N = 53: 21/32)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/AS	2.47755	N.S.	.25479	.24690
OVERALL FRUSTRATIONS +/AS	7.27688	.0070	.40912	.37866
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/AS	9.24821	.0024	.45636	.41517
CONTRACTUAL SATISFACTION -/AS	7.27688	.0070	.40912	.37866
FATIGUE FRUSTRATION +/AS	10.11653	.0015	.47581	.42966
MOODS FRUSTRATION +/AS	12.12384	.0052	.51686	.45916
HOPE FOR THE FUTURE -/AS	0.01059	N.S.	.05357	.05349
OUTLOOK ON LIFE -/AS	0.83317	N.S.	.16517	.16296

MORE THAN 41.45 HOURS (N = 53: 28/25)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS +/AC	5.59812	.0180	.36286	.34110
OVERALL FRUSTRATIONS -/AC	8.30552	.0040	.43367	.39786
RATIO OF FRUSTRATIONS TO SATISFACTIONS -/AC	5.59812	.0180	.36286	.34110
CONTRACTUAL SATISFACTION +/AC	1.51453	N.S.	.20685	.20256
FATIGUE FRUSTRATION +/AS	7.10151	.0077	.40401	.37460
MOODS FRUSTRATION -/AC	6.73319	.0095	.39429	.36680
HOPE FOR THE FUTURE +/AC	23.06787	.0000	.69786	.57228
OUTLOOK ON LIFE +/AC	5.32756	.0210	.35604	.33541

Table 9.11: Collective Structure Assessment (Maladaptive-Adaptive Dimension) By Quality of Working Life Themes, Controlling For Hours Worked in the Past 7 Days (N = 106)

LESS THAN OR EQUAL TO 41.45 HOURS WORKED IN PAST WEEK (N = 53: 30/23)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	14.14124	.0002	.55462	.48502
OVERALL FRUSTRATIONS +/M	7.03146	.0080	.40231	.37324
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	8.81932	.0030	.44605	.40737
CONTRACTUAL SATISFACTION -/M	18.61819	.0000	.63077	.53350
FATIGUE FRUSTRATION +/M	13.13503	.0003	.53623	.47258
MOODS FRUSTRATION +/M	8.36527	.0038	.43536	.39917
HOPE FOR THE FUTURE -/M	1.82910	N.S.	.22469	.21922
OUTLOOK ON LIFE -	0.22022	N.S.	.10373	.10318

MORE THAN 41.45 HOURS WORKED IN PAST WEEK (N = 53: 29/24)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	8.19697	.0042	.43123	.39598
OVERALL FRUSTRATIONS +/M	11.99259	.0005	.51360	.45686
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	11.66786	.0006	.50717	.45232
CONTRACTUAL SATISFACTION -/M	11.99259	.0005	.51360	.45686
FATIGUE FRUSTRATION +/M	9.74869	.0018	.46695	.42310
MOODS FRUSTRATION +/M	7.10150	.0077	.40401	.37460
HOPE FOR THE FUTURE +/A	7.48916	.0062	.41415	.38263
OUTLOOK ON LIFE +/A	4.09964	.0429	.31722	.30237

the past seven days is an inadequate period of time on its own against which to evaluate the level of fatigue in a team. The past seven days may have presented teams with a much needed break after several weeks of sustained work or overtime. Teams which had worked more than 41.45 hours in the preceding week tended to present more overall frustrations and fewer contractual satisfactions in a Maladaptive pattern of functioning. A significant relationship - but weaker correlation - was found between more hope for the future and an Adaptive pattern of functioning among teams working more hours in the week.

It would appear that additional information is required about the so-called 'average workload' for group care teams, given the numbers of hours they have worked. A monthly or quarterly record is probably required so that the number of hours worked in any week can be compared with a monthly or seasonal average. The carrying of a vacancy in the team, whether through resignation, sick leave or annual leave, may also be important to take into consideration. At this stage, one can only conclude that higher frustrations tended to call attention to an Assimilative pattern and a Maladaptive pattern of functioning, regardless of work hours. Teams working fewer hours in the week tended to report lower contractual satisfactions, more fatigue and more moods frustration. Teams working more hours in the week reported significantly more hope for the future.

The type of work schedule operated by teams was used to break the sample into two major groupings. These involved, on the one hand, teams which worked professional hours, and on the other hand, teams which worked a shift pattern. Table 9.12 illustrates the comparisons between quality of working life themes and the Accommodative-Assimilative Dimension of team functioning, while controlling for the type of work schedule. Only 29 teams, out of the total sample of 106, were found to have worked professional hours. These teams presented a mixed pattern of response, with lower fatigue and moods frustration and more outlook on life, illuminating an Accommodative pattern of functioning. At the same time, less hope for the future amongst the Professional hours teams tended to illuminate an Assimilative feature in their overall functioning. The majority of teams, 77 of the total sample, were found to be working a shift pattern. These teams tended to illuminate an Assimilative pattern of functioning, with moderately higher frustrations, especially moods frustration. This may suggest that greater uncertainty and potential insecurity surrounds the work lives of teams working a shift pattern.

Table 9.13 illustrates comparisons for the Maladaptive-Adaptive Dimension of team functioning and quality of working life themes, while controlling the type of work schedule. Both the professional hours group and the shiftwork group illuminated a Maladaptive pattern of functioning. Lower satisfactions, especially contractual satisfactions, and

Table 9.12: Collective Structure Assessment (Accommodative-Assimilative Dimension) By Quality of Working Life Themes, Controlling For Type of Work Schedule (N = 106)

PROFESSIONAL HOURS PATTERN (N = 29: 17/12)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS +/AC	3.56246*	N.S.	.42157	.38846
OVERALL FRUSTRATIONS -/AC	4.17146	.0411	.44932	.40985
RATIO OF FRUSTRATIONS TO SATISFACTIONS -/AC	5.59760	.0180	.50973	.45414
CONTRACTUAL SATISFACTION +/AC	4.76516	.0290	.47575	.42961
FATIGUE FRUSTRATION -/AC	6.17384	.0130	.53146	.46930
MOODS FRUSTRATION -/AC	7.82286	.0052	.58943	.50779
HOPE FOR THE FUTURE -/AS	9.91239*	.0016	.65679	.54897
OUTLOOK ON LIFE +/AC	6.17384	.0130	.53146	.46930

SHIFTS PATTERN (N = 77: 32/45)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/AS	5.09432	.0240	.28359	.27283
OVERALL FRUSTRATIONS +/AS	11.37574	.0007	.41072	.37992
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/AS	8.03211	.0046	.34935	.32980
CONTRACTUAL SATISFACTION -/AS	4.27460	.0387	.26202	.25347
FATIGUE FRUSTRATION +/AS	10.12974	.0015	.38908	.36260
MOODS FRUSTRATION +/AS	11.37574	.0007	.41072	.37992
HOPE FOR THE FUTURE -/AS	7.39782	.0065	.33633	.31879
OUTLOOK ON LIFE -/AS	2.31865	N.S.	.19988	.19601

* 1 out of 4 of the valid cells had expected cell frequency less than 5.0.

Table 9.13: Collective Structure Assessment (Maladaptive-Adaptive Dimension) By Quality of Working Life Themes, Controlling For Type of Work Schedule (N = 106)

PROFESSIONAL HOURS: PATTERN (N = 29: 18/11)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	5.24850*	.0220	.49757	.44547
OVERALL FRUSTRATIONS +/M	4.63264	.0314	.47079	.42595
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	6.97133*	.0083	.56175	.48976
CONTRACTUAL SATISFACTION -/M	12.36236*	.0004	.72436	.58663
FATIGUE FRUSTRATION +/M	5.96756	.0146	.52474	.46465
MOODS FRUSTRATION +/M	4.63264	.0314	.47079	.42595
HOPE FOR THE FUTURE -/M	11.65078*	.0006	.70707	.57733
OUTLOOK ON LIFE -/M	5.96756	.0146	.52474	.46465

SHIFT PATTERN (N = 77: 41/36)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	16.17936	.0001	.48444	.43598
OVERALL FRUSTRATIONS +/M	14.26110	.0002	.45639	.41519
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	14.05689	.0002	.45332	.41287
CONTRACTUAL SATISFACTION -/M	18.24616	.0000	.51287	.45635
FATIGUE FRUSTRATION +/M	16.17936	.0001	.48444	.43598
MOODS FRUSTRATION +/M	11.01936	.0009	.40433	.37485
HOPE FOR THE FUTURE -	1.63696	N.S.	.17185	.16937
OUTLOOK ON LIFE -	0.33463	N.S.	.09195	.09157

* 1 out of 4 of the valid cells had expected cell frequency less than 5.0.

higher frustrations tended to illuminate Maladaptive pattern of functioning, regardless of the type of work schedule. The most significant difference between professional hours teams and shiftwork teams was found in relation to hope for the future and outlook on life. Professional hours teams reported significantly less hope for the future and less outlook on life, calling attention to a Maladaptive feature in the pattern of team functioning. There was no indication whatsoever of this pattern amongst teams working shifts. This may suggest that immediacy was a feature of shift work, in the sense that with shift work, on-duty hours were more varied and thus required a more present-oriented perspective in relation to working life. Teams working professional hours may have had more autonomy with respect to their work schedule, and were required to plan their working week into a sequence of specific and finite tasks. In the teams working professional hours, it could be said that work life frustrations were carried by individual members of the teams and tended towards fragmented and inhibited patterns of functioning. Amongst the shiftwork teams, work life frustrations tended to be an important influence on teamwork performance overall, presenting issues such as indifference or factionalism which had to be addressed if Adaptive patterns of functioning were to be achieved.

The last organisational context variable examined here involves the specialisation of roles. The number of job titles reported by team members was totalled for these purposes and the median number of job classifications in teams was found to be 3. For analytic purposes, the total

sample was broken into a grouping with 3 or less different job titles in the team, and a grouping with more than 3 different job titles. Table 9.14 provides a breakdown for the Accommodative-Assimilative Dimension of team functioning by quality of working life, controlling for specialisation of roles. A weak Accommodative pattern was illuminated for teams with less specialisation of roles. These teams tended to report less fatigue or moods frustration and more hope for the future. Outlook on life was also an influential feature in the responses from teams with less specialised job classifications. Teams with more specialisation of roles tended to illuminate a weak Assimilative pattern of functioning with moods frustration dominating, suggesting insecurity or anxiety perhaps.

Table 9.15 provides a comparison for the Maladaptive-Adaptive Dimension of team functioning by quality of working life themes, while controlling for specialisation of roles. Teams with less specialisation illuminated a Maladaptive pattern with lower satisfactions, especially contractual satisfactions, more fatigue and more moods frustration. Teams with greater specialisation of roles also presented a Maladaptive pattern of functioning, through a higher ratio of frustrations to satisfactions, lower contractual satisfactions and more fatigue. The most important difference to be illuminated through this comparison would seem to be the way in which frustrations were expressed in the lower

Table 9.14: Collective Structure Assessment (Accommodative-Assimilative Dimension) By Quality of Working Life Themes, Controlling For the Number of Different Job Titles in the Team (N = 106)

3 OR LESS DIFFERENT JOB TITLES (N = 49: 25/24)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/AS	2.50739	N.S.	.26711	.25806
OVERALL FRUSTRATIONS -/AC	8.98501	.0027	.46912	.42471
RATIO OF FRUSTRATIONS TO SATISFACTIONS -/AC	7.35766	.0067	.42833	.39373
CONTRACTUAL SATISFACTION +/AC/-AS	3.46270	N.S.	.30667	.29319
FATIGUE FRUSTRATION -/AC	8.98501	.0027	.46912	.42471
MOODS FRUSTRATION -/AC	10.81743	.0010	.51089	.45496
HOPE FOR THE FUTURE +/AC	7.35766	.0067	.42833	.39373
OUTLOOK ON LIFE -/AS	10.89885	.0010	.51252	.45611

MORE THAN 3 DIFFERENT JOB TITLES (N = 57: 24/33)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/AS	5.29848	.0213	.34043	.32226
OVERALL FRUSTRATIONS +/AS	6.38973	.0115	.37035	.34730
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/AS	6.38973	.0115	.37035	.34730
CONTRACTUAL SATISFACTION -/AS	4.31998	.0377	.31088	.29687
FATIGUE FRUSTRATION +/AS	6.38973	.0115	.37035	.34730
MOODS FRUSTRATION +/AS	7.60180	.0058	.40077	.37201
HOPE FOR THE FUTURE -/AS	6.01297	.0142	.36046	.33911
OUTLOOK ON LIFE	0.21771	N.S.	.09738	.09693

Table 9.15: Collective Structure Assessment (Maladaptive-Adaptive Dimension) By Quality of Working Life Themes, Controlling For The Number of Different Job Titles in the Team (N = 106)

3 OR LESS DIFFERENT JOB TITLES (N = 49: 26/23)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	14.78647	.0001	.59030	.50834
OVERALL FRUSTRATIONS +/M	6.07153	.0137	.39298	.36575
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	7.44590	.0064	.43072	.39558
CONTRACTUAL SATISFACTION -/M	17.16232	.0000	.63272	.53468
FATIGUE FRUSTRATION +/M	9.22717	.0024	.47492	.42900
MOODS FRUSTRATION -/A	15.43479	.0001	.60235	.51598
HOPE FOR THE FUTURE -/M	4.64875	.0311	.34892	.32944
OUTLOOK ON LIFE -/M	4.51385	.0336	.34448	.32570

MORE THAN 3 DIFFERENT JOB TITLES (N = 57: 33/24)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	8.05691	.0045	.41150	.38054
OVERALL FRUSTRATIONS +/M	12.96751	.0003	.51251	.45610
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	12.96751	.0003	.51251	.45610
CONTRACTUAL SATISFACTION -/M	13.61847	.0002	.52438	.46440
FATIGUE FRUSTRATION +/M	12.96751	.0003	.51251	.45610
MOODS FRUSTRATION +/M	2.83101	N.S.	.25844	.25022
HOPE FOR THE FUTURE -/M	3.66155	.0557	.28912	.27775
OUTLOOK ON LIFE	0.21771	N.S.	.09738	.09693

and higher specialisation teams. Teams with less specialisation tended to present more frustration associated with moods. Teams with more specialisation of roles tended to express frustration through activity and fatigue.

To summarize, the analysis of team functioning in relation to organisational context variables has illuminated further aspects of the production of welfare process. Continuity of membership tended to suggest that the longer team members work together, the more they become vulnerable to disillusionment or boredom. Teams with less continuity of membership were inclined towards superficiality and idealism. Comparisons around the number of hours worked in the past seven days tended to raise several questions. The first question involved whether or not one needs to compare the number of hours worked in the past week with some kind of monthly or seasonal average. This question was borne out in the ways that teams working fewer hours in the past seven days, and those working more hours tended to report lower contractual satisfactions and more fatigue. The provisional conclusion drawn from this was that accumulated fatigue may persist in teams, perhaps resulting from temporary vacancies, even though fewer hours were worked in any given week. Teams working more hours per week were inclined to report more hope for the future, even as they reported more overall frustrations. When making comparisons between teams working professional hours and teams doing shiftwork, the most important differences were associated

with hope for the future and outlook on life. Teams working professional hours were less hopeful for the future and had less outlook on life. Questions were raised amongst shift-work teams about immediacy and teamwork performance. Teams working professional hours tended to pose questions about an extended time scale relative to the primary task. In the professional hours teams, frustrations tended to be carried by individual team members rather than by the team as a whole. Finally, the comparisons based on specialisation of roles tended to illuminate different ways in which frustrations are expressed in teams. Generally speaking, teams with less specialisation tended to present frustration through moods, while teams with greater specialisation tended to express frustrations through activity and fatigue. Thus it can be said that several strategically important influences were imposed on service production capability through reference to the Organisational Context.

Quality of Working Life in the Multiple Settings Context

In the amended production of welfare paradigm, the Multiple Settings Context was illustrated as the Second Smallest Doll in a cluster of Russian Dolls. Bronfenbrenner referred to this context as a mesosystem in the ecology of human development (1979). Five variables were evaluated in this context, including type of housing, marital status, parental responsibilities outside work, life changes reported for the past year and life changes anticipated in

the next year. The first three variables were identified as Sociocultural Inputs in the production of welfare paradigm, associated with the life experiences of staff outside work. Responses to the Schedule of Recent and Anticipated Experience (Holmes and Rahe, 1967) were identified as Human Resource Inputs variables associated with the social climate of the centre.

In Chapter 8 it was shown how the total sample varied in relation to the type of housing maintained outside work. Important similarities and differences were noted in the total sample when controlling British and North American teams. More of the North American teams were found to be living in rented housing, with very small numbers of staff living in the parental home or in tied housing. British teams tended to present a wider spread in the type of housing available, ranging across rented housing (more Council housing), parental home and tied housing. The international sample was matched only in terms of owner-occupier housing, with roughly a third of team members living in their own home. It was this type of housing that was ultimately used in our analysis of multiple settings context variables.

Table 9.16 illustrates the comparisons for an Accommodative-Assimilative Dimension of functioning by quality of working life themes, while controlling for the number of home owners in the team. An Assimilative pattern was illuminated for teams with 36.8 percent or fewer home owners, and an Assimilative pattern was also evident

Table 9.16: Collective Structure Assessment (Accommodative-Assimilative Dimension) By Quality of Working Life Themes, Controlling for Number of Home Owners in the Team (N = 106)

36.8 PERCENT OR FEWER HOME OWNERS (N = 54: 23/31)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS +/AC	4.84713	.0277	.33705	.31940
OVERALL FRUSTRATIONS +/AS	8.07339	.0045	.42422	.39053
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/AS	6.34697	.0118	.38031	.35547
CONTRACTUAL SATISFACTION -/AS	5.71730	.0168	.36325	.34143
FATIGUE FRUSTRATION +/AS	8.07339	.0045	.42422	.39053
MOODS FRUSTRATION +/AS	8.07339	.0045	.42422	.39053
HOPE FOR THE FUTURE -/AS	6.83994	.0085	.39358	.36624
OUTLOOK ON LIFE -/AS	2.01003	N.S.	.23041	.22453

MORE THAN 36.8 PERCENT HOME OWNERS (N = 52: 26/26)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/AS	2.77333	N.S.	.26943	.26015
OVERALL FRUSTRATIONS +/AS	7.70370	.0055	.42339	.38988
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/AS	7.70370	.0055	.42339	.38988
CONTRACTUAL SATISFACTION -/AS	2.80660	N.S.	.27104	.26160
FATIGUE FRUSTRATION +/AS	7.70370	.0055	.42339	.38988
MOODS FRUSTRATION +/AS	11.09333	.0009	.50037	.44748
HOPE FOR THE FUTURE -/AS	7.98771	.0047	.43112	.39590
OUTLOOK ON LIFE -/AS	4.93037	.0264	.34641	.32733

amongst teams with more home owners. Both groupings presented a pattern of higher overall frustrations, where the teams with more home owners presented a more definitive pattern of functioning. Lower hope for the future was illuminated amongst teams with more home owners.

When comparing the Maladaptive-Adaptive Dimension of team functioning, little differentiation was illuminated between the lower and higher home owner groupings. Table 9.17 illustrates the way in which a Maladaptive pattern of functioning was illuminated in both groupings through lower satisfaction responses and higher frustrations. Teams with fewer home owners tended to illuminate a more differentiated pattern of responses, with a strong relationship found between higher contractual satisfactions and an Adaptive pattern of functioning. At the same time, increased fatigue and a higher ratio of frustrations to satisfactions tended to highlight Maladaptive features in the overall pattern of functioning. The same pattern was in evidence, although less strongly, amongst teams with more home owners.

Roughly 3 out of 5 team members throughout the sample were found to be married or living with someone on a semi-permanent basis. The median figure of 57.15 percent of married team members was used to obtain a comparison for teams with fewer and more married members. 53 teams were assigned to each grouping, as illustrated in Table 9.18.

Table 9.17: Collective Structure Assessment (Maladaptive-Adaptive Dimension) By Quality of Working Life Themes, Controlling For Number of Home Owners in the Team (N = 106)

36.8 PERCENT OR FEWER HOME OWNERS (N = 54: 29/25)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	14.59862	.0001	.55709	.48666
OVERALL FRUSTRATIONS +/M	11.05263	.0009	.48966	.43977
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	12.74893	.0004	.52306	.46348
CONTRACTUAL SATISFACTION +/A	20.22421	.0000	.64954	.54471
FATIGUE FRUSTRATION +/M	14.99148	.0001	.56414	.49134
MOODS FRUSTRATION +/M	7.71292	.0055	.41517	.38344
HOPE FOR THE FUTURE +/A	3.93362	.0473	.30727	.29372
OUTLOOK ON LIFE -/M	0.70482	N.S.	.15141	.14970

MORE THAN 36.8 PERCENT HOME OWNERS (N = 52: 30/22)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	7.64954	.0057	.42250	.38919
OVERALL FRUSTRATIONS +/M	7.64954	.0057	.42250	.38919
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	7.64954	.0057	.42250	.38919
CONTRACTUAL SATISFACTION -/M	10.63105	.0011	.49134	.44099
FATIGUE FRUSTRATION +/M	7.64954	.0057	.42250	.38919
MOODS FRUSTRATION +/M	7.64954	.0057	.42250	.38919
HOPE FOR THE FUTURE -/M	4.27754	.0386	.32648	.31035
OUTLOOK ON LIFE -/M	2.69676	N.S.	.26668	.25768

Table 9.18: Collective Structure Assessment (Accommodative-Assimilative Dimension) By Quality of Working Life Themes, Controlling For Number of Team Members Living With Someone (N = 106)

57.15 PERCENT OR FEWER LIVING WITH SOMEONE (N = 53: 20/33)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/AS	2.11837	N.S.	.23902	.23247
OVERALL FRUSTRATIONS +/AS	5.70992	.0169	.36750	.34494
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/AS	7.62646	.0058	.41883	.38632
CONTRACTUAL SATISFACTION +/AC	3.17346	N.S.	.28485	.27395
FATIGUE FRUSTRATION +/AS	8.76935	.0031	.44604	.40735
MOODS FRUSTRATION +/AS	7.62646	.0058	.41883	.38632
HOPE FOR THE FUTURE -/AS	1.37550	N.S.	.20009	.19620
OUTLOOK ON LIFE -/AS	2.32287	N.S.	.24828	.24097

MORE THAN 57.15 PERCENT LIVING WITH SOMEONE (N = 53: 29/24)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/AS	7.48916	.0062	.41415	.38263
OVERALL FRUSTRATIONS +/AS	12.46249	.0004	.52299	.46344
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/AS	9.35792	.0022	.45866	.41690
CONTRACTUAL SATISFACTION -/AS	7.98779	.0047	.42697	.39267
FATIGUE FRUSTRATION +/AS	8.85568	.0029	.44684	.40796
MOODS FRUSTRATION +/AS	14.82400	.0001	.56710	.49330
HOPE FOR THE FUTURE +/AC	16.12049	.0001	.58942	.50778
OUTLOOK ON LIFE +/AC	4.23120	.0397	.32046	.30517

An Assimilative pattern of functioning was quite strongly illuminated amongst teams with more married members, with higher frustrations and especially moods frustration. It was notable that teams with more married members tended to report more hope for the future, illuminating an Accommodative feature in their pattern of functioning. Teams with fewer married workers tended to illuminate a weak Assimilative pattern of functioning, with higher ratios of frustrations to satisfactions.

Table 9.19 helps to illuminate the Maladaptive-Adaptive Dimension of team functioning by quality of working life themes, while controlling for the number of married team members. Once again, the teams with more married workers illuminated a distinctive pattern of responses, tending towards Maladaptive patterns of functioning on all the quality of working life indicators, except for outlook on life. The strongest relationships were found to be associated with lower contractual satisfactions and a higher ratio of frustrations to satisfactions. This Maladaptive pattern was less strongly illuminated amongst teams with fewer married workers. Higher contractual satisfactions illuminated an Adaptive pattern of functioning, while more fatigue illuminated a Maladaptive pattern. It may have been that teams with more married workers were exposed more directly by changes in the personal life or working life of spouses. As such, this aspect of life experience for team members outside work was found to be influential in patterns of team functioning at work.

Table 9.19: Collective Structure Assessment (Maladaptive-Adaptive Dimension) By Quality of Working Life Themes, Controlling For Number of Team Members Living With Someone (N = 106)

57.15 PERCENT OR FEWER LIVING WITH SOMEONE (N = 53: 31/22)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	6.24517	.0125	.38173	.62160
OVERALL FRUSTRATIONS +/M	2.93757	N.S.	.27406	.26431
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	4.22249	.0399	.32111	.30574
CONTRACTUAL SATISFACTION +/A	11.13366	.0008	.49783	.44566
FATIGUE FRUSTRATION +/M	8.05916	.0045	.42858	.39392
MOODS FRUSTRATION +/M	4.22249	.0399	.32111	.30574
HOPE FOR THE FUTURE -/M	1.40507	N.S.	.20117	.19722
OUTLOOK ON LIFE -/M	2.27960	N.S.	.24569	.23859

MORE THAN 57.15 PERCENT LIVING WITH SOMEONE (N = 53: 28/25)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	18.04307	.0000	.62160	.52792
OVERALL FRUSTRATIONS +/M	20.44310	.0000	.65903	.55028
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	20.57500	.0000	.66142	.55166
CONTRACTUAL SATISFACTION -/M	23.37681	.0000	.70277	.57498
FATIGUE FRUSTRATION +/M	15.74990	.0001	.58310	.50372
MOODS FRUSTRATION +/M	13.63474	.0002	.54534	.47877
HOPE FOR THE FUTURE -/M	8.30552	.0040	.43367	.39786
OUTLOOK ON LIFE -/M	0.94290	N.S.	.17118	.16873

Just over 1 in 3 team members in the sample reported having children of their own, and hence parental responsibilities outside work. The median statistic of 36.6 percent was used to obtain a comparison for teams with fewer and teams with more members in parental roles outside work. Table 9.20 provides an illustration of the initial comparison for an Accommodative-Assimilative Dimension of team functioning by quality of working life themes. Because of missing data, only 102 teams were included in this analysis. Teams with more parents tended to illuminate an Accommodative pattern of functioning, with significantly less moods frustration and more hope for the future. This suggests that teams with more parents may have been less inclined towards disillusionment and insecurity at work. By contrast, teams with fewer members in parental roles outside work tended to illuminate a weak Assimilative pattern of functioning, expressed primarily through higher levels of frustration and fatigue.

A comparison of teams with fewer and more parent members is provided in Table 9.21 while controlling for the Maladaptive-Adaptive Dimension of team functioning. A Maladaptive pattern tended to be illuminated amongst both groups, with the strongest pattern being found amongst teams with fewer parent members, and the most highly differentiated pattern being found amongst teams with more parent members. Strong relationships were found between lower overall satisfactions, especially contractual satisfactions, and a

Table 9.20: Collective Structure Assessment (Accommodative-Assimilative Dimension) By Quality of Working Life Themes, Controlling for Number of Team Members in Parental Roles Outside Work (N = 102)

36.6 PERCENT OR FEWER PARENTS (N = 51: 21/30)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/AS	4.66314	.0308	.34223	.32379
OVERALL FRUSTRATIONS +/AS	7.44516	.0064	.42193	.38874
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/AS	5.73021	.0167	.37505	.35116
CONTRACTUAL SATISFACTION -/AS	4.17986	.0409	.32650	.31038
FATIGUE FRUSTRATION +/AS	8.77901	.0030	.45474	.41395
MOODS FRUSTRATION +/AS	4.25253	.0392	.32867	.31224
HOPE FOR THE FUTURE -/AS	1.04270	N.S.	.18283	.17985
OUTLOOK ON LIFE -/AS	1.34656	N.S.	.20253	.19849

MORE THAN 36.6 PERCENT PARENTS (N = 51: 27/24)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS +/AC	1.61527	N.S.	.21726	.21230
OVERALL FRUSTRATIONS -/AC	7.06181	.0079	.41140	.38046
RATIO OF FRUSTRATIONS TO SATISFACTIONS -/AC	7.06181	.0079	.41140	.38046
CONTRACTUAL SATISFACTION -/AS	3.51114	N.S.	.30186	.28898
FATIGUE FRUSTRATION -/AC	5.58824	.0181	.37037	.34731
MOODS FRUSTRATION -/AC	12.12410	.0005	.52723	.46638
HOPE FOR THE FUTURE +/AC	16.62104	.0000	.61017	.52087
OUTLOOK ON LIFE +/AC	4.25253	.0392	.32867	.31224

Table 9.21: Collective Structure Assessment (Maladaptive-Adaptive Dimension) By Quality of Working Life Themes, Controlling for Number of Team Members in Parental Roles Outside Work (N = 102)

36.6 PERCENT OR FEWER PARENTS (N = 51: 29/22)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	12.63259	.0004	.53729	.47330
OVERALL FRUSTRATIONS +/M	8.93210	.0028	.45809	.41648
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	10.44993	.0012	.49226	.44165
CONTRACTUAL SATISFACTION -/M	15.92384	.0001	.59875	.51370
FATIGUE FRUSTRATION +/M	10.44993	.0012	.49226	.44165
MOODS FRUSTRATION +/M	8.50028	.0036	.44791	.40878
HOPE FOR THE FUTURE -/M	1.66912	N.S.	.22051	.21533
OUTLOOK ON LIFE -/M	0.80437	N.S.	.16537	.16315

MORE THAN 36.6 PERCENT PARENTS (N = 51: 28/23)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	8.65297	.0033	.45132	.41136
OVERALL FRUSTRATIONS +/M	7.22385	.0072	.41577	.38391
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	7.22385	.0072	.41577	.38391
CONTRACTUAL SATISFACTION -/M	12.00877	.0005	.52484	.46473
FATIGUE FRUSTRATION +/M	9.00843	.0027	.45975	.41772
MOODS FRUSTRATION -/A	6.31185	.0120	.39158	.36462
HOPE FOR THE FUTURE -/M	8.65297	.0033	.45132	.41136
OUTLOOK ON LIFE +/A	2.88515	N.S.	.27788	.26774

Maladaptive pattern of functioning. The ratio of frustrations to satisfactions was also important amongst teams with fewer parent members, and fatigue tended to be an important contributing variable. As fatigue levels increased, the ratio of frustrations to satisfactions shifted and contractual satisfactions decreased. By contrast, teams with more parent members tended to be cushioned to some extent from the overall level of frustration available. Potential fatigue was still in evidence, but mood frustration was less influential. Most important, hope for the future was illuminated as an important quality of working life indicator for teams with larger numbers of workers engaged in parental roles outside work. Further support was thus available for the argument that life experiences of staff outside work are influential features in the production of welfare process.

Team responses to the Schedule of Recent and Anticipated Experience (Holmes and Rahe, 1967; Harrington et al, 1977) were also evaluated as indicators of life change in the Multiple Settings Context. Workers in roughly 3 out of 4 teams reported life changes at work and outside work through the pattern of responses on the 43-item checklist. The general pattern of responses to the Schedule of Recent and Anticipated Experience was presented and discussed in Chapter 8. The analytic questions addressed here involved whether differences were discernible between teams with more or less reported life changes, whether in the past year or anticipated in the year ahead. The median life change

scores of 145.5 and 127.7 were used to identify higher and lower groupings for teams and compared with quality of working life themes against team functioning assessments. Table 9.22 illustrates the initial comparisons with respect to the Accommodative-Assimilative Dimension of team functioning. Because of missing data, only 105 teams were included in this analysis. It can be seen that teams with lower life change scores illuminated a highly differentiated pattern of responses, with significant correlations with overall frustrations and outlook on life. Both Accommodative and Assimilative patterns of functioning were illuminated. By contrast, teams with more life changes in the past year presented a highly undifferentiated pattern of responses, with a weak Assimilative pattern of functioning illuminated through fatigue and moods frustration.

Table 9.23 illustrates comparisons for the lower and higher groupings for life changes in the past year, focusing attention on the Maladaptive-Adaptive Dimension of team functioning. It can be seen that a distinctive pattern of functioning was illuminated for both groupings, with higher life changes teams illuminating an Adaptive pattern, and lower life changes teams presenting a Maladaptive pattern. Teams with more life changes tended to report higher contractual satisfactions and less fatigue, along with a lower ratio of frustrations to satisfactions in the recent past. Teams with fewer life changes in the past year reported lower contractual satisfactions and more overall frustrations,

Table 9.22: Collective Structure Assessment (Accommodative-Assimilative Dimension) By Quality of Working Life Themes, Controlling For Life Change Score For Life Changes in The Past 12 Months (N = 105)

LIFE CHANGES SCORE OF 145.5 OR LESS (N = 53: 26/27)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/AS	5.43592	.0197	.35806	.33710
OVERALL FRUSTRATIONS -/AC	16.12049	.0001	.58942	.50778
RATIO OF FRUSTRATIONS TO SATISFACTIONS -/AC	13.86178	.0002	.54922	.48139
CONTRACTUAL SATISFACTION -/AS	8.36527	.0038	.43536	.39917
FATIGUE FRUSTRATION -/AC	13.86178	.0002	.54922	.48139
MOODS FRUSTRATION +/AS	13.74529	.0002	.54701	.47990
HOPE FOR THE FUTURE -/AS	10.12990	.0015	.47548	.42941
OUTLOOK ON LIFE -/AS	8.36527	.0038	.43536	.39917

LIFE CHANGES SCORE OF MORE THAN 145.5 (N = 52: 23/29)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/AS	2.80660	N.S.	.27104	.26160
OVERALL FRUSTRATIONS +/AS	1.86286	N.S.	.22802	.22232
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/AS	1.86286	N.S.	.22802	.22232
CONTRACTUAL SATISFACTION -	1.03577	N.S.	.18059	.17772
FATIGUE FRUSTRATION +/AS	3.70067	.0544	.30552	.29219
MOODS FRUSTRATION +/AS	5.31295	.0212	.35848	.33745
HOPE FOR THE FUTURE -/AS	4.26401	.0389	.32534	.30938
OUTLOOK ON LIFE -	0.88469	N.S.	.16942	.16704

Table 9.23: Collective Structure Assessment (Maladaptive-Adaptive Dimension) By Quality of Working Life Themes, Controlling For Life Change Score For Life Changes in the Past 12 Months (N = 105)

LIFE CHANGES SCORE OF 145.5 OR LESS (N = 53:33/20)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	11.85758	.0006	.51199	.45573
OVERALL FRUSTRATIONS +/M	10.00676	.0016	.47362	.42804
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	7.84472	.0051	.42371	.39014
CONTRACTUAL SATISFACTION -/M	15.20896	.0001	.57496	.49844
FATIGUE FRUSTRATION +/M	11.34685	.0008	.50169	.44842
MOODS FRUSTRATION +/M	7.06395	.0079	.40411	.37459
HOPE FOR THE FUTURE -/M	5.82918	.0158	.37114	.34795
OUTLOOK ON LIFE -/M	1.08377	N.S.	.18227	.17931

LIFE CHANGES SCORE OF MORE THAN 145.5 (N = 52: 25/27)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS +/A	11.09333	.0009	.50037	.44748
OVERALL FRUSTRATIONS -/A	9.40069	.0022	.46370	.42068
RATIO OF FRUSTRATIONS TO SATISFACTIONS -/A	13.11581	.0003	.54074	.47565
CONTRACTUAL SATISFACTION +/A	13.12221	.0003	.54157	.47622
FATIGUE FRUSTRATION -/A	13.11581	.0003	.54074	.47565
MOODS FRUSTRATION -/A	7.63079	.0057	.42168	.38855
HOPE FOR THE FUTURE +/A	1.86286	N.S.	.22802	.22232
OUTLOOK ON LIFE +/A	1.86286	N.S.	.22802	.22232

especially fatigue. Teams displaying this maladaptive pattern might have been described as being 'in a rut' or 'stuck', with less energy, more disillusionment or potential boredom. A summary of the findings for life changes in the past year would seem to suggest that change was indeed an important influence in the functioning of teams. Teams with more life changes tended to provide indication of having been 'energised', and illuminated both an Assimilative and an Adaptive pattern of functioning. Teams with fewer changes tended to illuminate performance indicators associated with inhibition and fragmentation.

Turning attention to life changes anticipated in the next year, an Accommodative-Assimilative pattern was illuminated which was similar to that found in relation to changes in the past year. These comparisons are illustrated in Table 9.24. Teams anticipating fewer life changes illuminated a predominantly Accommodative pattern of functioning. Teams anticipating more changes in the next year illuminated a weak Assimilative pattern of functioning. Less overall frustration was illuminated among teams anticipating fewer changes in the next year. However, it was interesting to note that these same low change teams reported less hope for the future and less outlook on life. Thus, it could be said that the profile for teams anticipating fewer changes was reflective of 're-evaluation'. By comparison, the profile for higher change teams was identified through moods frustration, expressed perhaps through feelings associated with 'building up courage' or 'getting ready'.

Table 9.24: Collective Structure Assessment (Accommodative-Assimilative Dimension) By Quality of Working Life Themes, Controlling For Life Change Score For Life Changes Anticipated in the Next 12 Months (N=105)

LIFE CHANGES SCORE OF 127.7 OR LESS (N = 53: 27/26)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS +/AC	3.20022	N.S.	.28348	.27273
OVERALL FRUSTRATIONS -/AC	11.87956	.0006	.51151	.45539
RATIO OF FRUSTRATIONS TO SATISFACTIONS -/AC	8.30552	.0040	.43367	.39786
CONTRACTUAL SATISFACTION +/AC	6.80264	.0091	.39601	.36819
FATIGUE FRUSTRATION -/AC	11.87956	.0006	.51151	.45539
MOODS FRUSTRATION -/AC	9.99187	.0016	.47211	.42692
HOPE FOR THE FUTURE -/AS	8.71004	.0032	.44369	.40556
OUTLOOK ON LIFE -/AS	8.47409	.0036	.43777	.40103

LIFE CHANGES SCORE OF MORE THAN 127.7 (N = 52: 22/30)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/AS	4.85754	.0275	.34459	.32579
OVERALL FRUSTRATIONS +/AS	3.54968	N.S.	.30031	.28762
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/AS	4.85754	.0275	.34459	.32579
CONTRACTUAL SATISFACTION -/AS	1.36145	N.S.	.20076	.19683
FATIGUE FRUSTRATION +/AS	4.53780	.0332	.33459	.31730
MOODS FRUSTRATION +/AS	7.64954	.0057	.42250	.38919
HOPE FOR THE FUTURE -/AS	5.71714	.0168	.37077	.34764
OUTLOOK ON LIFE	0.86714	N.S.	.16817	.16585

Table 9.25 presents a comparison for lower and higher anticipated change, while controlling for the Maladaptive-Adaptive Dimension of team functioning. The higher anticipated changes grouping illuminated a comparatively Maladaptive pattern of functioning, with lower contractual satisfactions and increased fatigue tending to boost the ratio of frustrations to satisfactions. Teams anticipating fewer changes in the next year also illuminated a moderately strong Maladaptive pattern of functioning, expressed primarily through reduced contractual satisfactions and satisfactions overall. By comparison, these teams presented an Adaptive pattern of functioning with respect to lower frustrations overall, and especially fatigue frustration. Teams anticipating fewer life changes in the next year were described as 're-evaluating' when examined in relation to the Accommodative-Assimilative Dimension. The same teams tended to give indication of 'boredom' or 'disillusionment' when examined in relation to the Maladaptive-Adaptive Dimension of team functioning.

To summarize, Sociocultural Inputs variables such as type of housing, marital status and parental responsibilities were analysed as features which had an indirect bearing on the production of welfare tasks carried out by teams. Teams with more members in social roles outside work - such as owner, spouse or parent - tended to report more hope for the future. This may suggest that teams with more domestic responsibilities were less inclined to disillusionment when

Table 9.25: Collective Structure Assessment (Maladaptive-Adaptive Dimension) By Quality of Working Life Themes, Controlling For Life Change Score For Life Changes Anticipated in the Next 12 Months (N = 105)

LIFE CHANGES SCORE OF 127.7 OR LESS (N = 53: 29/24)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	13.78633	.0002	.54793	.48052
OVERALL FRUSTRATIONS -/A	7.48916	.0062	.41415	.38263
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	7.10150	.0077	.40401	.37460
CONTRACTUAL SATISFACTION -/M	16.12049	.0001	.58942	.50778
FATIGUE FRUSTRATION -/A	10.84658	.0010	.49063	.44047
MOODS FRUSTRATION +/M	8.85568	.0029	.44684	.40796
HOPE FOR THE FUTURE -/M	6.45821	.0110	.38754	.36135
OUTLOOK ON LIFE -/M	2.12915	N.S.	.23851	.23200

LIFE CHANGES SCORE OF MORE THAN 127.7 (N = 52: 29/23)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	9.25010	.0024	.46051	.41829
OVERALL FRUSTRATIONS +/M	10.86303	.0010	.49590	.44427
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	12.96174	.0003	.53801	.47379
CONTRACTUAL SATISFACTION -/M	13.43020	.0002	.54695	.47987
FATIGUE FRUSTRATION +/M	12.65154	.0004	.53223	.46983
MOODS FRUSTRATION +/M	6.16308	.0130	.38302	.35768
HOPE FOR THE FUTURE -/M	2.25830	N.S.	.24738	.24014
OUTLOOK ON LIFE -/M	1.40376	N.S.	.20314	.19907

compared to teams with fewer domestic responsibilities. Team responses to the Schedule of Recent and Anticipated Experience were analysed as Human Resource Inputs variables associated with the social climate of the centre. Mean life change scores for changes in the past year and anticipated in the next year were evaluated as variables embedded in the Multiple Settings Context. Teams with fewer life changes in the past year illuminated a pattern of higher moods frustrations and less hope for the future, thus raising questions about potential disillusionment. Teams with more life changes in the past year tended to present a more 'energised' pattern of Adaptive functioning. Teams anticipating more changes in the next year presented higher ratios of frustrations to satisfactions, lower contractual satisfactions and more fatigue. In many respects, the teams anticipating more change present a pattern of being 'fed up and deciding to do something about it'. Teams anticipating fewer changes were no less satisfied, but an important difference was that these teams reported less overall frustrations, more hope for the future and a stronger outlook on life. In more subtle and idiosyncratic ways, the Multiple Settings Context can be said to have influenced patterns of functioning amongst group care teams.

Summary

A contextual analysis was carried out and presented in this chapter, taking into consideration the Accommodative-Assimilative Dimension of team functioning and the Maladaptive-Adaptive Dimension. The comparative strengths of quality of working life variables were tested while controlling for both dimensions of team functioning in the International and Cross-Cultural context identified in the amended production of welfare paradigm as the Social Policy Environment Two. Eight quality of working life themes were illuminated as being of special significance. These included overall satisfactions, overall frustrations, ratio of frustrations to satisfactions, contractual satisfaction, fatigue frustration, moods frustration, hope for the future and outlook on life. During the next step, both dimensions of team functioning were evaluated through reference to the Territorial and Cultural context identified in the amended production of welfare paradigm as the Social Policy Environment One. Both of these contexts were grouped together by Bronfenbrenner to form a macrosystem in his ecology of human development (1979). Dominant but generalised patterns of team functioning were illuminated through reference to the two broadest contexts. These patterns tended to establish major trends and underlying themes. As comparisons were extended to a consideration of Organisational Context variables, and variables embedded in the Multiple Settings Context, it was possible to identify more

subtle and idiosyncratic patterns of functioning. To some extent, each context was found to influence patterns of team functioning in the group care field. Attention may now turn to a detailed analysis of team functioning in the Immediate Setting Context.

CHAPTER X

IMMEDIATE SETTING INFLUENCES ON TEAM FUNCTIONING

Introduction

Research in the group care field has tended to assume historically that the most influential features of service delivery were found within actual homes or centres, in direct encounters with children. Polsky (1962) provided one of the earliest prominent evaluations of group care which called attention to qualitative features in the immediate setting. Goffman (1961), Wolins (1974), Jones (1979) and others have tended to give paramount importance to features in the immediate setting, with interactions between staff and clients being the most significant influences. In Chapter 9 it was shown that any assumptions one might be inclined to make, about the primacy of immediate setting influences, must now be questioned. Both external and internal influences require consideration if group care services are to sustain and develop service production capability.

In this chapter, the analysis of both dimensions of team functioning and quality of working life themes continues, while controlling for resource variables in the Immediate Context. Consideration is given initially to a comparative analysis of Material Resource Inputs associated with siting and physical design of the centre, and with the number of

staff posts established for the centre. Then, the comparative analysis is extended to an evaluation of Human Resource Inputs associated with age, sex distribution and educational qualifications of team members. Finally, membership in a professional association or trade union is examined, to determine whether involvement in a professional body or a union have any bearing as career influences on patterns of team functioning. Once contextual norms have been established for quality of working life and patterns of team functioning in the total sample of 106 teams, attention can then narrow in Chapter 11 to a focus on resident group variables obtained for children in eleven group care centres during September 1978, April 1979 and January 1980.

Material Resource Inputs and Quality of Working Life

In the amended production of welfare paradigm, the Immediate Setting Context was illustrated as the Smallest Doll in a cluster of Russian Dolls. Five variables were identified as material resource inputs associated with siting and physical design of the centre. One variable - involving size of the team - was identified as a material resource input associated with staff posts. The siting and physical design variables included: geographic location of the facility, accessibility of the centre by public or private transport, size, physical design and the type of restrictions imposed on the use of space in the centre. Davies and Knapp (1981) argued that variables such as these

should be evaluated as internal influences on the production of welfare. Consistent with this line of reasoning, one might formulate the working hypothesis about siting and physical design of the centre as follows. A long-stay, maximum-security facility, located in an isolated, rural area can be expected to exert a stronger influence on quality of working life for workers (and quality of life for clients and families), than a multi-purpose centre, offering hostel and day services in a busy housing estate.

Table 10.1 helps to summarize comparisons made on the Accommodative-Assimilative Dimension of team functioning and quality of working life themes, while controlling for geographic location of the centre. Of the total sample, 42 teams were found to be working in an urban area; 29 teams were working in a suburban area; and 35 teams were working in a rural area. The urban teams were evenly spread between Accommodative and Assimilative patterns of functioning, while the others provided an imbalanced profile. More of the suburban teams (20) were assessed to have presented an Accommodative pattern, whereas more of the rural teams (27) presented an Assimilative pattern. Limitations were imposed on the findings because of the size of the sample for suburban and rural teams. Nevertheless, an interesting and distinctive pattern was illuminated for each grouping.

Table 10.1: Collective Structure Assessment (Accommodative-Assimilative Dimension) By Quality of Working Life Themes, Controlling for Geographic Location of the Centre (N = 106)

SITING IN AN URBAN AREA (N = 42: 21/21)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/AS	1.53776	N.S.	.23918	.23262
OVERALL FRUSTRATIONS -/AC	11.55000	.0007	.57208	.49656
RATIO OF FRUSTRATIONS TO SATISFACTIONS -/AC	11.55000	.0007	.57208	.49656
CONTRACTUAL SATISFACTION -/AS	4.67727	.0306	.38139	.35635
FATIGUE FRUSTRATION -/AC	11.55000	.0007	.57208	.49656
MOODS FRUSTRATION -/AC	6.09524	.0136	.42857	.39392
HOPE FOR THE FUTURE -/AS	4.01061	.0452	.36052	.33915
OUTLOOK ON LIFE -/AS	2.43056	N.S.	.28868	.27735

SITING IN A SUBURBAN AREA (N = 29: 20/9)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS +/AC	3.95981**	.0466	.44446	.40615
OVERALL FRUSTRATIONS -/AC	4.18444**	.0408	.45479	.41399
RATIO OF FRUSTRATIONS TO SATISFACTIONS -/AC	4.18444**	.0408	.45479	.41399
CONTRACTUAL SATISFACTION +/AC	2.99686**	N.S.	.39605	.36822
FATIGUE FRUSTRATION -/AC	5.22173**	.0223	.49891	.44644
MOODS FRUSTRATION -/AC	6.42316**	.0113	.54521	.47868
HOPE FOR THE FUTURE +/AC	11.42607*	.0007	.70450	.57593
OUTLOOK ON LIFE +/AC	6.90428*	.0086	.56360	.49099

* 1 out of 4 of the valid cells had expected cell frequency less than 5.0.

** 2 out of 4 of the valid cells had expected cell frequency less than 5.0.

SITING IN A RURAL AREA (N = 35: 8/27)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/AS	1.69040**	N.S.	.28784	.27661
OVERALL FRUSTRATIONS +/AS	3.03833**	N.S.	.36293	.34115
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/AS	1.24559**	N.S.	.25672	.24866
CONTRACTUAL SATISFACTION -/AS	0.87428**	N.S.	.22634	.22076
FATIGUE FRUSTRATION +/AS	1.24559**	N.S.	.25672	.24866
MOODS FRUSTRATION +/AS	7.43583**	.0064	.52899	.46760
HOPE FOR THE FUTURE -/AS	2.46094**	N.S.	.33391	.31672
OUTLOOK ON LIFE +/AS	3.61780	N.S.	.39318	.36591

* 1 out of 4 of the valid cells had expected cell frequency less than 5.0.

** 2 out of 4 of the valid cells had expected cell frequency less than 5.0.

Teams working in urban centres tended to report fewer frustrations overall, especially fatigue, in an Accommodative pattern of functioning. Teams working in suburban centres illuminated a strong Accommodative pattern, with less fatigue and moods frustration, more hope for the future and more

outlook on life. Teams working in rural areas tended to present a weak Assimilative pattern of functioning. The only significant correlation illuminated amongst rural teams was an increased level of moods frustration, suggesting insecurity or uncertainty. These findings tended to suggest that the urban teams are 'on the move' a lot in relation to their primary task. The rural teams tended to be 'stuck' or 'isolated'. Suburban teams tended to report a higher quality of working life, and seemed 'less hurried' and more 'optimistic' of the three groupings.

Turning attention to the Maladaptive-Adaptive Dimension of team functioning, it was found that geographic siting of the centre continued to differentiate between urban, suburban and rural teams. Comparisons around this dimension are illustrated in Table 10.2. Urban teams tended to illuminate a Maladaptive pattern of functioning, with lower overall satisfactions, especially contractual satisfactions, and more fatigue. The suburban teams illuminated a strong Adaptive pattern, with higher satisfactions, lower frustrations and more hope for the future. Rural teams presented a Maladaptive pattern of functioning, with a higher ratio of frustrations to satisfactions. These findings support provisional conclusions drawn earlier about differences between teams working in urban, suburban and rural areas. Urban teams presented as being more 'rushed' and 'harried'. Suburban teams tended to be more 'in control' of things, and more 'optimistic' or 'idealistic'. Rural teams presented

Table 10.2: Collective Structure Assessment (Maladaptive-Adaptive Dimension) by Quality of Working Life Themes, Controlling for Geographic Location of the Centre (N = 106)

SITING IN AN URBAN AREA (N = 42: 25/17)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	9.22745	.0024	.51745	.45957
OVERALL FRUSTRATIONS +/M	2.66846	N.S.	.30062	.28790
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	2.66846	N.S.	.30062	.28790
CONTRACTUAL SATISFACTION -/M	11.57336	.0007	.57350	.49749
FATIGUE FRUSTRATION +/M	8.36609	.0038	.49487	.44353
MOODS FRUSTRATION +/M	1.58118	N.S.	.24254	.23570
HOPE FOR THE FUTURE -/M	2.31619	N.S.	.28730	.27613
OUTLOOK ON LIFE -/M	0.59500	N.S.	.16803	.16571

SITING IN A SUBURBAN AREA (N = 29: 13/16)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS +/A	7.60275	.0058	.58173	.50284
OVERALL FRUSTRATIONS -/A	6.24203	.0125	.53365	.47081
RATIO OF FRUSTRATIONS TO SATISFACTIONS -/A	6.24203	.0125	.53365	.47081
CONTRACTUAL SATISFACTION +/A	9.96294	.0016	.65551	.54822
FATIGUE FRUSTRATION -/A	4.30236	.0381	.45455	.41381
MOODS FRUSTRATION -/A	5.80415	.0160	.51675	.45908
HOPE FOR THE FUTURE +/A	7.54311	.0060	.58146	.50266
OUTLOOK ON LIFE -/M	4.76516	.0290	.47575	.42961

SITING IN A RURAL AREA (N = 35: 21/14)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	3.47426	N.S.	.37341	.34982
OVERALL FRUSTRATIONS +/M	11.51796	.0007	.63220	.53437
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	13.38712	.0003	.67680	.56050
CONTRACTUAL SATISFACTION -/M	7.29646	.0069	.51512	.45794
FATIGUE FRUSTRATION +/M	8.81196	.0030	.56011	.48868
MOODS FRUSTRATION +/M	8.81196	.0030	.56011	.48868
HOPE FOR THE FUTURE -	0.12153	N.S.	.11785	.11704
OUTLOOK ON LIFE -	0.04755*	N.S.	.09829	.09782

* 1 out of 4 of the valid cells had expected cell frequency less than 5.0.

as being more 'burdened' with fatigue and frustrations, and rather 'impoverished' as compared with the urban and suburban teams.

Closely associated with the physical siting of a centre is the question of accessibility. With respect to this variable, a comparison was made between centres where public transport was available and those requiring private transport

for access. Table 10.3 illustrates this comparison with respect to the Accommodative-Assimilative Dimension of team functioning. Teams working in centres where public transport was available illuminated an Accommodative pattern of functioning, with a lower ratio of overall frustrations to satisfactions, more hope and more outlook on life. Teams working in centres which required private transport presented few distinctive features in their collective pattern of functioning. The one exception was that of a strong indication towards higher moods frustration amongst teams requiring private transport for access to their work.

The Maladaptive-Adaptive Dimension of team functioning helps to illuminate further the potential influence which accessibility of the centre might have on quality of working life for workers. Table 10.4 illustrates these comparisons between teams with public transport available and those requiring private transport. On the whole, teams with public transport tended to illuminate an Adaptive pattern of functioning, with higher overall satisfactions, especially contractual satisfactions, and more hope for the future. Teams requiring private transport presented a Maladaptive pattern of functioning. Distinctive features of this pattern were: a higher ratio of frustrations to satisfactions, lower contractual satisfactions, more fatigue and more moods frustration. It may be that teams working in centres where private transport is required must contend with more complicated transport issues. These issues would seem to be less

Table 10.3: Collective Structure Assessment (Accommodative-Assimilative Dimension) By Quality of Working Life Themes, Controlling For Accessibility (N=106)

PUBLIC TRANSPORT AVAILABLE (N = 67: 41/26)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS +/AC	4.19773	.0405	.28096	.27049
OVERALL FRUSTRATIONS -/AC	14.88614	.0001	.50199	.44864
RATIO OF FRUSTRATIONS TO SATISFACTIONS -/AC	14.88616	.0001	.50199	.44864
CONTRACTUAL SATISFACTION +/AC	8.15293	.0043	.37947	.35478
FATIGUE FRUSTRATION -/AC	14.10787	.0002	.48959	.43972
MOODS FRUSTRATION -/AC	12.63491	.0004	.46492	.42158
HOPE FOR THE FUTURE +/AC	14.33428	.0002	.49326	.44237
OUTLOOK ON LIFE +/AC	10.46967	.0012	.42635	.39219

PRIVATE TRANSPORT REQUIRED (N = 39: 8/31)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/AS	2.59108**	N.S.	.32178	.30632
OVERALL FRUSTRATIONS +/AS	3.61787**	N.S.	.36810	.34544
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/AS	1.61655**	N.S.	.26711	.25807
CONTRACTUAL SATISFACTION -/AS	1.22920**	N.S.	.24105	.23434
FATIGUE FRUSTRATION +/AS	2.06776**	N.S.	.29395	.28202
MOODS FRUSTRATION +/AS	8.16925**	.0043	.52120	.46219
HOPE FOR THE FUTURE -/AS	3.61787**	N.S.	.36810	.34544
OUTLOOK ON LIFE +/AS	3.84440*	.0499	.38015	.35534

* 1 out of 4 of the valid cells had expected cell frequency less than 5.0.

** 2 out of 4 of the valid cells had expected cell frequency less than 5.0.

Table 10.4: Collective Structure Assessment (Maladaptive-Adaptive Dimension) By Quality of Working Life Themes, Controlling for Accessibility (N = 106)

PUBLIC TRANSPORT AVAILABLE (N = 67: 34/33)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS +/A	16.33425	.0001	.52364	.46389
OVERALL FRUSTRATIONS -/A	7.90930	.0049	.37344	.34984
RATIO OF FRUSTRATIONS TO SATISFACTIONS -/A	7.90930	.0049	.37344	.34984
CONTRACTUAL SATISFACTION +/A	22.72900	.0000	.61230	.52219
FATIGUE FRUSTRATION -/A	11.00455	.0009	.43521	.39906
MOODS FRUSTRATION -/A	6.62494	.0101	.34434	.32557
HOPE FOR THE FUTURE -/M	9.32676	.0023	.40304	.37382
OUTLOOK ON LIFE -/M	5.44325	.0196	.31530	.30070

PRIVATE TRANSPORT REQUIRED (N = 39: 25/14)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	5.23066	.0222	.42012	.38733
OVERALL FRUSTRATIONS +/M	12.62552	.0004	.62244	.52844
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	14.38667	.0001	.66083	.55133
CONTRACTUAL SATISFACTION -/M	8.32555	.0039	.51550	.45820
FATIGUE FRUSTRATION +/M	11.38230	.0007	.59385	.51060
MOODS FRUSTRATION +/M	9.76649	.0018	.55389	.48453
HOPE FOR THE FUTURE -/M	0.77773	N.S.	.19469	.19110
OUTLOOK ON LIFE +/M	0.13379	N.S.	.11429	.11355

apparent amongst teams where public transport is available. The complexities associated with organising family visits, outings and simply keeping a car on the road during winter, are all apparently magnified for teams dependent upon private transport.

Comparisons between teams working in purpose-built facilities and those in converted premises are illustrated in Table 10.5, highlighting quality of working life themes and the Accommodative-Assimilative Dimension of team functioning. Generally speaking, the teams working in converted premises illuminated an Accommodative pattern of functioning, while those in purpose-built facilities illuminated a weak Assimilative pattern of functioning. Teams in converted premises tended to report a lower ratio of frustrations to satisfactions, less fatigue, more hope for the future and a higher outlook on life. Teams working in purpose-built facilities tended towards higher overall frustrations, especially moods frustration.

When looking at the Maladaptive-Adaptive Dimension of functioning, further distinctions can be made between teams working in converted premises and those in purpose-built facilities. These are illustrated in Table 10.6. Teams from purpose-built facilities illuminated a fairly distinctive pattern of Maladaptive functioning, with less contractual satisfactions and a higher ratio of frustrations to satisfactions, especially moods frustration. By contrast, teams working in converted premises illuminated a more highly

Table 10.5: Collective Structure Assessment (Accommodative-Assimilative Dimension) By Quality of Working Life Themes, Controlling For Physical Design of the Centre (N = 106)

CONVERTED PREMISES (N = 40: 23/17)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS +/AC	4.49003	.0341	.38619	.36026
OVERALL FRUSTRATIONS -/AC	6.12674	.0133	.44219	.40442
RATIO OF FRUSTRATIONS TO SATISFACTIONS -/AC	6.12674	.0133	.44219	.40442
CONTRACTUAL SATISFACTION +/AC	1.63683	N.S.	.25286	.24515
FATIGUE FRUSTRATION -/AC	6.12674	.0133	.44219	.40442
MOODS FRUSTRATION -/AC	4.49003	.0341	.38619	.36026
HOPE FOR THE FUTURE +/AC	12.75029	.0004	.61522	.52400
OUTLOOK ON LIFE +/AC	7.42711	.0064	.48313	.43502

PURPOSE-BUILT FACILITY (N = 66: 26/40)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/AS	2.43727	N.S.	.22341	.21803
OVERALL FRUSTRATIONS +/AS	8.82635	.0030	.39672	.36876
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/AS	7.12413	.0076	.35961	.33839
CONTRACTUAL SATISFACTION -/AS	6.62432	.0101	.34783	.32855
FATIGUE FRUSTRATION +/AS	8.82635	.0030	.39672	.36876
MOODS FRUSTRATION +/AS	13.53228	.0002	.48387	.43556
HOPE FOR THE FUTURE -/AS	3.85255	.0497	.27263	.26303
OUTLOOK ON LIFE -/AS	0.56119	N.S.	.12358	.12265

Table 10.6: Collective Structure Assessment (Maladaptive-Adaptive Dimension) By Quality of Working Life Themes, Controlling For Physical Design of the Centre (N = 106)

CONVERTED PREMISES (N = 40: 21/19)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS +/A	8.58643	.0034	.51395	.45711
OVERALL FRUSTRATIONS -/A	6.64388	.0099	.45786	.41630
RATIO OF FRUSTRATIONS TO SATISFACTIONS -/A	6.64388	.0099	.45786	.41630
CONTRACTUAL SATISFACTION -/M	6.41604	.0113	.45056	.41079
FATIGUE FRUSTRATION -/A	14.82595	.0001	.65912	.55033
MOODS FRUSTRATION -/A	2.72010	N.S.	.31141	.29733
HOPE FOR THE FUTURE -/M	16.85442	.0000	.69925	.57305
OUTLOOK ON LIFE +/A	5.62072	.0177	.42656	.39236

PURPOSE-BUILT FACILITY (N = 66: 38/28)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	13.04337	.0003	.47544	.42938
OVERALL FRUSTRATIONS +/M	11.90710	.0006	.45542	.41446
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	14.26110	.0002	.45639	.41519
CONTRACTUAL SATISFACTION -/M	25.21255	.0000	.64874	.54424
FATIGUE FRUSTRATION +/M	8.71619	.0032	.39408	.36663
MOODS FRUSTRATION +/M	13.44795	.0002	.48211	.43427
HOPE FOR THE FUTURE -/M	0.21215	N.S.	.08737	.08703
OUTLOOK ON LIFE -/M	0.09800	N.S.	.06955	.06938

differentiated pattern of Adaptive functioning. Higher overall satisfactions and lower overall frustrations, especially fatigue frustration, all illuminated Adaptive features in the pattern of functioning. At the same time, lower contractual satisfactions and less hope for the future highlighted Maladaptive features. Overall, it could be said that teams working in purpose-built facilities presented as being more 'burdened' and 'insecure' when compared with teams working in converted premises. These latter teams were more 'optimistic' or 'idealistic', while seemingly having more 'energy available'. Satisfactions outside work were also more important for teams which worked in converted premises.

Patterns in the use of space in centres were found to establish two major groupings within the overall sample. It can be seen in Table 10.7 that the largest number of teams were found to be working in settings where a communal working and living arrangement existed. A smaller number of teams were working in settings where restrictions were imposed to some extent. Only four of the restricted movement teams were assessed as having presented an Assimilative pattern of functioning. Important distinctions were found when comparing teams in settings where communal arrangements were the norm, and those with restrictions on movement. A strong Accommodative pattern was illuminated amongst teams in settings with fewer restrictions. These teams presented less fatigue, less moods frustration and more optimism.

Table 10.7: Collective Structure Assessment (Accommodative-Assimilative Dimension) By Quality of Working Life Themes, Controlling For Patterns in the Use of Space (N = 106)

COMMUNAL WORKING ARRANGEMENT (N = 77: 45/32)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS +/AC	17.64628	.0000	.50518	.45091
OVERALL FRUSTRATIONS -/AC	20.16055	.0000	.53804	.47381
RATIO OF FRUSTRATIONS TO SATISFACTIONS -/AC	20.16055	.0000	.53804	.47381
CONTRACTUAL SATISFACTION +/AC	10.86976	.0010	.40209	.37306
FATIGUE FRUSTRATION -/AC	27.27842	.0000	.62156	.52789
MOODS FRUSTRATION -/AC	22.66097	.0000	.56885	.49445
HOPE FOR THE FUTURE +/AC	24.50294	.0000	.59064	.50856
OUTLOOK ON LIFE +/AC	12.62399	.0004	.43144	.39614

RESTRICTIONS IN THE WORKING ARRANGEMENT (N = 29: 25/4)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS	0.00000**	N.S.	.07001	.06984
OVERALL FRUSTRATIONS +/AS	0.21577**	N.S.	.18632	.18317
RATIO OF FRUSTRATIONS TO SATISFACTIONS	0.00000**	N.S.	.01380	.01380
CONTRACTUAL SATISFACTION	0.00000**	N.S.	.01380	.01380
FATIGUE FRUSTRATION	0.00000**	N.S.	.04160	.04157
MOODS FRUSTRATION +/AS	1.96064**	N.S.	.36056	.33918
HOPE FOR THE FUTURE	0.02879**	N.S.	.13303	.13186
OUTLOOK ON LIFE +/AS	0.99249**	N.S.	.29019	.27869

** 2 out of 4 of the valid cells had expected cell frequency less than 5.0.

By contrast, teams working in settings with imposed restrictions illuminated no definitive pattern, except for a weak indication of higher moods frustration.

Comparisons associated with the Maladaptive-Adaptive Dimension further highlighted differences amongst patterns of team functioning while controlling for patterns in the use of space. These comparisons are illustrated in Table 10.8. Both groups of teams illuminated a Maladaptive pattern of functioning, with teams in communal settings presenting the more distinctive pattern. Teams from both types of setting reported more fatigue and more moods frustration. Teams working in a communal setting reported less contractual satisfactions and less hope for the future. By contrast, teams working in restricted environments reported a higher ratio of overall frustrations to satisfactions. This suggests that centres with restrictions on movement are the more pressurised and demanding work environments. Fatigue and moods frustration may require careful management. Teams functioning in settings where communal arrangements apply may need to guard against superficiality, inhibition and the tendency towards fragmentation. More diffuse and public work environments may present teams with difficulties associated with sustaining levels of personal investment and commitment amongst the members of a team. More friction is likely to be the norm amongst teams working in restricted environments.

Table 10.8: Collective Structure Assessment (Maladaptive-Adaptive Dimension), By Quality of Working Life Themes, Controlling For Patterns in the Use of Space (N = 106)

COMMUNAL WORKING ARRANGEMENT (N = 77: 41/36)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	21.61886	.0000	.55601	.48595
OVERALL FRUSTRATIONS +/M	14.26110	.0002	.45639	.41519
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	14.26110	.0002	.45639	.41519
CONTRACTUAL SATISFACTION -/M	29.09327	.0000	.64073	.53949
FATIGUE FRUSTRATION +/M	15.91992	.0001	.48073	.43327
MOODS FRUSTRATION +/M	12.48302	.0004	.42867	.39400
HOPE FOR THE FUTURE -/M	12.23238	.0005	.42478	.39097
OUTLOOK ON LIFE -/M	6.64383	.0099	.31995	.30473

RESTRICTIONS IN THE WORKING ARRANGEMENT (N = 29: 18/11)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	2.54177*	N.S.	.36820	.34552
OVERALL FRUSTRATIONS +/M	4.63264	.0314	.47079	.42595
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	5.96756	.0146	.52474	.46465
CONTRACTUAL SATISFACTION -/M	2.81230	N.S.	.38252	.35727
FATIGUE FRUSTRATION +/M	6.97133*	.0083	.56175	.48976
MOODS FRUSTRATION +/M	3.49984*	N.S.	.41885	.38633
HOPE FOR THE FUTURE -	0.00162*	N.S.	.07961	.07936
OUTLOOK ON LIFE	0.00000	N.S.	.03093	.03092

The median number of 12.792 service places established in centres for the overall sample was used to establish comparisons between teams working with twelve or fewer places, and teams providing services for more than twelve clients. The first of these comparisons is illustrated in Table 10.9 which illuminates the Accommodative-Assimilative Dimension of team functioning. Only 77 teams were evaluated at this stage because of missing data, and these differentiated between 35 teams with fewer service places and 42 teams with more places. Teams working in centres with fewer service places tended to illuminate an Assimilative pattern of functioning, with more Assimilative teams overall and a higher ratio of frustrations to satisfactions, especially moods frustration. Teams working in centres with more places remained undifferentiated.

In relation to the Maladaptive-Adaptive Dimension of team functioning, a reversed pattern was illuminated amongst teams with fewer and more service production responsibilities. Table 10.10 illustrates how teams with fewer service places illuminated a Maladaptive pattern, while those with more places tended towards an Adaptive pattern. Teams in smaller centres presented fewer overall satisfactions and more fatigue frustration, but in relation to all other quality of working life themes, these teams remained undifferentiated. Teams with more service places illuminated a much more distinctive pattern of functioning. More contractual satisfactions and a lower ratio of frustrations to

Table 10.9: Collective Structure Assessment (Accommodative-Assimilative Dimension) By Quality of Working Life Themes, Controlling for Number of Service Places in the Centre (N = 77)

12 OR FEWER PLACES IN THE CENTRE (N = 35: 7/28)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS	0.00000**	N.S.	.02916	.02915
-				
OVERALL FRUSTRATIONS	5.42411**	.0199	.46657	.42281
+ / AS				
RATIO OF FRUSTRATIONS TO SATISFACTIONS	5.42411**	.0199	.46657	.42281
+ / AS				
CONTRACTUAL SATISFACTION	0.18229**	N.S.	.14434	.14286
-				
FATIGUE FRUSTRATION	4.55729**	.0328	.43301	.39736
+ / AS				
MOODS FRUSTRATION	5.42411**	.0199	.46657	.42281
+ / AS				
HOPE FOR THE FUTURE	3.15257	N.S.	.37158	.34831
- / AS				
OUTLOOK ON LIFE	0.06476	N.S.	.11471	.11396

MORE THAN 12 PLACES IN THE CENTRE (N = 42: 26/16)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS	1.71635	N.S.	.25210	.24445
+ / AC				
OVERALL FRUSTRATIONS	1.71635	N.S.	.25210	.24445
- / AC				
RATIO OF FRUSTRATIONS TO SATISFACTIONS	0.64897	N.S.	.17356	.17100
- / AC				
CONTRACTUAL SATISFACTION	2.08508	N.S.	.27206	.26252
+ / AC				
FATIGUE FRUSTRATION	1.71635	N.S.	.25210	.24445
- / AC				
MOODS FRUSTRATION	1.71635	N.S.	.25210	.24445
- / AC				
HOPE FOR THE FUTURE	2.87951	N.S.	.31138	.29730
+ / AC				
OUTLOOK ON LIFE	0.90865	N.S.	.19612	.19245
+ / AC				

** 2 out of 4 of the valid cells had expected cell frequency less than 5.0.

Table 10.10: Collective Structure Assessment (Maladaptive-Adaptive Dimension) By Quality of Working Life Themes, Controlling for Number of Service Places in the Centre (N = 77)

12 OR FEWER PLACES IN THE CENTRE (N = 35: 25/10)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	7.14583*	.0075	.51600	.45883
OVERALL FRUSTRATIONS +/M	3.64583*	N.S.	.38730	.36116
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	3.64583*	N.S.	.38730	.36116
CONTRACTUAL SATISFACTION -/M	2.80292*	N.S.	.34689	.32773
FATIGUE FRUSTRATION +/M	5.90625*	.0151	.47469	.42883
MOODS FRUSTRATION +/M	3.64583*	N.S.	.38730	.36116
HOPE FOR THE FUTURE -/M	0.23162*	N.S.	.14462	.14313
OUTLOOK ON LIFE -/M	0.48643	N.S.	.18137	.17846

MORE THAN 12 PLACES IN THE CENTRE (N = 42: 19/23)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS +/A	5.78920	.0161	.41999	.38723
OVERALL FRUSTRATIONS -/A	9.22745	.0024	.51745	.45957
RATIO OF FRUSTRATIONS TO SATISFACTIONS -/A	9.33299	.0023	.51945	.46097
CONTRACTUAL SATISFACTION +/A	13.52663	.0002	.61556	.52421
FATIGUE FRUSTRATION -/A	5.78920	.0161	.41999	.38723
MOODS FRUSTRATION -/A	3.14878	N.S.	.32254	.30697
HOPE FOR THE FUTURE +/A	2.18049	N.S.	.27618	.26622
OUTLOOK ON LIFE +/A	0.38444	N.S.	.14351	.14205

* 1 out of 4 of the valid cells had expected cell frequency less than 5.0.

satisfactions tended to illuminate an Adaptive pattern. These findings might be summarised with the suggestion that smaller units, whether because of fewer clients with special needs and a larger staff team, or because of fewer clients and fewer staff, may work under conditions which restrict the overall range of satisfactions available to teams. Fatigue and moods frustration are more likely to be in evidence amongst teams in smaller units. Scope for contractual satisfactions tended to be greater for teams working in larger centres.

The last Material Resource Inputs variable to be examined here involves the size of teams. Teams in the sample ranged in size from the smallest teams with three workers to the largest with 24. Over half of the teams were found to have between six and nine workers. About one in five teams had fewer than six workers. Using the median of 7.786 members to differentiate between smaller and larger teams, comparisons were made in relation to quality of working life themes and the two dimensions of functioning. Table 10.11 illustrates how smaller and larger teams were differentiated when evaluating the Accommodative-Assimilative Dimension of team functioning. Smaller teams tended to illuminate an Accommodative pattern, while larger teams illuminated an Assimilative pattern. Smaller teams reported less overall frustrations and more hope for the future. Larger teams tended to report less overall satisfactions, more fatigue and more moods frustration.

Table 10.11: Collective Structure Assessment (Accommodative-Assimilative Dimension) By Quality of Working Life Themes, Controlling for Size of the Team (N = 106)

7 TEAM MEMBERS OR LESS (N = 49: 24/25)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/AS	0.99501	N.S.	.18333	.18033
OVERALL FRUSTRATIONS -/AC	11.16281	.0008	.51854	.46034
RATIO OF FRUSTRATIONS TO SATISFACTIONS -/AC	7.44590	.0064	.43072	.39558
CONTRACTUAL SATISFACTION -/AS	2.45031	N.S.	.26466	.25585
FATIGUE FRUSTRATION -/AC	7.44590	.0064	.43072	.39558
MOODS FRUSTRATION -/AC	9.18712	.0024	.47404	.42835
HOPE FOR THE FUTURE +/AC	9.18712	.0024	.47404	.42835
OUTLOOK ON LIFE -/AS	4.58317	.0323	.34667	.32754

8 OR MORE TEAM MEMBERS (N = 57: 25/32)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/AS	7.76610	.0053	.40448	.37497
OVERALL FRUSTRATIONS +/AS	4.81974	.0281	.32628	.31019
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/AS	6.20053	.0128	.36522	.34306
CONTRACTUAL SATISFACTION -/AS	5.76860	.0163	.35375	.33350
FATIGUE FRUSTRATION +/AS	7.76610	.0053	.40448	.37497
MOODS FRUSTRATION +/AS	9.14870	.0025	.43603	.39969
HOPE FOR THE FUTURE -/AS	4.61526	.0317	.32036	.30508
OUTLOOK ON LIFE -/AS	2.20438	N.S.	.23202	.22601

When making comparisons in relation to the Maladaptive-Adaptive Dimension, the smaller and larger teams were further differentiated. Table 10.12 illustrates how smaller teams illuminated less overall satisfactions, less contractual satisfactions and more fatigue. The larger teams presented a more distinctive pattern of functioning. Higher ratios of frustration to satisfaction, especially fatigue and moods frustration, tended to illuminate a Maladaptive pattern of functioning. At the same time, higher contractual satisfactions illuminated an Adaptive feature in the way larger teams functioned. It may be that larger teams, which offer diversity and potential complexity, are more prone to frustration because of these features. Larger teams which functioned best were those which presented as being more organised; presented greater clarity around aims and objectives; and where supervision and support were more in evidence. If these features were not in evidence amongst the larger teams, then patterns of team functioning were more Maladaptive in character. The smaller teams presented as being the more 'deprived' and 'vulnerable', with lower overall satisfactions and frustrations, but more fatigue. Without ready supports available, smaller teams would seem to be especially prone to inhibited or indifferent responses to the needs of clients.

To summarise, it can be seen that Material Resource Inputs associated with physical plant and staffing expenditure have an important bearing on patterns of team functioning.

Table 10.12: Collective Structure Assessment (Maladaptive-Adaptive Dimension) By Quality of Working Life Themes, Controlling For Size of the Team (N=106)

7 TEAM MEMBERS OR LESS (N = 49: 30/19)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	13.19737	.0003	.56087	.48918
OVERALL FRUSTRATIONS +/M	4.65822	.0309	.35065	.33089
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	4.03320	.0446	.32886	.31240
CONTRACTUAL SATISFACTION -/M	8.58090	.0034	.46058	.41834
FATIGUE FRUSTRATION +/M	6.73807	.0094	.41279	.38156
MOODS FRUSTRATION +/M	5.64507	.0175	.38152	.35646
HOPE FOR THE FUTURE -/M	3.19145	N.S.	.29731	.28499
OUTLOOK ON LIFE -/M	1.65572	N.S.	.22572	.22018

8 OR MORE TEAM MEMBERS (N = 57: 29/28)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	9.27226	.0023	.43842	.40153
OVERALL FRUSTRATIONS +/M	16.89957	.0000	.57973	.50154
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	19.10315	.0000	.61406	.52328
CONTRACTUAL SATISFACTION +/A	21.98047	.0000	.65635	.54871
FATIGUE FRUSTRATION +/M	16.85094	.0000	.57882	.50095
MOODS FRUSTRATION +/M	10.95249	.0009	.47349	.42794
HOPE FOR THE FUTURE -/M	6.38973	.0115	.37035	.34730
OUTLOOK ON LIFE -/M	1.42748	N.S.	.19335	.18983

Geographic siting of the centre tended to illuminate differences between urban, suburban and rural teams, with urban teams seemingly more 'rushed off their feet' and rural teams being more 'impoverished'. The suburban teams presented as the most 'optimistic' of teams overall. Accessibility of the centre illuminated further influences associated with Material Resource Inputs. Teams working in centres where public transport was available tended to present Adaptive patterns of functioning. At the same time, these teams presented an Accommodative pattern of functioning, suggesting that restrictions and inhibitions are imposed on teams by the type of transport required to move to and from the group care facility. Teams working in centres which required private transport seemed to carry much more potential frustration around transport issues. Comparing teams working in purpose-built facilities and converted premises, it was found that teams in purpose-built centres presented as the more burdened and insecure. Teams working in converted premises presented as having more energy available and being more optimistic or idealistic. Centres where physical restrictions were imposed on the movements of clients and staff seemed to be the more pressurised and demanding of work environments. These environments seemed to require careful management of fatigue and moods frustration if inter-team frictions were to be avoided. Teams with fewer restrictions imposed by setting may find more difficulties in sustaining personal investment and commitment

amongst the members. When looking at the size of the centre, it was found that working in smaller units tended to present fewer overall satisfactions and a greater inclination towards fatigue and moods frustration. Teams working in larger centres tended to present more in Adaptive terms, with more contractual satisfactions. Finally, comparisons associated with size of the team highlighted the way that larger teams present a more complex and varied pattern of functioning. Smaller teams had to establish means of working together which took account of a more finite set of issues. Teams which seemed to function best, especially amongst the larger teams, were those which were better organised, where clarity was evident around aims and objectives, and where supervision and support was in evidence. Having thus evaluated the Material Resource Inputs associated with siting and physical design of the setting and with the staffing establishment, attention can now turn to an evaluation of Human Resource Inputs associated with team composition.

Human Resource Inputs and Quality of Working Life

In turning attention to the human resource variables associated with the composition of teams, it is important to recognise the relationship between these variables and others evaluated earlier in association with life experiences of staff outside work. In this section, consideration is first given to the average age and age range of workers in the teams. Next, the ratio of women to men is examined,

before moving on to an evaluation of educational backgrounds in teams. The analytic question at this stage concerns whether team composition, as argued by McDougall (1920) is of strategic importance in the production of group care services.

The average age of teams in the total sample ranged from a low of 22.5 to a high of 49.3, with an average statistic of almost 33 years. The median age statistic of 32.05 years was used to divide the sample into a younger and older grouping. These two groupings were then compared with patterns of team functioning and quality of working life themes. Table 10.13 illustrates patterns illuminated in the sample while controlling for the Accommodative-Assimilative Dimension of team functioning. Younger teams illuminated a very weak Assimilative pattern, inclined towards fatigue frustration. The older teams illuminated a comparatively strong Assimilative pattern of functioning, with strong Accommodative features. More frustrations overall were reported by the older teams, with moods frustrations and fatigue being especially important. More hope for the future and more outlook on life were also apparent amongst the older teams.

Table 10.14 compares younger and older teams against the Maladaptive-Adaptive Dimension of team functioning. Both groupings illuminated a Maladaptive pattern but important differences were apparent in relation to the way that quality of working life was managed. Younger teams tended to

Table 10.13: Collective Structure Assessment (Accommodative-Assimilative Dimension) By Quality of Working Life Themes, Controlling For Average Age of the Team Members (N = 106)

32.05 YEARS OF AGE OR LESS (N = 53: 22/31)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS +/AC	1.09911	N.S.	.18236	.17940
OVERALL FRUSTRATIONS +/AS	6.24517	.0125	.38173	.35663
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/AS	6.24517	.0125	.38173	.35663
CONTRACTUAL SATISFACTION -/AS	2.93756	N.S.	.27406	.26431
FATIGUE FRUSTRATION +/AS	8.05916	.0045	.42858	.39392
MOODS FRUSTRATION +/AS	2.58186	N.S.	.25907	.25079
HOPE FOR THE FUTURE -/AS	0.74165	N.S.	.15676	.15487
OUTLOOK ON LIFE -/AS	0.00000	N.S.	.00904	.00904

MORE THAN 32.05 YEARS OF AGE (N = 53: 27/26)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/AS	8.47409	.0036	.43777	.40103
OVERALL FRUSTRATIONS +/AS	10.06614	.0015	.47361	.42803
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/AS	8.47409	.0036	.43777	.40103
CONTRACTUAL SATISFACTION -/AS	5.56501	.0183	.36195	.34034
FATIGUE FRUSTRATION +/AS	8.47409	.0036	.43777	.40103
MOODS FRUSTRATION +/AS	20.58533	.0000	.66097	.55141
HOPE FOR THE FUTURE +/AC	18.12291	.0000	.62251	.52848
OUTLOOK ON LIFE +/AC	12.53513	.0004	.52568	.46530

Table 10.14: Collective Structure Assessment (Maladaptive-Adaptive Dimension) By Quality of Working Life Themes, Controlling For Average Age of the Team Members (N = 106)

32.05 YEARS OF AGE OR LESS (N = 53: 30/23)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	8.81932	.0030	.44605	.40737
OVERALL FRUSTRATIONS +/M	10.84658	.0010	.49063	.44047
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	10.84658	.0010	.49063	.44047
CONTRACTUAL SATISFACTION -/M	9.39442	.0022	.45942	.41747
FATIGUE FRUSTRATION +/M	9.39442	.0022	.45942	.41747
MOODS FRUSTRATION +/M	5.83003	.0158	.36979	.34684
HOPE FOR THE FUTURE -/M	2.95021	N.S.	.27417	.26441
OUTLOOK ON LIFE -/M	0.52582	N.S.	.13930	.13797

MORE THAN 32.05 YEARS OF AGE (N = 53: 29/24)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	13.51786	.0002	.54310	.47726
OVERALL FRUSTRATIONS +/M	8.19697	.0042	.43123	.39598
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	9.74869	.0018	.46695	.42310
CONTRACTUAL SATISFACTION -/M	22.90022	.0000	.69540	.57093
FATIGUE FRUSTRATION +/M	13.51786	.0002	.54310	.47726
MOODS FRUSTRATION +/M	9.99187	.0016	.47211	.42692
HOPE FOR THE FUTURE -/M	5.56501	.0183	.36195	.34034
OUTLOOK ON LIFE +/A	3.18982	N.S.	.28485	.27395

present more frustrations overall, and a higher ratio of frustrations to satisfactions. Contractual satisfactions and fatigue frustrations tended to be delicately balanced. As fatigue increased, contractual satisfactions decreased, and other frustrations tended to compound patterns of team functioning. Older teams presented as having significantly lower contractual satisfactions, and satisfactions generally. More fatigue and moods frustration were also apparent amongst the older teams. From this it would seem that team functioning amongst older teams is influenced more directly by satisfactions in work and outside work. Fatigue and moods frustration may require careful management if team functioning is to avoid ends-means conflict or factionalism. This is also true with respect to the need to manage the contributions of individual team members who present indifference and a general disinclination towards teamwork and the primary task.

The ratio of male to female workers in a team provides a second human resource variable around which a comparative analysis continues. The percentage of women in teams for the total sample ranged from a low of 9.1 percent to a high of 100 percent, with an average of 48.07 percent women members in each of the 106 teams. The median statistic of 40.05 percent female composition was used to establish lower and higher groupings, based on the ratio of women to men in the teams. These groupings were then compared against patterns of team functioning and quality of working life themes.

Table 10.15 illustrates the initial comparison in relation to the Accommodative-Assimilative Dimension of functioning. Teams with more than 3 out of 5 men illuminated a highly undifferentiated pattern of functioning, with more hope for the future and a stronger outlook on life. Teams with more than 2 out of 5 women illuminated a comparatively strong Assimilative pattern of functioning. More fatigue, and a higher ratio of frustrations to satisfactions overall, tended to be apparent in the teams with a higher ratio of women. Superficiality was more apparent amongst the male-dominated teams.

Further differences were illuminated in relation to the ratio of female to male workers when controlling for the Maladaptive-Adaptive Dimension of team functioning. Male-dominated teams and teams with 40% or more women were highly differentiated in this dimension, as illustrated in Table 10.16. Teams with fewer than 2 out of 5 female workers illuminated an Adaptive but more superficial pattern of functioning, while teams with more women presented in Maladaptive terms. Teams with more women tended to report lower contractual satisfactions, and satisfactions overall, along with more fatigue and moods frustration. Teams with 3 out of 5 or more male workers presented as having a lower ratio of frustrations to satisfactions, and less fatigue. It would seem that the maintenance of a reasonable balance between male and female workers is quite important in helping to sustain Adaptive patterns of functioning.

Table 10.15: Collective Structure Assessment (Accommodative-Assimilative Dimension) By Quality of Working Life Themes, Controlling for Number of Women in the Team (N = 106)

40.05 PERCENT OR LESS WOMEN (N = 53: 23/30)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/AS	1.13697	N.S.	.18471	.18163
OVERALL FRUSTRATIONS -/AC	2.93756	N.S.	.27406	.26431
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/AS	1.92499	N.S.	.22899	.22321
CONTRACTUAL SATISFACTION -	0.25960	N.S.	.10823	.10760
FATIGUE FRUSTRATION +/AS	1.92499	N.S.	.22899	.22321
MOODS FRUSTRATION -/AC	6.83306	.0089	.39798	.36977
HOPE FOR THE FUTURE +/AC	10.11653	.0015	.47581	.42966
OUTLOOK ON LIFE +/AC	7.52091	.0061	.41639	.38440

MORE THAN 40.05 PERCENT WOMEN (N = 53: 26/27)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/AS	8.36527	.0038	.43536	.39917
OVERALL FRUSTRATIONS +/AS	16.00857	.0001	.58767	.50666
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/AS	16.00857	.0001	.58767	.50666
CONTRACTUAL SATISFACTION -/AS	11.78104	.0006	.50927	.45381
FATIGUE FRUSTRATION +/AS	18.19019	.0000	.62375	.52924
MOODS FRUSTRATION +/AS	13.99051	.0002	.55208	.48332
HOPE FOR THE FUTURE -/AS	5.73395	.0166	.36827	.34558
OUTLOOK ON LIFE -/AS	1.55909	N.S.	.21086	.20633

Table 10.16: Collective Structure Assessment (Maladaptive-Adaptive Dimension) By Quality of Working Life Themes, Controlling For Number of Women in the Team (N = 106)

40.05 PERCENT OR LESS WOMEN (N = 53: 28/25)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS	7.10151	.0077	.40401	.37460
+/A OVERALL FRUSTRATIONS	10.77233	.0010	.48919	.43943
-/A RATIO OF FRUSTRATIONS TO SATISFACTIONS	12.42507	.0004	.52232	.46297
-/A CONTRACTUAL SATISFACTION	10.35330	.0013	.47994	.43269
+/A FATIGUE FRUSTRATION	12.42507	.0004	.52232	.46297
-/A MOODS FRUSTRATION	6.14303	.0132	.37909	.35447
-/A HOPE FOR THE FUTURE	9.24821	.0024	.45636	.41517
+/A OUTLOOK ON LIFE	1.99603	N.S.	.23347	.22736

MORE THAN 40.05 PERCENT WOMEN (N = 53: 31/22)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS	15.29387	.0001	.57581	.49900
-/M OVERALL FRUSTRATIONS	7.76070	.0053	.42129	.38824
+/M RATIO OF FRUSTRATIONS TO SATISFACTIONS	7.76070	.0053	.42129	.38824
+/M CONTRACTUAL SATISFACTION	20.57500	.0000	.66142	.55166
-/M FATIGUE FRUSTRATION	9.61830	.0019	.46447	.42125
+/M MOODS FRUSTRATION	9.22299	.0024	.45601	.41491
+/M HOPE FOR THE FUTURE	0.87941	N.S.	.16874	.16638
-/M OUTLOOK ON LIFE	0.87941	N.S.	.16874	.16638

The goal-orientation illuminated amongst teams with more men, and the feeling orientation illuminated amongst the more balanced and female-dominant teams, would both seem to be features required in any group care team.

When reviewing the educational background of workers in the total sample, it was found that in only 1 in 5 instances did the composition of teams consist of fully qualified staff. By comparison, only 1 team was found to be established entirely by unqualified workers. On average, 3 out of 10 workers in the sample were found to have no more than secondary school education. 56 percent of workers in teams were found to have held a college certificate or university qualification. To examine the influence of unqualified workers on patterns of team functioning, the median statistic of 26.35 percent was used to establish a lower and higher grouping for the number of team members with secondary education or less. Table 10.17 illustrates this initial comparison while controlling for the Accommodative-Assimilative Dimension of collective structure. Teams with fewer than 1 in 4 unqualified members presented a highly undifferentiated pattern of functioning. By comparison, teams with more than 1 in 4 unqualified members presented a distinctive Assimilative pattern. The teams with more unqualified staff presented more moods frustration, insecurity and fatigue, and a higher ratio of frustrations to satisfactions overall.

Table 10.17: Collective Structure Assessment (Accommodative-Assimilative Dimension) By Quality of Working Life Themes, Controlling For Number of Members With No More Than Secondary Education (N = 106)

26.35 PERCENT OR FEWER WITH LIMITED TRAINING (N = 53: 22/31)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS	1.32587	N.S.	.19680	.19309
-/AS				
OVERALL FRUSTRATIONS	4.22249	.0399	.32111	.30574
+/AS				
RATIO OF FRUSTRATIONS TO SATISFACTIONS	2.93756	N.S.	.27406	.26431
+/AS				
CONTRACTUAL SATISFACTION	1.09911	N.S.	.18236	.17940
-/AS				
FATIGUE FRUSTRATION	1.90153	N.S.	.22788	.22218
+/AS				
MOODS FRUSTRATION	2.58186	N.S.	.25907	.25079
+/AS				
HOPE FOR THE FUTURE	5.77667	.0162	.36929	.34642
+/AC				
OUTLOOK ON LIFE	3.36179	N.S.	.29100	.27941
+/AC				

MORE THAN 26.35 PERCENT WITHOUT TRAINING (N = 53: 27/26)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS	8.71004	.0032	.44369	.40556
-/AS				
OVERALL FRUSTRATIONS	14.14124	.0002	.55462	.48502
+/AS				
RATIO OF FRUSTRATIONS TO SATISFACTIONS	14.14124	.0002	.55462	.48502
+/AS				
CONTRACTUAL SATISFACTION	8.34165	.0039	.43447	.39849
-/AS				
FATIGUE FRUSTRATION	18.26335	.0000	.62482	.52989
+/AS				
MOODS FRUSTRATION	20.58533	.0000	.66097	.55141
+/AS				
HOPE FOR THE FUTURE	11.12286	.0009	.49746	.44539
-/AS				
OUTLOOK ON LIFE	4.56163	.0327	.33196	.31505
-/AS				

When evaluating the Maladaptive-Adaptive Dimension of collective structure, the sample was differentiated further in relation to the number of unqualified workers in the team. Table 10.18 helps to illuminate the distinctively Maladaptive pattern of functioning found amongst teams with more than 1 in 4 unqualified workers. Less contractual satisfactions and less satisfactions overall were apparent, along with a higher ratio of frustrations to satisfactions, especially moods frustration. Amongst teams with fewer unqualified staff, the relationship between fatigue and contractual satisfactions seems very important. Increased fatigue amongst the more qualified teams illuminated Maladaptive features in the overall pattern, while more hope for the future and increased contractual satisfaction illuminated Adaptive features. These findings tend to support the argument in favour of increased training opportunities being made available to workers in the group care field. At the same time, raising expectations of staff through education and training does not offer the panacea that some might be hoping for. Teams with fewer unqualified staff presented as having 'more potential', which, depending on organisation and support, seemed more capable of sustained Adaptive functioning in the production of welfare for children.

The situation for qualified staff is clarified further by making comparisons between teams concerning the number of workers with college or university qualifications. The

Table 10.18: Collective Structure Assessment (Maladaptive-Adaptive Dimension) By Quality of Working Life Themes, Controlling For Number of Members With No More Than Secondary Education (N = 106)

26.35 PERCENT OR FEWER WITH LIMITED TRAINING (N = 53: 30/23)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS	6.27921	.0122	.38261	.35735
+/A				
OVERALL FRUSTRATIONS	8.05916	.0045	.42858	.39392
-/A				
RATIO OF FRUSTRATIONS TO SATISFACTIONS	9.39442	.0022	.45942	.41747
-/A				
CONTRACTUAL SATISFACTION	8.81932	.0030	.44605	.40737
+/A				
FATIGUE FRUSTRATION	14.82400	.0001	.56710	.49330
+/M				
MOODS FRUSTRATION	3.45721	N.S.	.29353	.28165
+/M				
HOPE FOR THE FUTURE	10.11653	.0015	.47581	.42966
+/A				
OUTLOOK ON LIFE	0.12073	N.S.	.08664	.08632

MORE THAN 26.35 PERCENT WITH TRAINING (N = 53: 29/24)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS	17.82033	.0000	.61832	.52591
-/M				
OVERALL FRUSTRATIONS	11.47828	.0007	.50361	.44979
+/M				
RATIO OF FRUSTRATIONS TO SATISFACTIONS	11.47828	.0007	.50361	.44979
+/M				
CONTRACTUAL SATISFACTION	23.20347	.0000	.69958	.57323
-/M				
FATIGUE FRUSTRATION	8.19697	.0042	.43123	.39598
+/M				
MOODS FRUSTRATION	13.78633	.0002	.54793	.48052
+/M				
HOPE FOR THE FUTURE	1.19060	N.S.	.18940	.18609
-/M				
OUTLOOK ON LIFE	5.06895	.0244	.34801	.32867

median statistic of 53.95 workers with qualifications was used to divide the sample into less and more qualified teams. Table 10.19 illustrates the comparative analysis on this team composition variable, while controlling for the Accommodative-Assimilative Dimension of collective structure. Teams with more qualified staff illuminated an Assimilative pattern of functioning, with more moods frustration and fatigue, a higher ratio of frustrations to satisfactions, and less hope for the future. Teams with fewer qualified workers presented a weak undifferentiated pattern of functioning, with a moderately strong indication towards lower moods frustration. It would seem that the qualified teams are more 'open' to influences which are imposed on the work environment. The less qualified teams tended to focus more 'superficially' on quality of working life issues.

Comparisons between fewer and more qualified workers in teams illuminated significant differences when controlling for the Maladaptive-Adaptive Dimension of team functioning, as illustrated in Table 10.20. A distinctive Maladaptive pattern was illuminated amongst teams with more qualified workers, while a weaker Adaptive pattern was illuminated in the functioning of teams with fewer qualified workers. Teams with more qualified workers tended to illuminate lower contractual satisfactions, a higher ratio of frustrations to satisfactions, more fatigue and less hope for the future. Teams with fewer qualified members presented a pattern of higher satisfactions overall, more contractual satisfactions

Table 10.19: Collective Structure Assessment (Accommodative-Assimilative Dimension) By Quality of Working Life Themes, Controlling For The Number of Team Members With Formal Qualifications (N = 106)

53.95 PERCENT OR FEWER QUALIFIED (N = 53: 27/26)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS +/AC	1.53581	N.S.	.20798	.20362
OVERALL FRUSTRATIONS -/AC	6.80264	.0091	.39601	.36819
RATIO OF FRUSTRATIONS TO SATISFACTIONS -/AC	5.46883	.0194	.35897	.33786
CONTRACTUAL SATISFACTION +/AC	2.26498	N.S.	.24464	.23763
FATIGUE FRUSTRATION -/AC	6.80683	.0091	.39628	.36841
MOODS FRUSTRATION -/AC	8.36527	.0038	.43526	.39917
HOPE FOR THE FUTURE +/AC	5.46883	.0194	.35897	.33786
OUTLOOK ON LIFE -/AS	1.57508	N.S.	.21030	.20580

MORE THAN 53.95 PERCENT QUALIFIED (N = 53: 22/31)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/AS	6.89121	.0087	.39889	.37050
OVERALL FRUSTRATIONS +/AS	8.71004	.0032	.44369	.40556
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/AS	8.71004	.0032	.44369	.40556
CONTRACTUAL SATISFACTION -/AS	5.30025	.0213	.35459	.33420
FATIGUE FRUSTRATION +/AS	8.18339	.0042	.43130	.39603
MOODS FRUSTRATION +/AS	9.61830	.0019	.46447	.42125
HOPE FOR THE FUTURE -/AS	8.18339	.0042	.43130	.39603
OUTLOOK ON LIFE -/AS	6.24517	.0125	.38173	.35663

Table 10.20: Collective Structure Assessment (Maladaptive-Adaptive Dimension) By Quality of Working Life Themes, Controlling For Number of Team Members With Formal Qualifications (N = 106)

53.95 PERCENT OR FEWER QUALIFIED (N = 53: 26/27)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS	11.81867	.0006	.50997	.45431
+/A				
OVERALL FRUSTRATIONS	4.23763	.0396	.32051	.30522
-/A				
RATIO OF FRUSTRATIONS TO SATISFACTIONS	5.46883	.0194	.35897	.33786
-/A				
CONTRACTUAL SATISFACTION	9.99187	.0016	.47211	.42692
+/A				
FATIGUE FRUSTRATION	6.80683	.0091	.39628	.36841
-/A				
MOODS FRUSTRATION	8.36527	.0038	.43536	.39917
-/A				
HOPE FOR THE FUTURE	1.53581	N.S.	.20798	.20362
+/A				
OUTLOOK ON LIFE	0.49424	N.S.	.13448	.13328
-				

MORE THAN 53.95 PERCENT QUALIFIED (N = 53: 33/20)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS	10.39847	.0013	.48187	.43410
-/M				
OVERALL FRUSTRATIONS	17.17664	.0000	.60822	.51965
+/M				
RATIO OF FRUSTRATIONS TO SATISFACTIONS	17.17664	.0000	.60822	.51965
+/M				
CONTRACTUAL SATISFACTION	20.96554	.0000	.66794	.55543
-/M				
FATIGUE FRUSTRATION	16.08932	.0001	.58996	.50812
+/M				
MOODS FRUSTRATION	6.39889	.0114	.38657	.36056
+/M				
HOPE FOR THE FUTURE	8.27032	.0040	.43401	.39813
-/M				
OUTLOOK ON LIFE	4.09964	.0429	.31722	.30237
-/M				

and less moods frustration. These differences tend to further support the argument in favour of improved training opportunities for group care staff. Teams with fewer qualified staff, while reporting more quality of working life, were also inclined towards shallowness and inhibition which limited service production capability. By contrast, teams with more qualified staff seemed to expect more of themselves and colleagues at work. They were also more vulnerable to fatigue, burn-out or disillusionment.

To summarise the findings associated with team composition, it would seem that careful consideration should be given to recruitment practices that foster complementarity in the contributions of team members. Balance in relation to age, sex distribution, life experience and formal qualifications would seem to be the general rule to follow. Younger teams were without doubt the most vulnerable to fatigue and burn-out. Older teams tended to have more social supports outside work. Age, while sometimes an unreliable indicator of personal maturity, may be much more important when considering the team as a whole. A balance between male and female workers would seem to be indicated and educational qualifications, while important, should not be used as the sole criterion upon which to base recruitment decisions. Life experience, personal maturity and the capacity to work as a team member are also important. The search for qualified staff should not rule out a small proportion of unqualified staff who bring their own

distinctive contribution to a team from life experience. Supervision and in-service training would seem to be of considerable importance in the continuing development of teamwork amongst group care workers. It should also be said that relevant qualifying training at college and university levels continues to be very important if career prospects in the group care field are to be enhanced.

Sociocultural Inputs and Quality of Working Life

Two last variables require consideration in this evaluation of immediate setting influences on team functioning. Career influences might be presented through membership in a professional association or trade union. Both variables are evaluated here as immediate setting influences, even though they reflect involvement in reference groups outside the immediate setting. In contextual terms, one can argue that membership of a professional association or trade union is a work life influence and should therefore be evaluated as an explicit feature of team functioning in group care centres. In the amended production of welfare paradigm, membership of a professional association or trade union is evaluated as an external influence on work activity inside the group care centre.

With regard to membership of a professional association amongst the total sample, it was found that at one extreme, 1 out of 7 teams had no members, while at the other extreme, 1 in 20 teams were found to have full membership.

On average, 1 in 3 members of teams held membership in a professional association. The median statistic of 28.55 percent of workers with membership was used to compare teams with lower and higher involvement in a professional association. Table 10.21 illustrates how a distinctive pattern of functioning was established for teams with more professional association members, while teams with fewer members remained undifferentiated. A higher ratio of frustrations to satisfactions was illuminated amongst teams with more professional association members. Moods frustration and hope for the future were shown to be significant indicators of how teams with more professional association members might function in relation to the Accommodative-Assimilative Dimension.

Table 10.22 summarizes comparisons for the Maladaptive-Adaptive Dimension of collective structure, while controlling for membership in a professional association. Both lower and higher membership groupings illuminated a distinctive Maladaptive pattern of functioning. Lower contractual satisfactions and a higher ratio of frustrations to satisfactions were illuminated for teams in both groupings. Fatigue frustration remained constant. The only difference of note among teams with more than 1 in 3 professional association members is illuminated in relation to hope for the future. Less hope, raised expectations or potential disillusionment may be reasons why some workers seek membership in a professional association. The fraternity of association membership may supply workers with important sources

Table 10.21: Collective Structure Assessment (Accommodative-Assimilative Dimension) By Quality of Working Life Themes, Controlling For Membership in a Professional Association (N = 106)

28.55 PERCENT OR FEWER MEMBERS (N = 52: 24/28)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/AS	1.93452	N.S.	.23146	.22549
OVERALL FRUSTRATIONS +/AS	4.86480	.0274	.34447	.32569
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/AS	3.64842	N.S.	.30357	.29048
CONTRACTUAL SATISFACTION -/AS	0.69643	N.S.	.15430	.15250
FATIGUE FRUSTRATION +/AS	6.26786	.0123	.38576	.35991
MOODS FRUSTRATION +/AS	3.64842	N.S.	.30357	.29048
HOPE FOR THE FUTURE -/AS	2.06764	N.S.	.23810	.23162
OUTLOOK ON LIFE -/AS	2.61030	N.S.	.26288	.25425

MORE THAN 28.55 PERCENT MEMBERS (N = 54: 25/29)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/AS	5.94233	.0148	.36889	.34609
OVERALL FRUSTRATIONS +/AS	11.05262	.0009	.48966	.43977
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/AS	11.05262	.0009	.48966	.43977
CONTRACTUAL SATISFACTION -/AS	9.14675	.0025	.44873	.40940
FATIGUE FRUSTRATION +/AS	9.14675	.0025	.44873	.40940
MOODS FRUSTRATION -/AC	17.47459	.0000	.60623	.51841
HOPE FOR THE FUTURE -/AS	14.30111	.0002	.55218	.48338
OUTLOOK ON LIFE +/AC	3.93362	.0473	.30727	.29372

Table 10.22: Collective Structure Assessment (Maladaptive-Adaptive Dimension) By Quality of Working Life Themes, Controlling For Membership in a Professional Association (N = 106)

28.55 PERCENT OR FEWER MEMBERS (N = 52: 27/25)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	15.09926	.0001	.57735	.50000
OVERALL FRUSTRATIONS +/M	9.27012	.0023	.46074	.41846
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	7.63079	.0057	.42168	.38855
CONTRACTUAL SATISFACTION -/M	11.09333	.0009	.50037	.44748
FATIGUE FRUSTRATION +/M	11.09333	.0009	.50037	.44748
MOODS FRUSTRATION +/M	7.63079	.0057	.42168	.38855
HOPE FOR THE FUTURE -	0.33429	N.S.	.11878	.11795
OUTLOOK ON LIFE -	0.64968	N.S.	.15052	.14885

MORE THAN 28.55 PERCENT MEMBERS (N = 54: 32/22)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	7.39914	.0065	.40788	.37767
OVERALL FRUSTRATIONS +/M	9.97149	.0016	.46751	.42351
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	13.78788	.0002	.54310	.47725
CONTRACTUAL SATISFACTION -/M	20.12114	.0000	.64814	.54389
FATIGUE FRUSTRATION +/M	11.40464	.0007	.49728	.44526
MOODS FRUSTRATION +/M	8.65323	.0033	.43823	.40138
HOPE FOR THE FUTURE -/M	11.78657	.0006	.50530	.45100
OUTLOOK ON LIFE -/M	3.33761	N.S.	.28653	.27545

of personal and professional support, especially for those workers with fewer social responsibilities outside work.

Turning attention to membership in a trade union, it was possible to illuminate further influences associated with career patterns in the group care field. 1 in 3 teams in the overall sample had no trade union members, while 1 in 10 teams were fully unionised. International differences tended to skew the sample to the extent that an average of 34.127 percent trade union members in teams misrepresent the overall picture. Through reference to the median statistic of 16.6 percent members, it was possible to make more detailed comparisons between the unionised and non-union teams. Table 10.23 illustrates the initial comparisons made in relation to the Accommodative-Assimilative Dimension of team functioning, while controlling for trade union membership. Teams with more trade union members illuminated a definite Assimilative pattern of functioning, whereas teams with fewer members presented a weak Accommodative pattern. Teams with more trade union members presented as having more fatigue and frustrations overall. More moods frustration and a higher ratio of frustrations to satisfactions tended to differentiate between the union and non-union teams. More hope for the future, or idealism, was illuminated as the only distinctive feature in the pattern of functioning for non-union teams.

When making comparisons in relation to the Maladaptive-Adaptive Dimension of team functioning, the potential

Table 10.23: Collective Structure Assessment (Accommodative-Assimilative Dimension) By Quality of Working Life Themes, Controlling For Membership in a Trade Union (N = 106)

16.6 PERCENT OR FEWER MEMBERS (N = 52: 27/25)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS +/AC	4.91159	.0267	.34689	.32773
OVERALL FRUSTRATIONS -/AC	1.85884	N.S.	.22903	.22325
RATIO OF FRUSTRATIONS TO SATISFACTIONS -/AC	1.85884	N.S.	.22903	.22325
CONTRACTUAL SATISFACTION +/AC	1.16723	N.S.	.18878	.18550
FATIGUE FRUSTRATION -/AC	1.84901	N.S.	.22779	.22210
MOODS FRUSTRATION -/AC	5.03510	.0248	.35163	.33172
HOPE FOR THE FUTURE +/AC	7.99373	.0047	.43253	.39699
OUTLOOK ON LIFE +/AC	4.05881	.0439	.32186	.30638

MORE THAN 16.6 PERCENT MEMBERS (N = 34: 22/32)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/AS	1.81936	N.S.	.22258	.21726
OVERALL FRUSTRATIONS +/AS	15.56505	.0001	.57554	.49882
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/AS	13.27090	.0003	.53476	.47157
CONTRACTUAL SATISFACTION -/AS	6.92738	.0085	.39609	.36826
FATIGUE FRUSTRATION +/AS	15.94605	.0001	.58152	.50270
MOODS FRUSTRATION +/AS	13.27090	.0003	.53476	.47157
HOPE FOR THE FUTURE -/AS	4.54240	.0331	.33061	.31390
OUTLOOK ON LIFE -/AS	1.44439	N.S.	.20482	.20065

influence of trade union membership is further clarified. Table 10.24 highlights the manner in which distinctive patterns of functioning were illuminated. Teams with more trade union members reported fewer contractual satisfactions, and fewer satisfactions overall. The union teams also presented more Moods frustration in an overall pattern that was Maladaptive. Teams with fewer than 1 in 6 trade union members illuminated an Adaptive pattern of functioning, with less fatigue and a lower ratio of frustrations to satisfactions. The non-union teams also reported higher contractual satisfactions. Overall, one might conclude that the union teams tended to present in more 'complex' and 'conflicted' terms. The non-union teams tended to present in more 'superficial' and 'idealistic' terms. Organisation and leadership issues presented as important concerns for teams, regardless of trade union membership. Extra effort may be required amongst union teams to ensure that leadership and union organisation at local, regional and national levels are not in conflict with the primary task of workers in a group care centre. It is all too easily forgotten that clients and their families remain almost exclusively non-unionised, and their bargaining power is weak.

To summarize again, one might conclude that trade union membership is a much more dominant influence on patterns of team functioning than would seem to be the case for membership of a professional association. Issues concerned with power and influence were at stake in differentiating between

Table 10.24: Collective Structure Assessment (Maladaptive-Adaptive Dimension) By Quality of Working Life Themes, Controlling For Membership in a Trade Union (N = 106)

16.6 PERCENT OR FEWER MEMBERS (N = 52: 24/28)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS +/A	5.95882	.0146	.37816	.35371
OVERALL FRUSTRATIONS -/A	7.46856	.0063	.41904	.38648
RATIO OF FRUSTRATIONS TO SATISFACTIONS -/A	10.95971	.0009	.49914	.44660
CONTRACTUAL SATISFACTION +/A	9.06108	.0026	.45647	.41526
FATIGUE FRUSTRATION -/A	14.89565	.0001	.57452	.49816
MOODS FRUSTRATION -/A	3.48417	N.S.	.29939	.28681
HOPE FOR THE FUTURE +/A	6.00891	.0142	.38048	.35561
OUTLOOK ON LIFE +/A	0.93749	N.S.	.17684	.17414

MORE THAN 16.6 MEMBERS (N = 54: 35/19)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
OVERALL SATISFACTIONS -/M	14.54501	.0001	.55914	.48803
OVERALL FRUSTRATIONS +/M	8.92600	.0028	.44634	.40758
RATIO OF FRUSTRATIONS TO SATISFACTIONS +/M	6.93581	.0084	.39854	.37022
CONTRACTUAL SATISFACTION -/M	21.34117	.0000	.66767	.55528
FATIGUE FRUSTRATION +/M	6.45114	.0111	.38485	.35917
MOODS FRUSTRATION +/M	10.39219	.0013	.47884	.43188
HOPE FOR THE FUTURE -/M	0.86806	N.S.	.16854	.16619
OUTLOOK ON LIFE -/M	0.29503	N.S.	.11638	.11560

the two types of career involvement and membership in reference groups outside the immediate setting. Teams with more trade union members tended to present key performance indicators associated with impotence and indifference. Mutual invasion and disinclination were highlighted as emergent features in the pattern of functioning for teams with more than 1 in 6 union members. Teams with fewer trade union members tended to highlight shallowness and task orientation as emergent features in the overall pattern of functioning. Goal seeking and restrictions were the key performance indicators illuminated amongst teams with fewer than 1 in 6 union members. Whereas union membership tended to illuminate 'organisational' influences on service production capability in teams, membership in a professional association tended to illuminate influences that were 'individualistic' in character. A more detailed evaluation is clearly indicated in order to clarify the provisional findings illuminated here. Membership in a professional association or trade union, or both, may offer important sources of personal and social support. These sources of support may also serve to increase the organisational complexity of group care and treatment. In the meantime, it can be said with confidence that Immediate Setting influences require careful consideration in the production of group care services.

Summary

Throughout this chapter, it has been shown that the Immediate Setting influences contribute a good deal to the enactment of group care services and the functioning of personnel teams. Material Resource differences were illuminated between urban, suburban and rural centres, suggesting that policy makers should give very careful consideration to the siting of centres before they invest in the property and plant. Access to the centre was found to be important for staff, just as it is for clients and families. This finding tended to confirm the practitioner's nightmare that transport problems will ruin an outing, just as the client group is beginning to respond. Centres that are dependent on private transport would seem to be more vulnerable to maladaptive functioning. Purpose-built facilities would seem to present their own limitations when compared with converted premises. This tends to suggest that the facility needs to match the primary task for which it is to be used, and the decision-making about such a potential match should involve a detailed assessment of needs and resources. Teams working in units where restrictions were imposed on the activities of clients and workers would seem to require careful and sensitive management if adaptive functioning is to be maintained. In teams with greater autonomy, the problem seems to be one of sustaining personal investment and commitment in work. Smaller units present the need for staff to have extra supports built in around them, whether

through agency investment of time and resources, or through reliance on social supports outside work. In relation to team size, the larger teams were found to present more variety and diversity. Members of smaller teams were much more dependent on each other, highlighting the need for support and supervision to maintain adaptive functioning.

In relation to Human Resource influences, variables associated with team composition highlighted important details about teams. When considering the recruitment of teams, the ground rule would seem to be that of seeking a relative equilibrium on a number of social dimensions. Youth and adult influences both seem important, as does a balance between male and female influences. Formal educational qualifications were found to be important in opening the way to a greater appreciation of the primary task. There was no indication that formal qualifications alone enhanced practice skills. Raised expectations were also associated with potential disillusionment in the more qualified teams. External consultation and support may be able to make a helpful contribution to the work of more highly qualified staff. Of the 106 teams studied here, roughly 1 in 4 workers were found to have no formal training beyond secondary education. On the findings of this study, it would seem that potential group care workers should not be ruled out of a team simply because they lack formal qualifications. Neither does it seem helpful for untrained workers to form the dominant influence in a team. A ratio of between 1 in 3, or 1 in 4

would seem about right. In-service training and supervision are both indicated strongly for teams with more unqualified workers.

Finally, Sociocultural influences involving membership in a trade union or professional association were found to illuminate several organisational features in the functioning of group care teams. Professional associations may provide an important source of personal and social support for some workers. Workers with fewer responsibilities in social roles outside work may find membership of a professional association particularly helpful. Membership of a trade union tended to present a distinctive organisational influence on quality of working life and patterns of team functioning. The question was posed about whether the primary task of a group care service can achieve complementary status with the primary task of a trade union. Further research is clearly indicated to examine the extent to which membership in a trade union or professional association actually influences service production in the group care field.

CHAPTER XI

FACE TO FACE WITH CHILDREN

Introduction

In the last three chapters, consideration has been given to the analysis of team functioning assessed for the total international sample of 106 teams. In this chapter, attention focuses more closely on the functioning of eleven group care teams at Shawbridge Youth Centres in Montreal between 1978 and 1980. Firstly, the characteristics of children in secure units, institutional cottages and group homes are identified and compared. Findings from the University of Montreal Project, discussed in Chapter 6, are used to illuminate trends in the placement of children at Shawbridge between 1976 and 1980. Next, a socio-demographic profile is provided for teams working in each of the three types of group care setting during December 1977, September 1978, April 1979 and January 1980. Team responses to the Schedule of Recent and Anticipated Experiences and the Work Orientation Schedule are also summarised. Finally, the relationship between resident group and team functioning variables is analyzed, in order to explore the extent to which resident group characteristics influence quality of working life and service production capability in teams. Given the very small sample of teams where information was obtained about residents, caution is required against attempting to generalise from these findings too broadly.

While important in the sense that they indicate the need for further research, as reported here, these findings should be viewed as social artifacts which illuminate aspects of the enacted environment between workers and children in one Anglo-phone agency in French Canada at the end of the 1970s.

Resident Group Characteristics for 11 Centres: 1976 to 1980

Detailed consideration was given in Chapter 6 to the research carried out at Shawbridge Youth Centres by projects at the University of Montreal and McGill University (Brill and Reitsma, 1978a; Harvie and Brill, 1978; Brill, 1979; and Reichertz et al, 1978). Selected findings from the University of Montreal study (Harvie and Brill, 1978) are used here to establish a profile of residents in each year between 1976 and 1980. This made it possible to identify general trends in the placement of children in the Shawbridge agency during a period of substantive organisation and social policy change in Quebec. Table 11.1 illustrates how the number of children fluctuated between 1976 and 1980 in different types of programme.

Table 11.1: Number of Children in Shawbridge Programmes - 1976 to 1980

	<u>February 1976</u>	<u>November 1977</u>	<u>September 1978</u>	<u>April 1979</u>	<u>January 1980</u>
Group Care Programmes	91	100	100	113	93
Community Programme	<u>95</u>	<u>120</u>	<u>120-150**</u>	<u>150**</u>	<u>120***</u>
Total Agency	186*	220*	220-250	263	213

* These figures exclude information for secure units (Harvie and Brill, 1978: 164-204).

** These figures are an estimate obtained from the Annual Report of the Director of Professional Services for Fiscal Year 1978/79 (Shawbridge Youth Centres Report of the Annual Public Information Meeting, October 17, 1979).

*** This figure is an estimate based on the 80 percent occupancy rate reported for the Agency by the Director of Professional Services in Fiscal Year 1979/80 (Shawbridge Youth Centres Report of the Annual Public Information Meeting, October 20, 1980).

It can be seen how the total number of children in the agency increased annually from 1976 to 1979, and then decreased in 1980. Given the major change in child care legislation with effect from January 1979 for the Province of Quebec (Youth Protection Act, 1979) one can see how the trend away from institutional placement of children was already apparent at Shawbridge within one year of practice under the new Act. The social policy of 'least interference' can be seen to have been supported when comparing the agency population for January 1980 with the placement trends established earlier. Since Shawbridge Youth Centres tended to receive the most delinquent, or 'the heavy end', of the Anglophone juvenile population in Quebec, the findings suggest that fewer child care placements of this type were being made at the start of the 1980s. In the case of one community programme, agency responsibility was transferred in 1980 from Shawbridge Youth Centres to Ville-Marie Social Services Department. In the case of another community programme, child care placements were managed jointly by the two agencies. The overall population

trend suggests that agency services at Shawbridge expanded and became more specialised throughout the 1970s, reaching the limits of expansion in 1978-79. From then onwards, the trend was towards a concentration on specialist services for the most delinquent children in the Anglophone population in Quebec.

Table 11.2 provides further indication of trends in child care placements, illustrating the mean age of residents by type of group care setting. Generally speaking, the resident population were aged between 15 and 16 years, with older children in group homes and younger children in institutional placements. The trend in institutional cottages suggests that older children were being placed each year between 1976 and 1980, with the age of children placed in institutional cottages increasing on average about 1.5 years during this period. It was pointed out earlier (p. 246) how this agency took on a secure detention mandate and a brief to provide services for girls during 1977-78. This resulted in a total of 3 secure units - 2 for boys and 1 for girls, from 1978 onwards.¹ From as early as 1973, the

¹One of the secure units was a converted Chapel which was built during an earlier era in the agency's history through the philanthropic efforts of the Molson family, famous names in Canadian beer. The Chapel stands, complete with steel screen coverings over the stained glass windows and brass plaques acknowledging their benefactors. As church attendance ceased to be a basic feature of child care practice at Shawbridge, so the building (service-production site) was redeployed and the primary task (service-production mandate) was redefined from a divine child-saving function to one involving physical safety and security, long-term. In short, this long-term secure unit represented the 'end-of-the-line refuge' and the last chance before moving into the adult justice system.

agency had been offering a secure treatment service for a small number of boys. This unit was not included in the University of Montreal study, but all 3 secure units were included from 1978 onwards. On the information available, the children placed in secure units between 1978 and 1980 were roughly 16 to 16½ years of age.

Table 11.2: Mean Age of Children in Group Care Programmes - 1976 to 1980

	<u>February 1976</u>	<u>November 1977</u>	<u>September 1978</u>	<u>April 1979</u>	<u>January 1980</u>
Secure Units	missing	missing	15.97	16.47	16.23
Institutional Cottages	14.98	15.50	15.90	15.96	16.42
Group Homes	15.95	16.70	16.60	16.87	16.27
Agency Total	16.20*	16.50*	16.13**	16.35**	16.33**

*These figures include all clients in the agency except those in secure units.

**These figures exclude clients who were not in group care programmes.

Beyond noting that children placed in group homes tended to be the oldest in the agency's group care programmes, it should also be said that group homes were the only setting where co-ed placements were made.

Further details concerning the age of children are provided in Table 11.3, illustrating the age range in months by type of setting for the same period. On the information available, it can be said that placements in institutional cottages resulted

in resident groups with an age range of almost four years in 1976. The age range narrowed thereafter in each successive year until 1980 when the age range of cottage residents ranged approximately $2\frac{1}{2}$ years from youngest to oldest members in groups. This trend further confirms the pattern identified earlier concerning the placement of younger Quebec-Anglophone children in non-institutional placements. Placements in group homes indicated that the age range in resident groups fluctuated between 2 and 3 years, with 1976, 1978 and 1980 having a wider age range; 1977 and 1979 having a narrower age range.

Table 11.3: Mean Age Range in Months for Children in Group Care Programmes - 1976 to 1980

	<u>February 1976</u>	<u>November 1977</u>	<u>September 1978</u>	<u>April 1979</u>	<u>January 1980</u>
Secure Units	missing	missing	34.7	33.7	33.0
Institutional Cottages	46.5	42.0	35.2	31.8	30.0
Group Homes	34.1	25.8	36.0	29.0	35.3

When looking at placements in secure units between 1978 and 1980, the age range within resident groups remained fairly stable with less than a 2 month fluctuation over 3 years.

In summary, one could say that resident groups in the Shawbridge agency were essentially early adolescent and mid-adolescent in composition. Younger children were to be found in institutional cottages, while older children were living in group homes (Cramer's V Correlation 0.42397/Contingency Coefficient 0.39034). Perhaps the most striking feature about

the age of resident groups in each setting was that of fluctuation and change from year to year, with resident groups generally becoming older as younger children were placed elsewhere. In the case of group homes, the flow of children through the programmes fluctuated at 7 to 9 month intervals after 1977 as older children were discharged and younger children were admitted.

It was reported earlier (p. 259) that Shawbridge Youth Centres used both Conceptual Level (CL) and Interpersonal Maturity (I-Level) assessments to make differential placements within the various treatment programmes operating in the agency. For our purposes, these assessments for individual children were aggregated to establish resident group characteristics in different types of group care setting. Table 11.4 illustrates the trend in agency placements between 1976 and 1980 while controlling for the Conceptual Level mean of resident groups and type of setting.

Table 11.4: Conceptual Level Mean of Residents in Group Care Programmes - 1976 to 1978

	<u>February 1976</u>	<u>November 1977</u>	<u>September 1978</u>	<u>April 1979</u>	<u>January 1980</u>
Secure Units	missing	missing	0.91	0.96	0.98
Institutional Cottages	0.95	1.02	1.02	1.05	0.97
Group Homes	1.23	1.08	1.28*	1.18	1.17

*The Conceptual Level mean for residents in one group home project in September 1978 was 1.62, with two-thirds of the group in the Stage BC range. This tended to skew the overall mean for group homes upwards by .1 to .2 points. The median statistic of 1.11 is perhaps a more accurate indication of the norm for residents in group homes.

One can see how the higher CL residents, those requiring less structure, were to be found in group homes. Residents with a lower CL were more likely to be placed in institutional cottages or secure units. These findings support the agency's 'differential treatment hypothesis' that lower CL children will respond best to service approaches that are structured, with definite and consistent rules, and where immediate feedback can be given on performance. Conversely, higher CL children will respond best to small group approaches where scope is allowed for choices (p. 261).

Table 11.5 highlights agency trends for the percentage of Stage A (requiring much structure) residents in groups by type of setting and year. It can be seen that fewer Stage A residents were placed in group homes. Stage A placements in institutional cottages ranged from a high of 45.1 percent in 1976 to a low of 19.5 percent in 1978. The opening of secure units in 1977-78 would seem to have resulted in a higher proportion of Stage A placements in 1978 and 1979. This trend altered in 1980 when the highest percentage of Stage A referrals were placed in institutional cottages. Overall, it can be said that between 1/5 to 1/3 of the residents in group care programmes were assessed as requiring high structure in their service environment.

Table 11.5: Percentage of CL Stage A Children in Group Care Programmes - 1976 to 1980 (Conceptual Level 0.00 to 0.89)

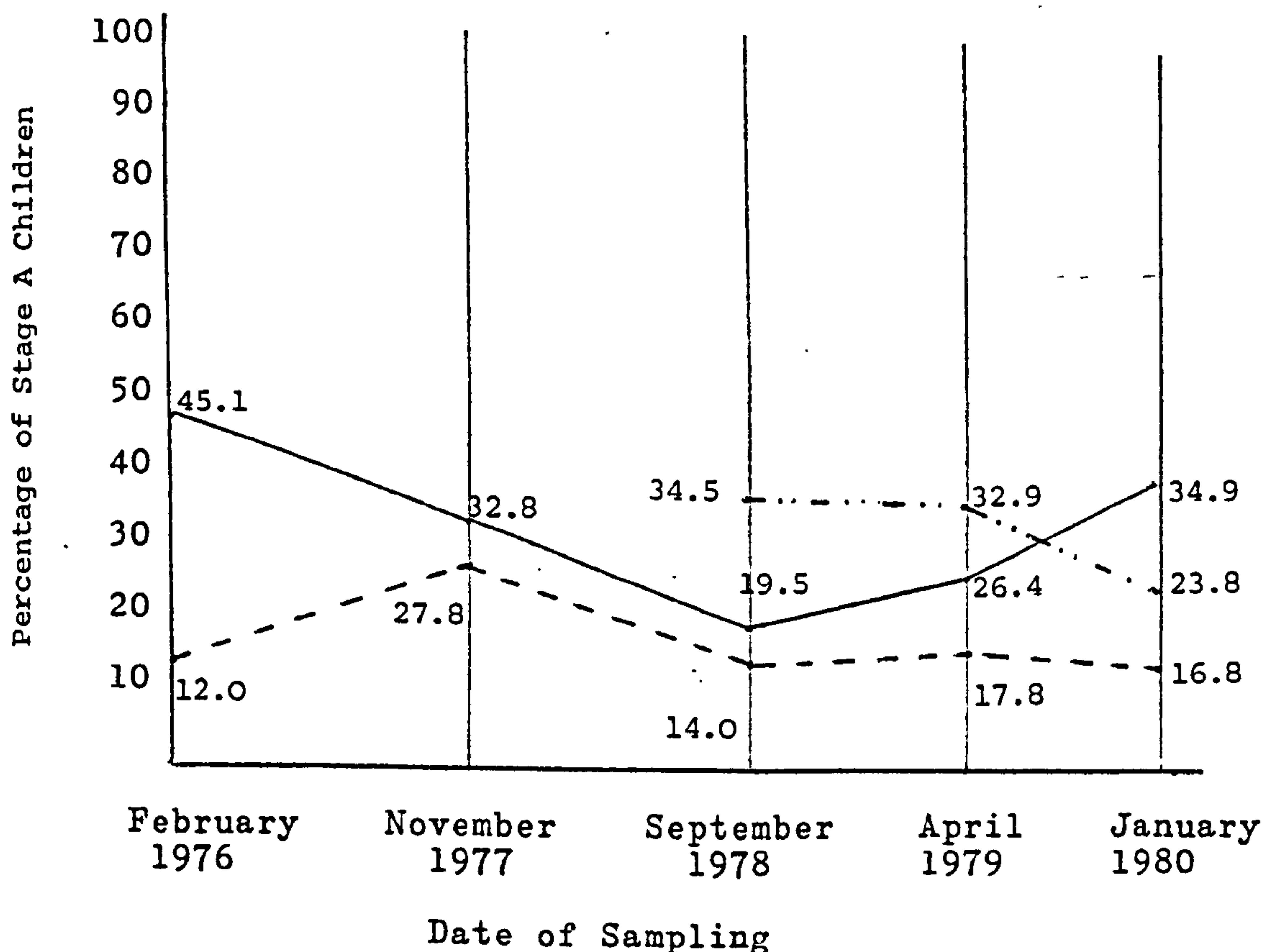
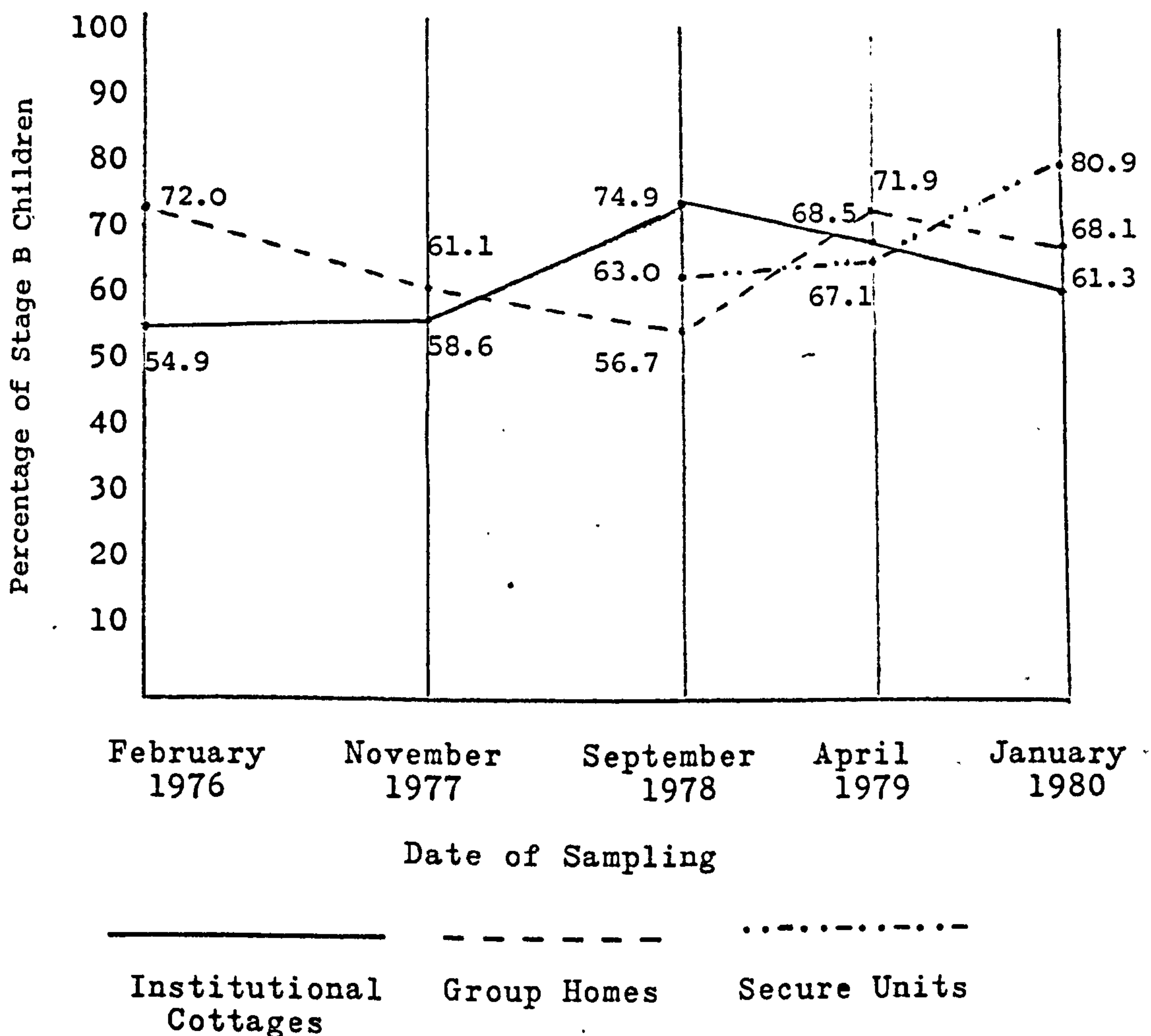


Table 11.6 shows the percentage of CL Stage B children in group care programmes sponsored by Shawbridge Youth Centres. It can be seen how the number of Stage B children in institutional cottages increased from about 1/2 to 3/4 of the resident groupings between 1976 and 1978. Thereafter, the number of Stage B residents decreased to a figure of roughly 3/5 of cottage groupings. By contrast, trends for group homes showed that the number of Stage B residents was reduced between 1976 and 1978, and then fluctuated upwards in 1979 and 1980.

Table 11.6: Percentage of CL Stage B Children in Group Care Programmes - 1976 to 1980 (Conceptual Level 0.90 to 1.50)*



*Harvie and Brill (1978) used Conceptual Level scores of 0.9 to 1.6 in identifying Stage B assessments. These scores were delineated further for our purposes so that scores of 0.9 to 1.2 were used to make a Stage AB assessment; scores of 1.2 to 1.5 as Stage B; and scores of 1.5 and over as Stage BC. The figures used in Table 11.6 contain an error of .1 CL scores between 1976-77 and 1978-80, accounted for by the different cut-off points of 1.5 and 1.6 used to delineate the higher end of the Stage B range.

Secure unit placements for Stage B residents increased from roughly 60 percent in 1978, to over 80 percent in 1980. The lowest spread of Stage B placements across settings was found in 1977 and 1979.

In Table 11.7, it can be seen how the majority of Stage B residents were actually in the lower Stage B range between 1978 and 1980. Important distinctions are also illuminated between the different types of setting. The number of lower Stage B (Stage AB) residents increased each year in secure units and group homes, while the number of Stage AB residents in institutional cottages decreased over the same period. Overall, the pattern was maintained whereby lower CL children tended to be placed in the more highly structured settings. The trend also shows how most of the residents in secure units and institutional cottages had conceptual level assessments of 1.2 or less.

Table 11.7: Percentage of CL Stage AB and Stage B Children by Type of Setting - 1978 to 1980*

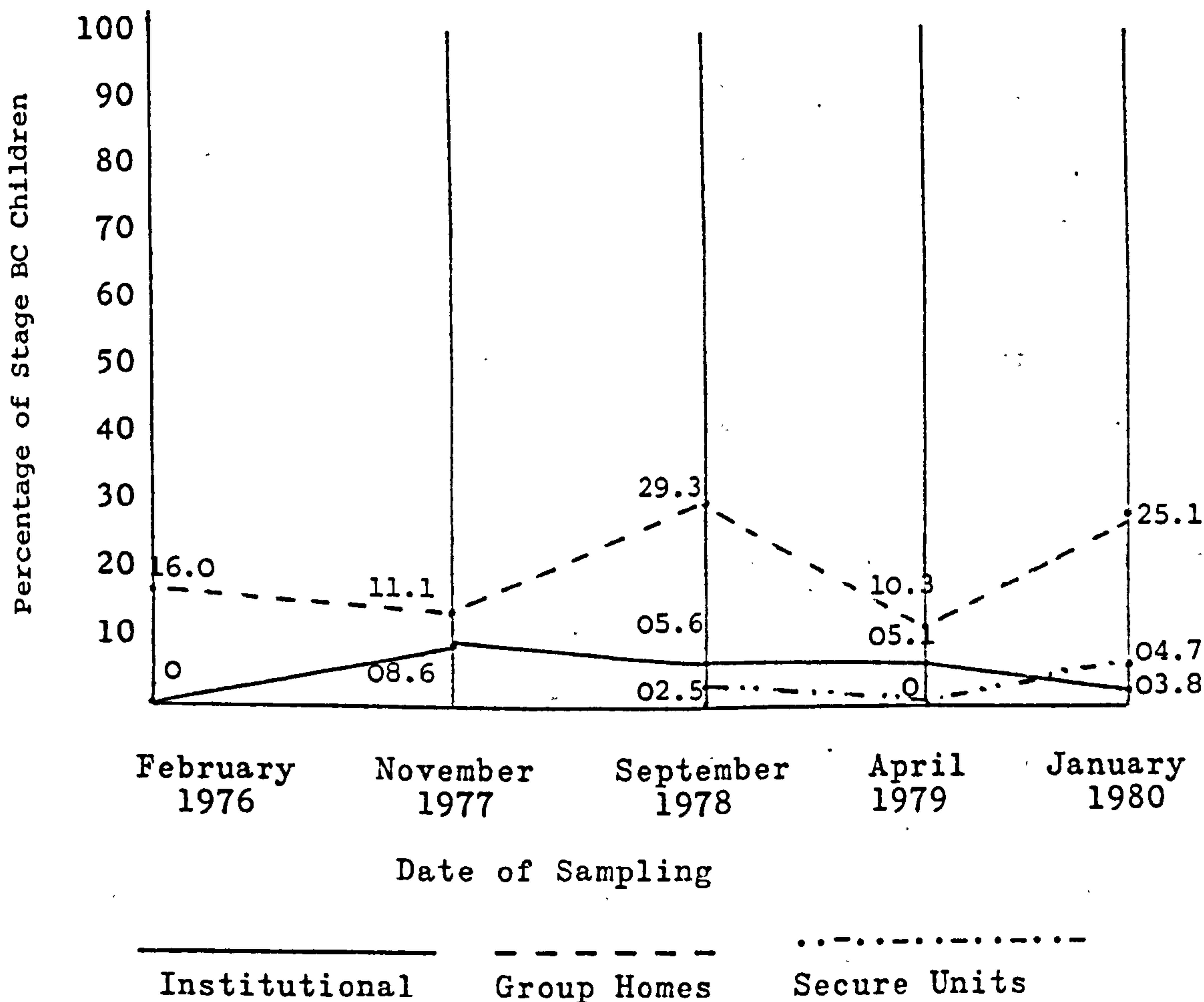
	<u>Secure Units</u>		<u>Institutional Cottages</u>		<u>Group Homes</u>	
	<u>AB</u>	<u>B</u>	<u>AB</u>	<u>B</u>	<u>AB</u>	<u>B</u>
September 1978	51.5	11.5	58.7	16.2	31.5	25.2
April 1979	52.9	14.2	44.1	24.4	41.1	30.8
January 1980	54.7	26.2	43.5	17.8	42.2	15.9

*Conceptual Level scores of 0.91 to 1.20 were used to delineate Stage AB and scores of 1.21 to 1.50 were used to delineate Stage B in this Table.

Very few of the children placed in the Shawbridge programmes were assessed as being at CL Stage BC. These children who require less structure in their living and learning environments, were found most commonly in group homes. Table 11.8 shows the percentage of Stage BC residents in different group care programmes operated at Shawbridge between 1976 and 1980.

Fewer Stage BC residents were placed in the agency in 1979 than in any other year sampled. From 1978 onwards, fewer than 1 in 20 residents in institutional cottages and secure units had conceptual level assessments of more than 1.5. The placement of Stage BC children in group homes fluctuated between 10 and 30 percent of the resident groups over the 5 year period.

Table 11.8: Percentage of CL Stage BC Children in Group Care Programmes - 1976 to 1980*



*The figures used in Table 11.8 allow for a variation of .1 in mean CL scores differentiating Stage B and Stage BC residents at Shawbridge. This error was caused by the different cut-off point used in the original University of Montreal study and our own.

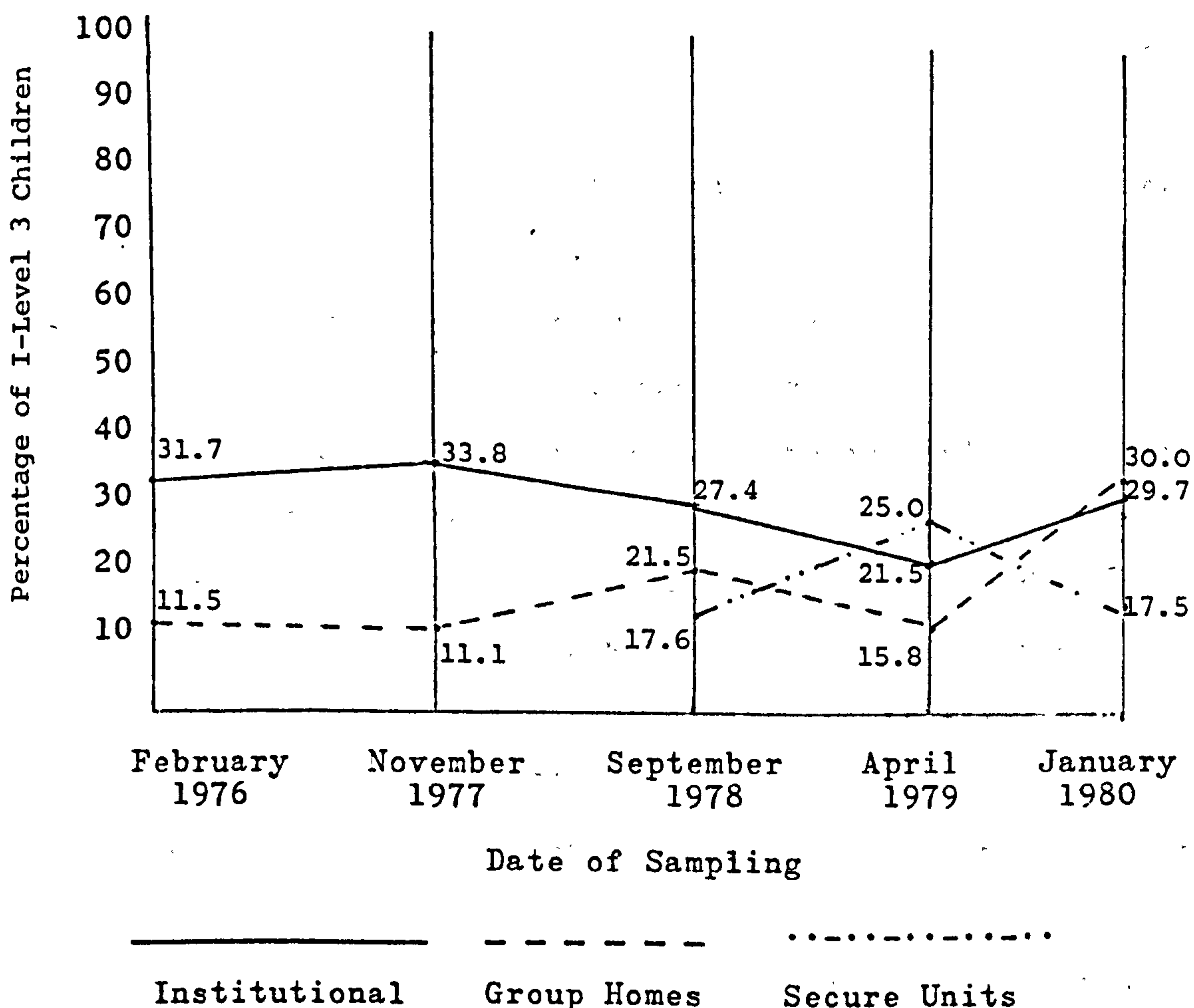
To summarise the findings based on Conceptual Level assessment of children in Shawbridge programmes, it was found that lower CL children were placed in institutional cottages and secure units while higher CL children were placed in group homes (Cramer's V Correlation 0.57565/Contingency Coefficient 0.49889). This pattern was especially apparent in relation to the number of CL Stage A children (Cramer's V Correlation 0.51640/Contingency Coefficient 0.45883) and CL Stage BC children (Cramer's V Correlation 0.50049/Contingency Coefficient 0.44756). The trend did not hold up for the number of Stage B children who tended to be spread more evenly across the different types of setting. From this, one might conclude that Conceptual Level assessments were a significant influence in the agency's placement of children in differential treatment programmes.

Reference to the Interpersonal Maturity Level (I-Level) assessments carried out on all Shawbridge children helps to illuminate further aspects about residents in the agency's group care programmes. Roughly 7 out of 10 children in resident groups were assessed as being at I-Level 4. The remainder were at I-Level 3. In 1976 and 1977, 1 or 2 children were placed in the agency and assessed as being at a very immature I-Level 2. In the 3 years sampled thereafter, no I-Level 2 children were identified, but in 1979 1 young person found living in a group home was assessed as being at a very mature I-Level 5. Earlier (pp. 263-4), a summary was provided concerning the interpersonal maturity characteristics which differentiate I-Level 3 children from those assessed at I-Level 4.

Perhaps the major distinction would be that I-Level 3 children are more likely to be 'power-oriented' in their social perceptions, while at I-Level 4, children can be said to have internalised a set of standards/by which s/he judges 'self-other' behaviour. I-Level 4 children can be said to present in a more complex manner than I-Level 3 children who seem more concrete.

Table 11.9 shows the distribution of I-Level 3 children in different types of group care programme between 1976 and 1980.

Table 11.9: Percentage of I-Level 3 Children by Type of Setting - 1976 to 1980



The general trend shows that more I-Level 3 children were placed in institutional cottages and fewer were placed in group homes. This trend vanished in 1980 when a similar number of I-Level 3 children were found in both institutional cottages and group homes. Fewer I-Level 3 children were placed in the agency overall in 1979. Table 11.10 highlights the distribution of I-Level 4 children in group care programmes sponsored by Shawbridge Youth Centres over the corresponding period. More I-Level 4 children were placed in group homes than in institutional cottages in 1976 and 1977. However, this trend disappeared from 1978 to 1980, with roughly 3 out of 4 children in all types of group care programme assessed at I-Level 4.

Included in the I-Level assessment which the agency carried out with each child on arrival, was the identification of a behavioural subtype that was assessed to be characteristic of different children. Indeed, it was on the basis of the I-Level and behavioural subtype assessment that the agency's original claim of providing 'differential treatment' services was based. It was reported earlier (p. 259) how the University of Montreal study found that Shawbridge Youth Centres used the I-Level assessments to make placement decisions throughout the agency's services between 1976 and 1977. This trend did not hold up from 1978 onwards, with Conceptual Level becoming the dominant influence in placement decisions.

If the Conceptual Level assessment provides information on the cognitive functioning of children, so the Interpersonal Maturity Level and Sybtype assessment provides information on

emotional and behavioural functioning.

Table 11.10: Percentage of I-Level 4 Children by Type of Setting - 1976 to 1980

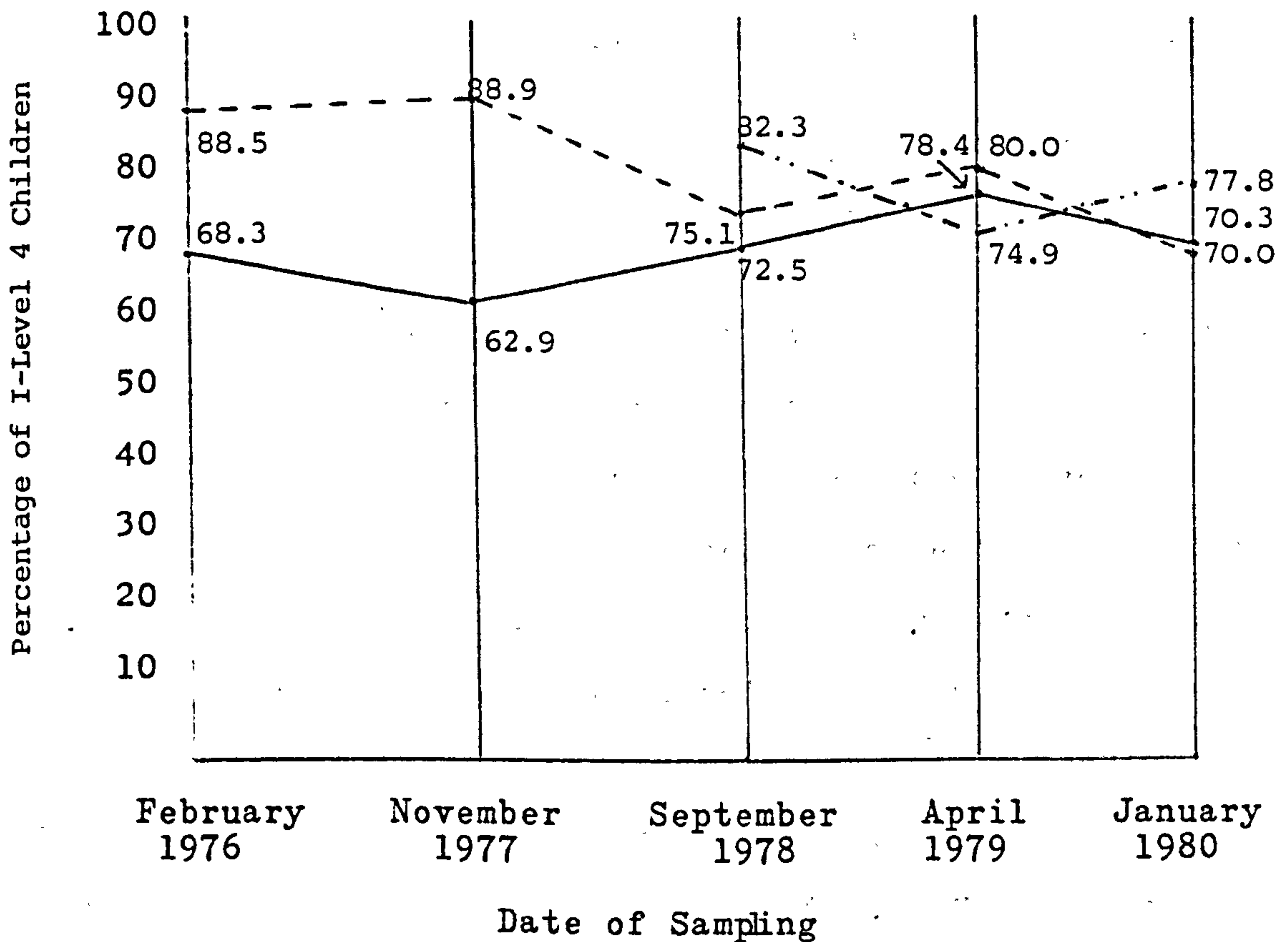


Table 11.11 shows the average number of different I-Level Subtypes placed in group care programmes sponsored by the agency between 1976 and 1980. The general trend for placements indicated that the interpersonal maturity in resident groups was characterised by increasing diversity from 1976 to 1980. This trend held for both institutional cottages and group homes.

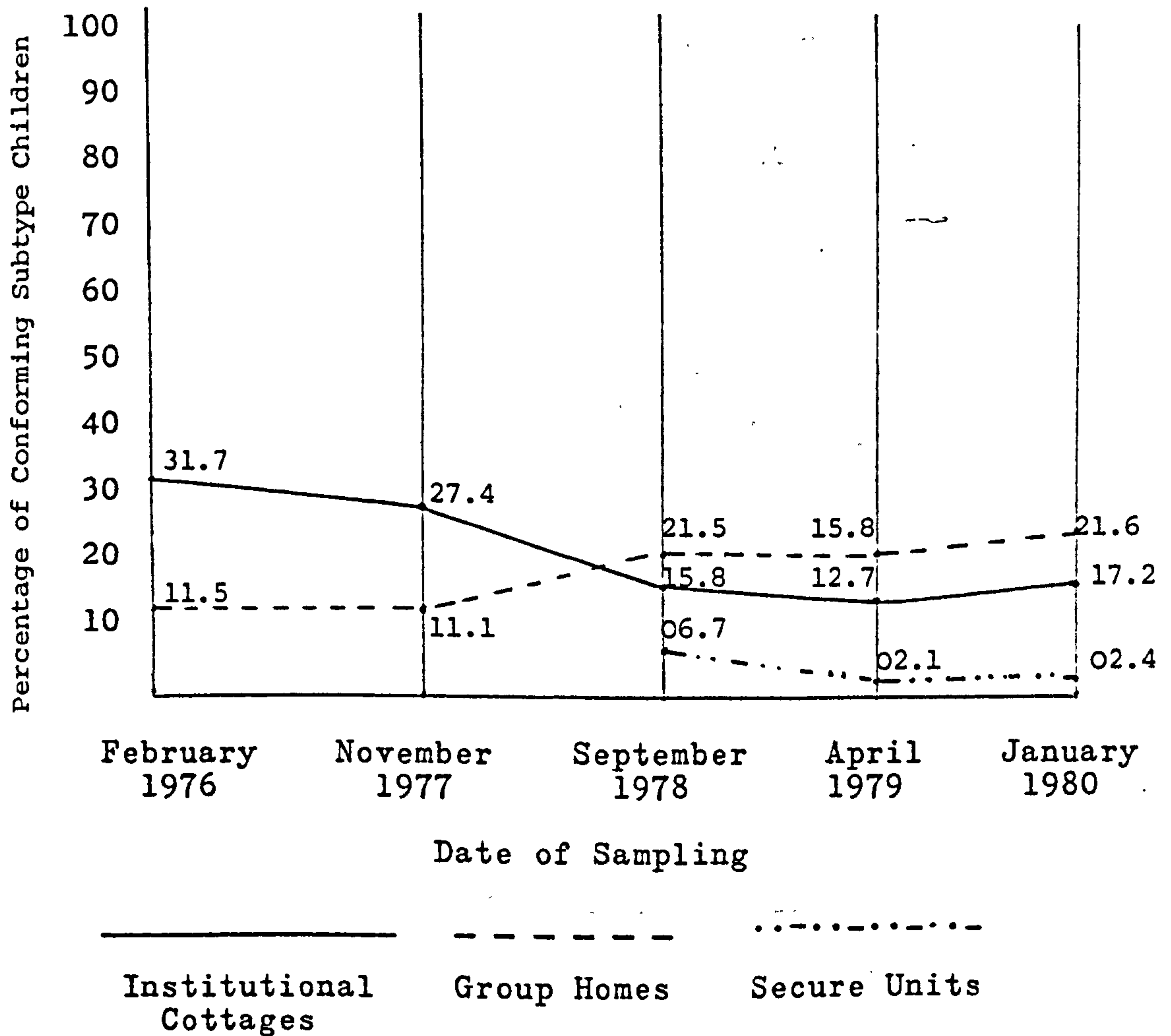
Table 11.11: Mean Number of I-Level Subtypes in Resident Groups by Type of Setting - 1976 to 1980

	<u>February 1976</u>	<u>November 1977</u>	<u>September 1978</u>	<u>April 1979</u>	<u>January 1980</u>
Secure Units	missing	missing	4.33	3.67	4.33
Institutional Cottages	2.25	3.20	3.25	3.20	3.80
Group Homes	2.00	2.60	3.33	3.67	3.67

Placements in secure units resulted in the most diverse and arguably the most unpredictable of resident groups in the agency.

When looking at the potential influence of specific behavioural subtypes in resident groups, attention was first directed at Conforming Subtype children, arguably the most compliant of all subtypes identified in the Shawbridge population. It can be seen in Table 11.12 that the overall number of conforming subtype children decreased in the agency between 1976 and 1979, and then increased slightly again in 1980. More Conforming Subtype children were placed in group homes from 1978 onwards. Hardly any Conforming Subtype children were placed in secure units. This trend was confirmed when comparing the number of Conforming Subtype children by type of setting. Significantly fewer (.0123) Conforming Subtype children were placed in secure units and more were placed in institutional cottages and group homes (Cramer's V Correlation 0.51640/Contingency Coefficient 0.45883).

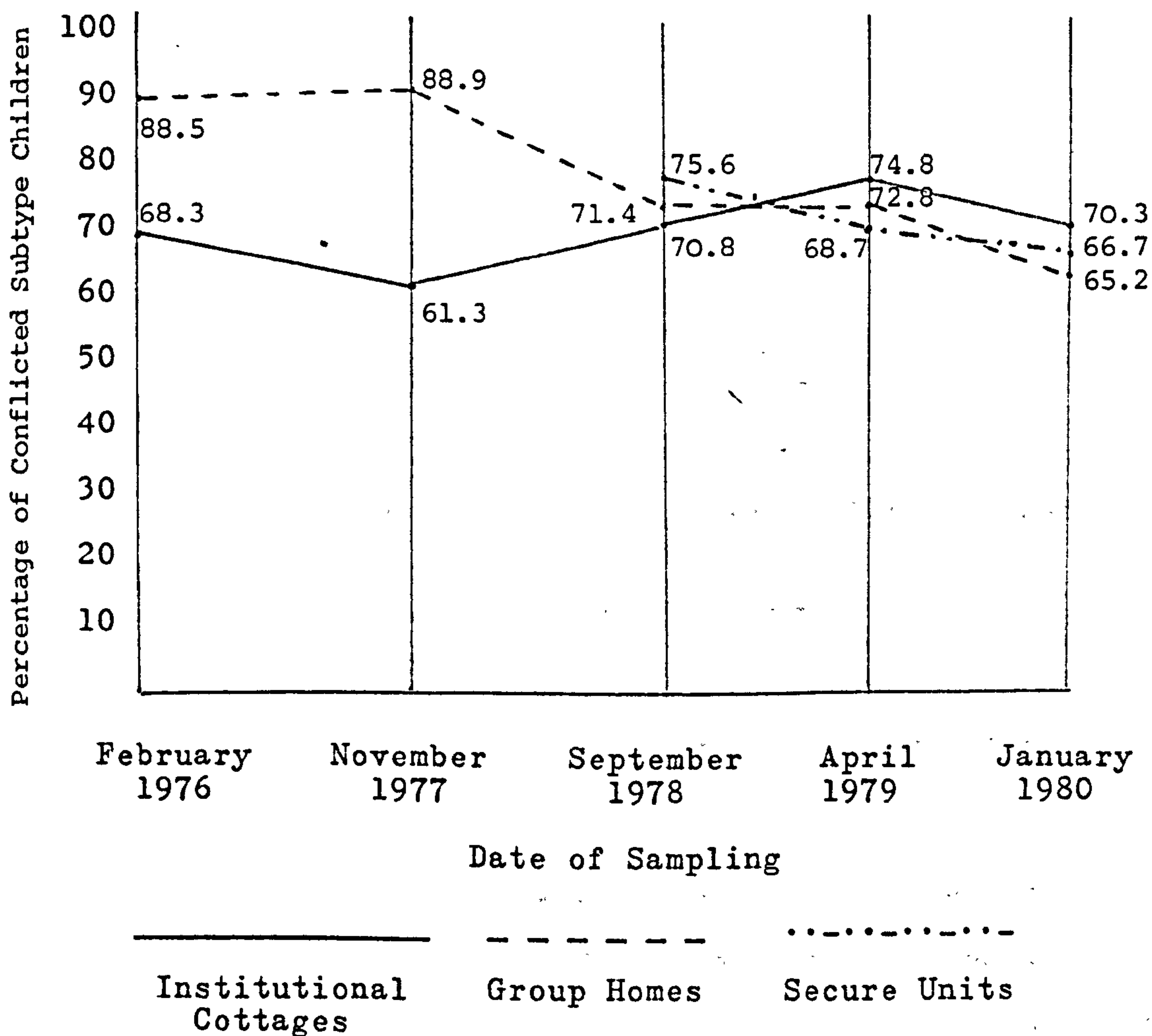
Table 11.12: Mean Percentage of Conforming Subtype Children by Type of Setting - 1976 to 1980



The distribution of Conflicted Subtype children, in Table 11.13, did not illuminate any clear trend in the formation of resident groups in the different programmes sponsored by the agency. Important differences which appeared in 1976 and 1977, with more Conflicted Subtype children in group homes, were not maintained after 1977. Institutional cottages, group homes and secure units all contained resident groups in which about 7 out of 10 children were assessed as being in conflict with guilt

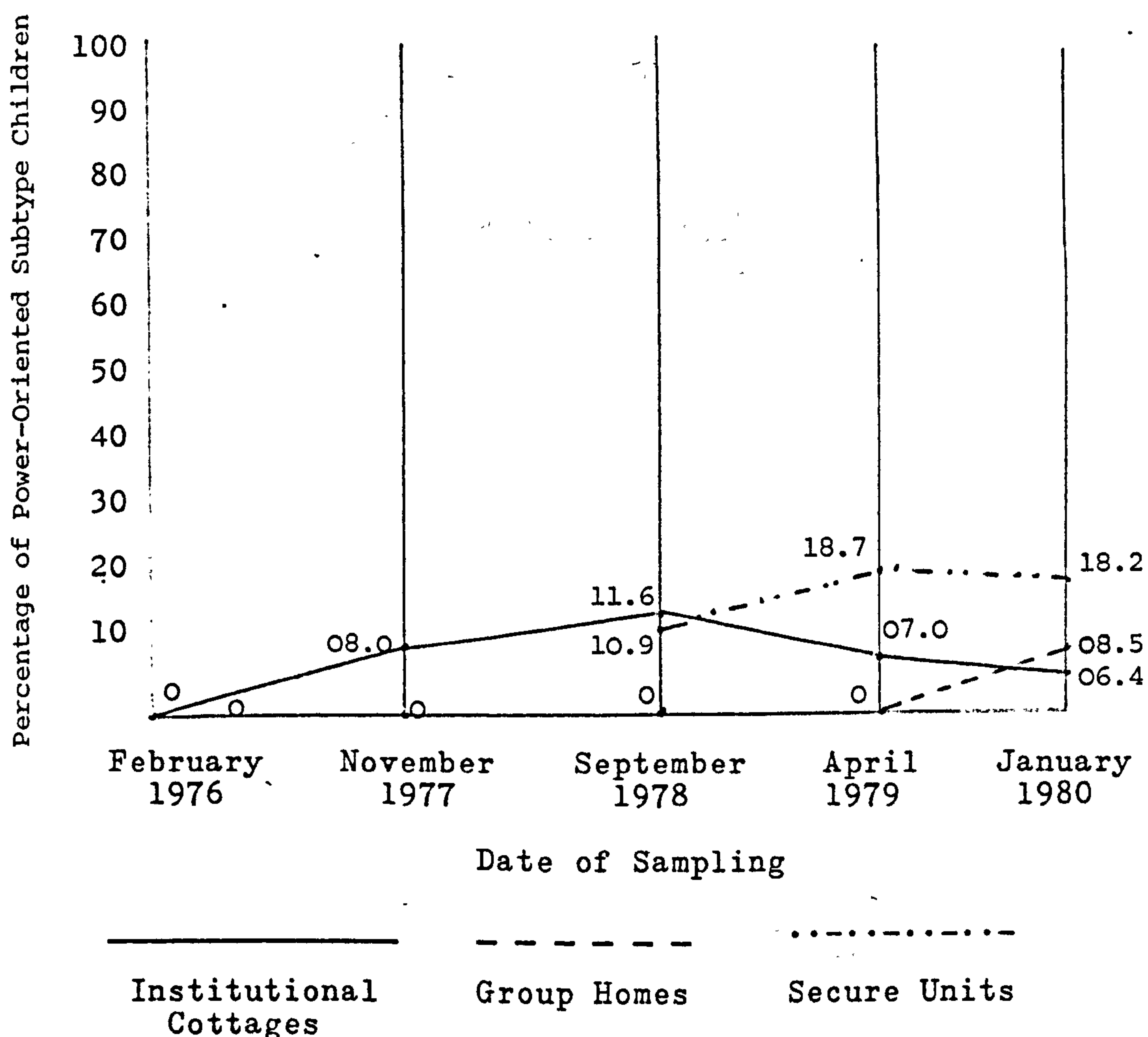
over self-worth, or feeling conflict over personal and social values. On this dimension alone, it could be said that all group care programmes were similar, from 1978 to 1980.

Table 11.13: Mean Percentage of Conflicted Subtype Children by Type of Setting - 1976 to 1980



While very few Power-Oriented Subtype children were found in the agency's group care programmes, there was nevertheless a fairly distinctive trend in the way these children were placed. Table 11.14 shows how secure units tended to have most of the power-oriented children.

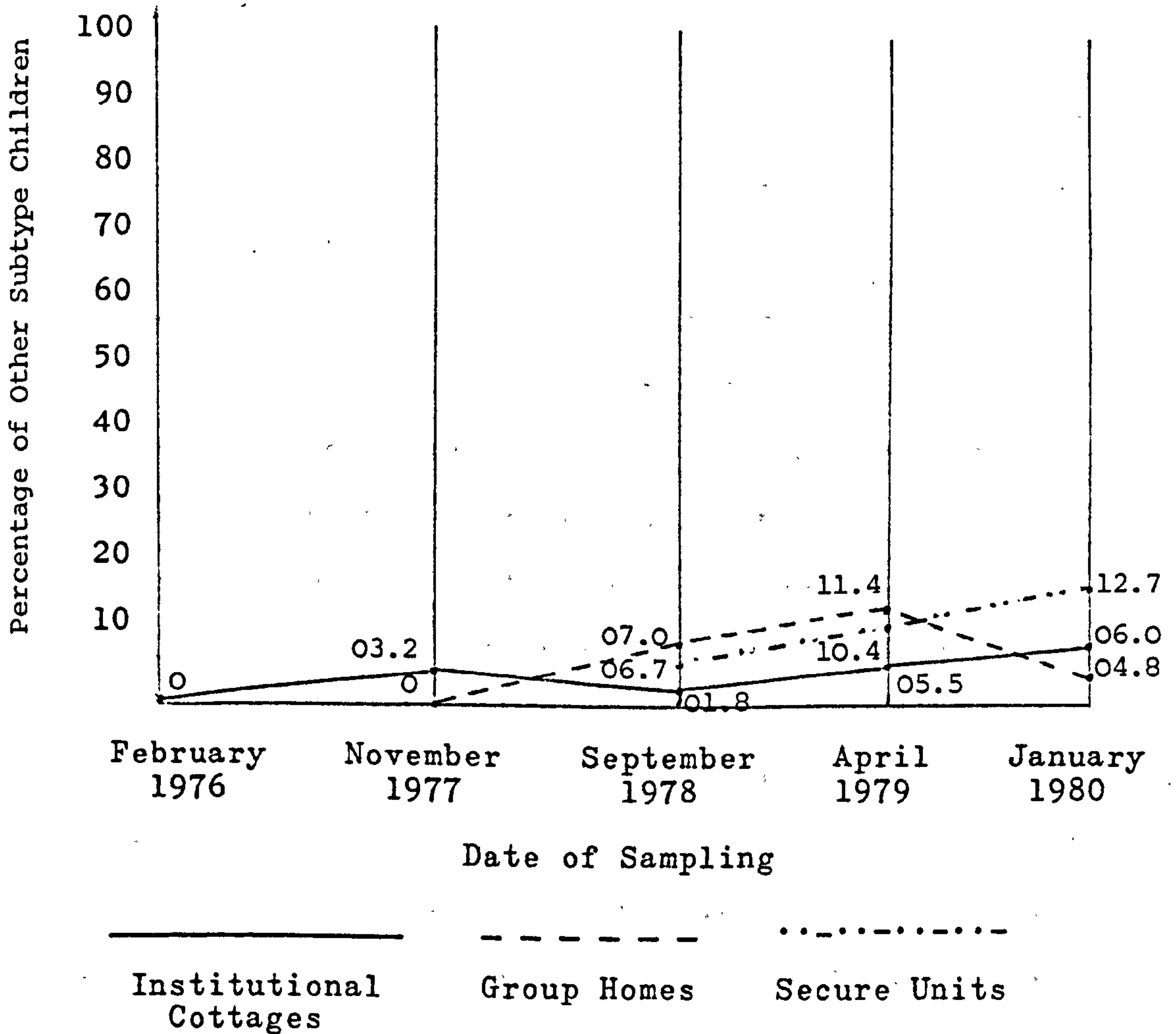
Table 11.14: Mean Percentage of Power-Oriented Subtype Children by Type of Setting - 1976 to 1980



No Power-Oriented Subtypes were found amongst the resident groups in group homes until 1980. While this trend was not found to be a statistically significant one, there was nevertheless a weak relationship between the number of power-oriented children and type of setting (Cramer's V Correlation 0.36313/Contingency Coefficient 0.34132). It is also worth noting that of all the behavioural subtypes included in the Interpersonal Maturity Level typology, it is probably safe to say that Power-Oriented Subtype children are the most difficult with whom to work successfully.

Interpersonal Maturity Subtypes, other than those already identified, were rarely found amongst the population of children at Shawbridge Youth Centres between 1976 and 1978. This trend is highlighted in Table 11.15.

Table 11.15: Mean Percentage of Other Subtype Children by Type of Setting - 1976 to 1980

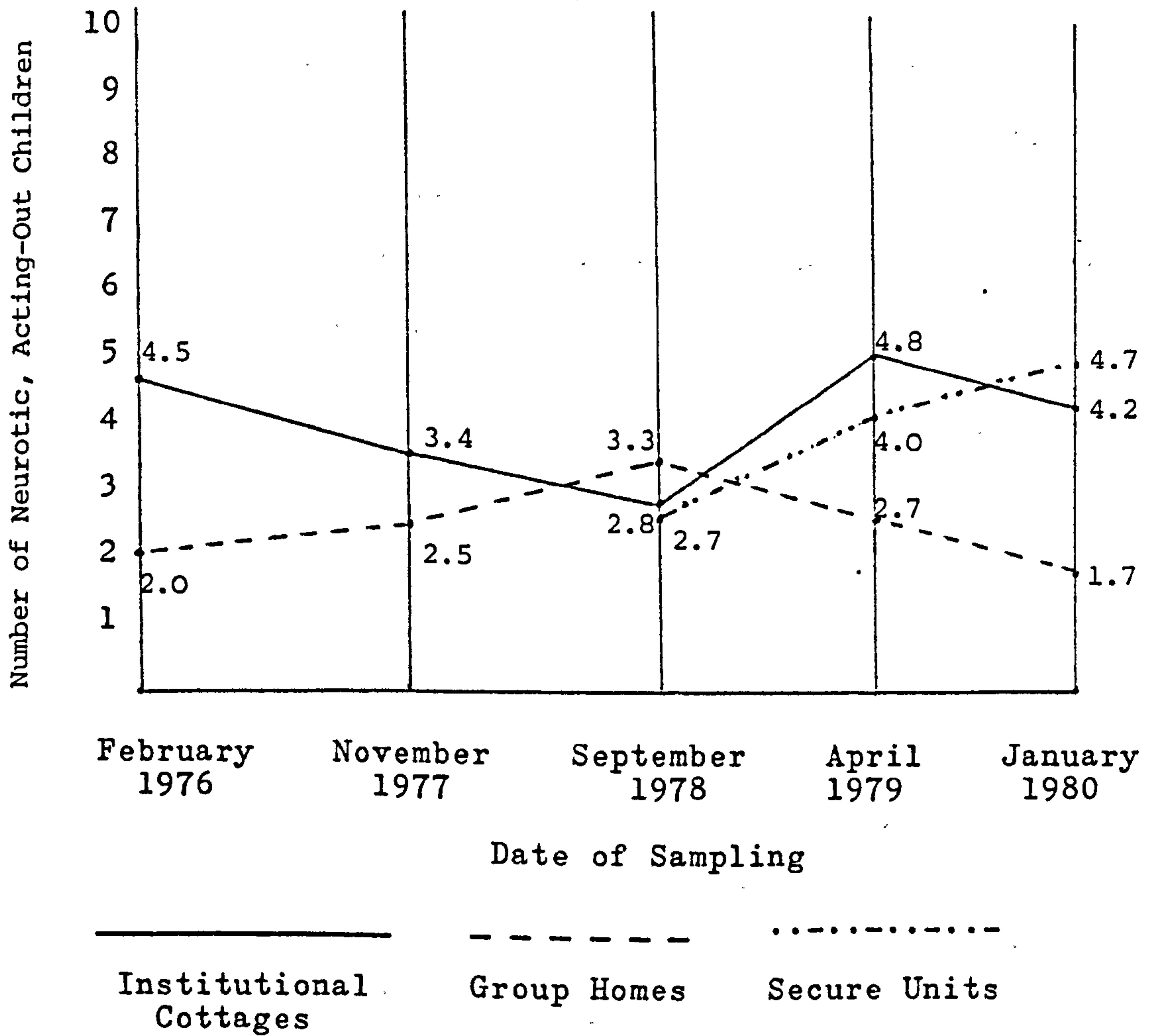


The percentage of Other Subtype children increased slightly in 1979 amongst resident groups found in secure units and group homes. This trend was not sustained for group homes in 1980. On the whole, Other Subtype children who were referred to the

agency tended to be placed in secure units more frequently than in institutional cottages or group homes. This further highlights the extent to which resident groups in secure units contained a more diverse mixture of children in terms of both interpersonal maturity and behavioural subtype, as well as requiring high structure through reference to lower conceptual level assessments.

Two important sub-groupings are contained within the Conflicted Subtype grouping, and these are worthy of separate consideration. The first sub-grouping - Neurotic, Acting-out children - can be said to externalise their conflict, while the second sub-grouping - Neurotic, Anxious children - are more inwardly conflicted. The former present as being more socially outgoing while the latter present as being in emotional conflict. When focusing attention on the number of Neurotic, Acting-Out children in group care programmes, a fairly distinctive placement trend was illuminated. More of the Neurotic, Acting-Out children were placed in institutional cottages or secure units, as illustrated in Table 11.16. 1978 highlighted the only deviation from this trend, when the largest number of Neurotic, Acting-Out children were found in the group homes. Earlier (p. 264) it was shown how these 'self-other oriented' children are thought to respond to underlying guilt by attempting to 'out-run' or avoid conscious anxiety and condemnation of self. As such, their acting-out behaviour is said to be a dominant feature of relationships with others in the daily routines of group care.

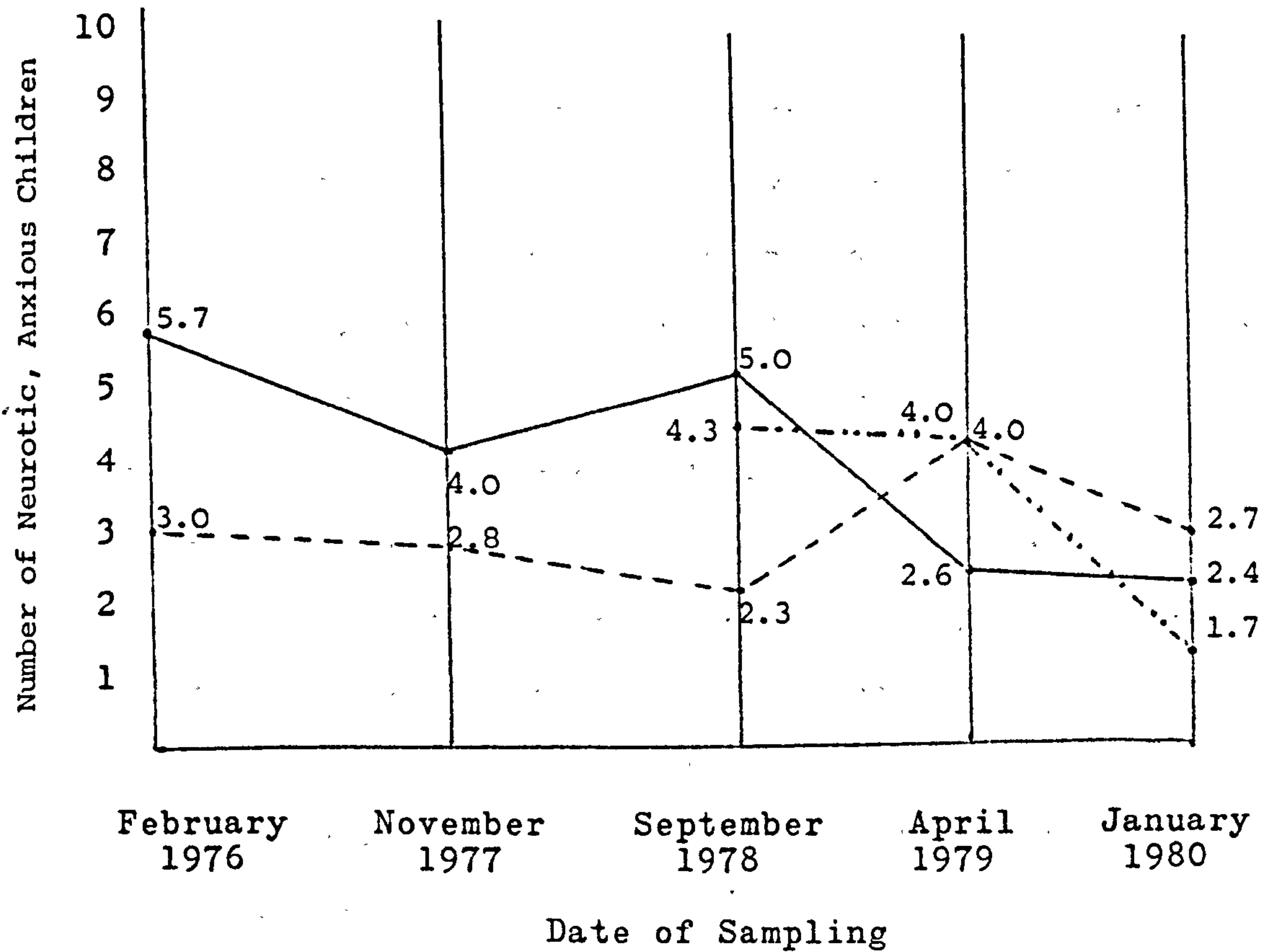
Table 11.16: Mean Number of Neurotic, Acting-Out Subtype Children by Type of Setting - 1976 to 1980



Instead of acting-out conflict, Neurotic, Anxious children respond to feelings of inadequacy and guilt with symptoms of emotional disturbance/ and may act out conflicts. This subtype of children was also examined in relation to different group care programmes sponsored by the agency. Table 11.17 highlights the general trend in placements of Neurotic, Anxious children between 1976 and 1980. The overall trend was towards a reduction in the number of Neurotic, Anxious children in all programmes over the 5-year period, with institutional cottages tending to have more

of these children before 1979 and group homes having more from 1979 onwards. The reduced number of Neurotic, Anxious children throughout all programmes in 1980 poses an interesting question about whether this trend was to continue into the early 1980s. If so, then it may be that services other than those produced by Shawbridge Youth Centres were being used for these more emotionally disturbed children.

Table 11.17: Mean Number of Neurotic, Anxious Subtype Children by Type of Setting - 1979 to 1980



— Institutional Cottages

- - - - - Group Homes

..... Secure Units

To summarise again, it has been possible to identify several trends in the placement of children in group care programmes sponsored by Shawbridge Youth Centres between 1976 and 1980. It has already been shown that this study corresponded with a period during which substantive change occurred in the organisation and social policy environment of Quebec. A major trend was found in the fluctuating population of children, with increasing population between 1976 and 1979, then decreasing to pre-1977 figures thereafter. Given the implementation of Quebec's Youth Protection Act, in January 1979, one can see how the social policy of 'least interference' may have influenced placements at Shawbridge. In relation to age of children at placement, the trend was towards the placement of older children, and the oldest children being placed in group homes. The age range, from oldest to youngest children in resident groups, was nearly halved between 1976 and 1980.

In terms of Conceptual Level assessments, the placement trend showed a high proportion of low CL - Stage A and Stage AB - children, those who are generally regarded as requiring higher structure and greater consistency of handling than higher CL children. Decisions about the placement of children in different types of group care programme were significantly influenced by Conceptual Level assessments, with lower CL children tending to be placed in the more structured settings. The placement trend in relation to Interpersonal Maturity assessments showed that increasing proportions of I-Level 4 children were being placed in the agency between 1976 and 1980.

This suggests that resident groups were becoming older and more sophisticated. Through reference to the Behavioural Subtype assessments, it was shown that resident groups also became more diverse in their styles of interpersonal behaviour. Over the 5 years, the placement trends highlighted a reduction in the number of conforming children, and an increase in the number of power-oriented and acting-out children. One might speculate that given these trends, it would follow that offence records of children placed at Shawbridge during this period showed a trend of increasing delinquency, and increasingly serious delinquency. Such a conclusion is, however, unsupported by the empirical findings of this study. It remains a forecast, based on deductive reasoning, clinical judgment and occasional field notes of where Shawbridge staff and managers had discussed offence records.

Group Care Teams at Shawbridge Youth Centres - 1977 to 1980

A question posed in the foregoing discussion concerns the extent to which different children, and different groups of children influenced quality of working life and patterns of team functioning amongst their caregivers. In addressing this question, attention is directed towards developing a socio-demographic profile and summarising the quality of working life assessments carried out with the 11 group care teams working with children at Shawbridge Youth Centres in the late 1970s. Both the University of Montreal and the McGill University studies provided an initial profile of staff teams working with

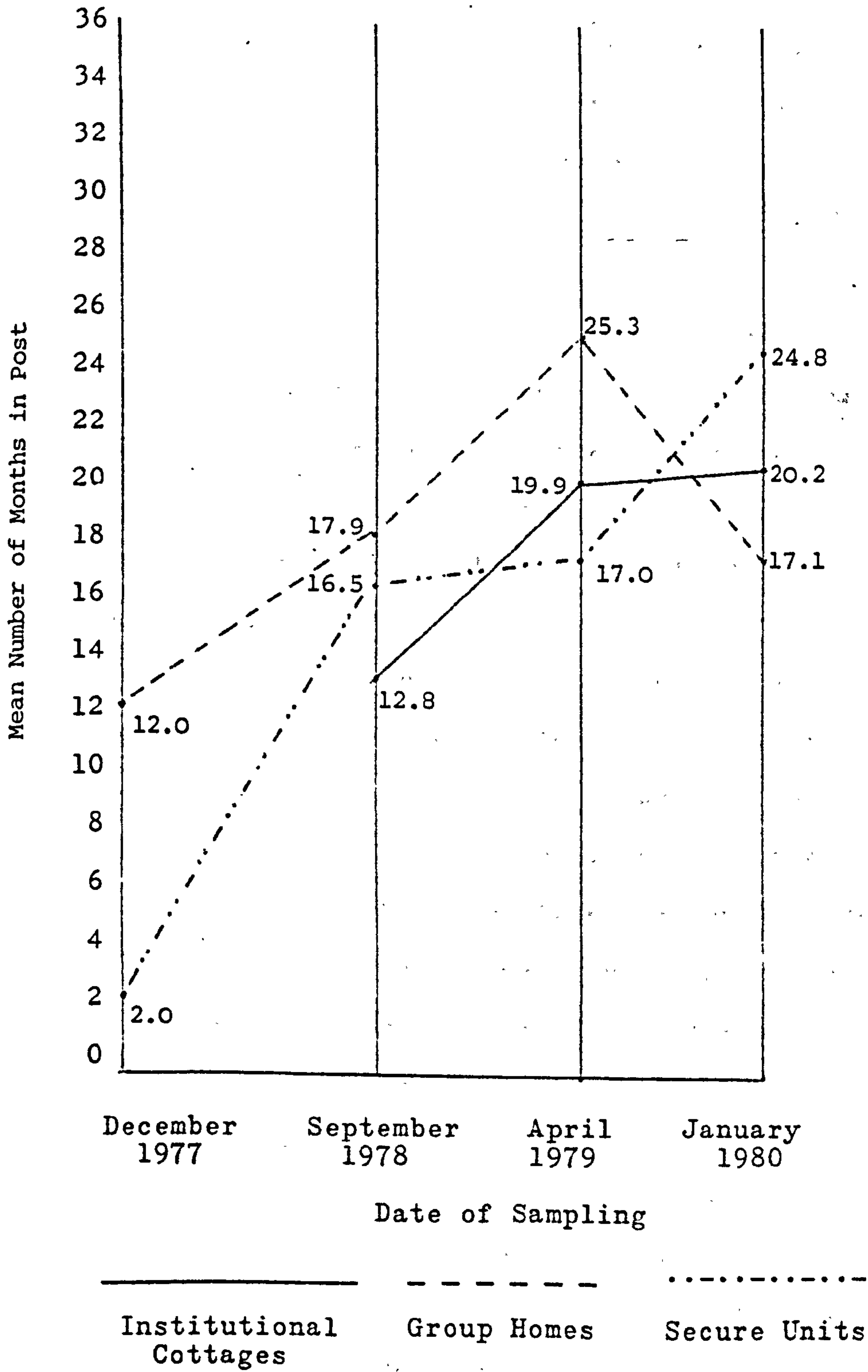
children between 1975 and 1978. Our own involvement in the agency between 1977 and 1980 included 33 team assessments: 8 in secure units, 13 in institutional cottages and 12 in group homes. Table 11.18 provides a record of team involvement by type of setting and year. It can be seen how group home teams were the only teams to be involved in the project on 4 separate occasions. Staff teams from the institutional cottages did not participate until 1978, and of these teams, 1 team participated only once in 1980. Secure unit teams participated fully in 1978 and 1980, while 2 of the 3 secure unit teams participated separately in 1977 and 1979.

Table 11.18: Number of Group Care Teams in Sample by Type of Setting and Year

	<u>December 1977</u>	<u>September 1978</u>	<u>April 1979</u>	<u>January 1980</u>	<u>Agency Total</u>
Secure Units	1	3	1	3	8
Institutional Cottages	missing	4	4	5	13
Group Homes	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>12</u>
Agency Total	4	10	8	11	33

Table 11.19 illustrates the mean length of time in post for Shawbridge teams offering group care services at the end of the 1970s. The trend was towards teams that had a longer continuity of membership, with an overall average of roughly 18-24 months. On average, group home teams tended to longer continuity of membership than teams working in other settings.

Table 11.19: Mean Length of Time in Post by Type of Setting and Year



However, this pattern changed after April 1979. When one is reminded of the organisational turbulence which surrounded the institutional programmes in 1977-78, with the opening of girls' units and secure units, this cycle of development can be seen in the length of time that team members had worked together. Major change in the community programmes resulted from January 1979 onwards, when the Youth Protection Act changed the 'ground rules' for child care practice in Quebec. Thus, at a time when staff turnover was being reduced in the institutional programmes, turnover increased in the community programmes. In January 1980, continuity of membership in teams was longest in secure unit teams, followed by institutional cottages and then group homes.

Initial details of the socio-demographic profile on Shawbridge teams are provided in Table 11.20, showing mean age, ratio of women to men in the teams and educational qualifications. The average age of all teams was roughly 30-32 years. Group home teams had older members, while secure unit teams were on average the youngest. More women were found to be working in group homes than in other settings, but teams were essentially male dominated, with at least 6 out of 10 men in each team. Secure unit teams were the largest teams, with 10 to 12 members. Group home teams tended to be 7 or 8 workers spread between two homes, while institutional cottage teams tended to have 8 or 9 workers covering a single unit. The only exception to the male-dominant teams was found amongst the group homes in January 1980, when roughly 2/3 of team members were women.

Table 11.20: Mean Age, Percentage of Women and Educational Qualifications of Teams by Type of Setting and Year

	<u>December 1977</u>	<u>September 1978</u>	<u>April 1979</u>	<u>January 1980</u>
<u>Mean Age of Team Members:</u>				
Secure Units	28.6	27.2	28.4	29.7
Inst. Cottages	missing	30.7	33.0	31.4
Group Homes	32.2	32.5	33.6	36.1

<u>Percentage of Women Members:</u>				
Secure Units	30.0	35.6	44.4	30.9
Inst. Cottages	missing	35.1	32.7	23.8
Group Homes	36.7	40.2	33.3	62.5

<u>Percentage of Members with Degrees or Professional Qualifications:</u>				
Secure Units	80.0	59.7	55.6	59.3
Inst. Cottages	missing	51.8	51.4	46.9
Group Homes	60.0	43.9	43.3	47.2

<u>Percentage of Unqualified Members in the Team:</u>				
Secure Units	20.0	19.4	33.3	13.5
Inst. Cottages	missing	15.5	17.4	17.6
Secure Units	33.3	23.3	28.2	40.3

In terms of educational qualifications, it can be seen how roughly 60 percent of team members in secure units held college degrees or professional qualifications. Half of the workers in institutional cottages held formal qualifications, compared with 2/5 of staff in group home teams. Between 1/8 and 3/8 of team members across all types of programme held nothing beyond secondary school qualifications, with the highest proportion of these being in group homes.

The distribution of never-married workers and the distribution of those who had parental roles with their own children outside work is illustrated in Table 11.21, providing comparisons for type of setting and year. Roughly 1 in 3 workers in secure unit teams were single and less than 1 in 4 had children of their own. This pattern contrasted sharply with that found in group homes, where fewer than 1 in 5 team members were single and half of the workers had children of their own. In September 1978, almost half of the workers in institutional cottages were single, but this number dropped substantially thereafter. Recruitment at Shawbridge seems to have favoured younger, single workers who were inexperienced in parental roles with children of their own outside work. This recruitment trend began to shift after 1978 in favour of older workers who were more strongly attached to a family and home life outside work.

Table 11.21: Percentage of Never-Married Team Members and Members with Children of their Own

	<u>December</u> <u>1977</u>	<u>September</u> <u>1978</u>	<u>April</u> <u>1979</u>	<u>January</u> <u>1980</u>
<u>Percentage of Never-Married Members:</u>				
Secure Units	40.0	31.9	33.3	33.2
Inst. Cottages	missing	46.1	27.8	29.9
Group Homes	21.7	19.6	09.3	16.7

<u>Percentage of Members with Children of Their Own:</u>				
Secure Units	10.0	12.0	22.2	26.2
Inst. Cottages	missing	31.0	39.8	35.9
Group Homes	30.8	47.6	50.9	55.6

Table 11.22 highlights the extent to which workers at Shawbridge held membership in a professional association or trade union. Staff in secure unit and institutional cottage teams were more likely to be members of a professional association, with roughly 1 in 4 workers holding membership compared with 1 in 6 group home workers. Looked at overall, the clear trend was towards not being involved in the activities of a professional association. The agency had always been, and continued to be a non-union employer through the end of the 1970s. Fewer than 1 in 10 workers overall held trade union membership. Such members as there were tended to be found in the secure units and institutional cottages where unionised teachers worked in close liaison with group care programmes. Union organising activity, such as it was in late 1979, did not seem to have achieved much when all group care programmes were assessed in January 1980.

Table 11.22: Percentage of Workers with Membership in a Professional Association or Trade Union by Type of Setting and Year

	<u>December 1977</u>	<u>September 1978</u>	<u>April 1979</u>	<u>January 1980</u>
<u>Percentage with Membership in a Professional Association:</u>				
Secure Units	20.0	32.4	22.2	19.5
Inst. Cottages	missing	39.1	20.7	26.4
Group Homes	06.7	15.9	17.1	12.5

<u>Percentage with Membership in a Trade Union:</u>				
Secure Units	10.0	07.9	11.1	09.4
Inst. Cottages	missing	13.3	06.7	06.7
Group Homes	00.0	08.5	05.6	02.8

The type of housing arrangement established by workers is identified in Table 11.23, showing comparisons for teams in different settings and years. Few of the Shawbridge staff were living in accommodation that was tied to their work, or were living in for periods of any week. Of these few workers who did live in tied accommodation, the majority were working in group homes.

Table 11.23: Type of Housing Arrangement Established by Workers by Type of Setting and Year

	<u>December 1977</u>	<u>September 1978</u>	<u>April 1979</u>	<u>January 1980</u>
<u>Percentage in Tied Accommodation:</u>				
Secure Units	00.0	04.2	00.0	03.7
Inst. Cottages	missing	00.0	00.0	02.5
Group Homes	30.0	07.4	18.5	25.0

<u>Percentage Living with Parents:</u>				
Secure Units	00.0	08.3	22.2	09.4
Inst. Cottages	missing	07.0	00.0	00.0
Group Homes	03.3	03.7	00.0	08.3

<u>Percentage in Rented Accommodation:</u>				
Secure Units	90.0	67.1	55.6	70.4
Inst. Cottages	missing	55.2	53.5	68.0
Group Homes	40.0	56.1	44.5	52.8

<u>Percentage of Home Owners:</u>				
Secure Units	10.0	20.4	22.2	16.5
Inst. Cottages	missing	37.9	39.4	29.5
Group Homes	26.7	32.8	37.0	13.9

Staff living in their parental home varied over the period of study from a low of 0 in all types of programme in some years, to a high of 20 percent in a secure unit team in 1979.

Roughly half, or more workers in any team lived in rented accommodation outside work. Secure unit teams had a higher proportion of workers living in rented accommodation. Teams in institutional cottages and group homes tended to have a higher proportion of home owners, with roughly 1 in 3 workers living in their own homes.

In summarising the socio-demographic profile for group care teams at Shawbridge during the late 1970s, it could be said that secure unit teams tended to be comprised of younger, more highly qualified males, who were unmarried and without children of their own, living in rented accommodation. Secure unit teams tended to have more involvement in professional associations than other programme teams. By contrast, group home teams tended to be comprised of older, married men and women who were married, or had been, and had children of their own. Group home teams tended to be less qualified in the formal sense; to be less involved in the activities of a professional association; and tended to have a more varied involvement in community life outside work, as indicated by home ownership and parental or grandparental responsibilities. Teams in institutional cottages tended to be more varied, but could be located somewhere between the extremes found in secure units and group homes.

In turning attention to the quality of working life assessments carried out with Shawbridge teams over the same period, it is possible to illuminate further similarities and differences between the different types of programme.

Table 11.24 illustrates the level of reported life changes in the past year and anticipated in the next year, using the checklist responses on the Schedule of Recent and Anticipated Experiences that was administered to every worker.

Table 11.24: Mean Life Changes Score for Past and Future by Type of Setting and Year

	<u>December 1977</u>	<u>September 1978</u>	<u>April 1979</u>	<u>January 1980</u>
<u>Life Changes Score for the Past 12 Months:</u>				
Secure Units	286.7	195.6	144.2	206.7
Inst. Cottages	missing	188.7	150.5	205.9
Group Homes	200.2	131.8	124.2	156.5

<u>Score for Life Changes Anticipated in the Next 12 Months:</u>				
Secure Units	149.8	176.1	130.7	226.7
Inst. Cottages	missing	154.4	108.8	121.5
Group Homes	147.3	124.1	141.3	157.7

The trend for life changes in work and personal circumstances followed a decreasing pattern for all types of setting between 1977 and 1979, and then an increase in 1980. Group home teams tended to report fewer life changes in the past 12 months when compared with the other teams. Fewer life changes were anticipated in the future 12 months for all teams when compared with changes reported in the preceding 12 months. Secure unit teams were anticipating changes in work and personal life beyond January 1980. Given the health risk indicators identified earlier (p. 209), it could be forecasted that sick leave would be lower in group homes than in institutional

cottages and secure units throughout the period of study. Unfortunately, information on sick leave was not available for comparative analysis. No significant differences were found between teams when comparing life changes reported in the past 12 months. However, a weak relationship was illuminated between life changes anticipated in the next year and teams working in the more restricted programmes (Cramer's V Correlation/.34361/Contingency Coefficient .32497). Anticipation of changes would seem to have been a way for workers to manage the pressures of work in the more restricted settings.

Comparisons between different types of programme highlighted a distinctive pattern of variation for quality of working life satisfactions reported by team members, as shown in Table 11.25. Teams working in the more restricted settings tended to report significantly less (.0426) Work Life satisfactions as compared with teams working in the less restricted settings (Cramer's V Correlation .43729/Contingency Coefficient .40066). Group home teams tended to report more satisfactions in the Financial and Social Life areas but not significantly so. In relation to Home/Family Life area, teams working in the more restricted settings reported significantly less (.0408) satisfaction than teams working in the less restricted settings (Cramer's V Correlation .44034/Contingency Coefficient .40300). In spite of these differences between settings, Home/Family Life satisfactions remained a major source of support for all teams, followed by Social Life and Work Life satisfactions. The lowest level of satisfaction was reported in relation to the

Table 11.25: Quality of Working Life Satisfaction by Area, Type of Setting and Year

<u>Area of Satisfaction</u>	<u>December 1977</u>	<u>September 1978</u>	<u>April 1979</u>	<u>January 1980</u>
<u>Work Life:</u>				
Secure Units	16.4	16.9	16.9	16.9
Inst. Cottages	missing	18.4	17.8	17.5
Group Homes	16.1	17.5	17.1	17.5

<u>Finances:</u>				
Secure Units	10.2	11.7	06.0	12.1
Inst. Cottages	missing	16.0	14.7	12.2
Group Homes	14.5	14.6	13.1	11.8

<u>Social Life:</u>				
Secure Units	17.0	16.7	14.9	15.0
Inst. Cottages	missing	17.2	16.2	17.4
Group Homes	17.1	17.7	16.7	17.0

<u>Home/Family Life:</u>				
Secure Units	18.0	17.2	17.7	17.9
Inst. Cottages	missing	18.6	19.3	18.8
Group Homes	18.2	19.0	18.7	17.8

<u>Personal Contract:</u>				
Secure Units	11.0	12.4	12.2	15.1
Inst. Cottages	missing	15.1	13.5	15.2
Group Homes	14.4	15.4	13.5	15.4

Financial area, this in spite of the comparatively high salaries which group care staff were paid by the agency. Satisfaction in the Personal Contract area increased between 1977 and 1978, then decreased following implementation of the Youth Protection Act in 1979, before improving again one year after the Act came into force. The most sustained improvement in Personal Contract satisfactions was reported by secure unit teams, a positive

trend for new programmes that had been established later than the two other types of programme. Higher Contractual satisfactions were reported in all teams in 1980.

Table 11.26 highlights comparisons between teams in different types of programme while controlling for quality of working life frustrations and year.

Table 11.26: Quality of Working Life Frustrations by Area, Type of Setting and Year

<u>Area of Frustration</u>	<u>December 1977</u>	<u>September 1978</u>	<u>April 1979</u>	<u>January 1980</u>
<u>Activity/Fatigue:</u>				
Secure Units	05.8	07.2	08.9	05.3
Inst. Cottages	missing	04.9	03.7	04.2
Group Homes	05.2	02.7	05.1	03.4

<u>Health/Somatic Complaints:</u>				
Secure Units	04.2	06.8	07.8	06.5
Inst. Cottages	missing	04.2	03.8	04.5
Group Homes	04.1	02.7	05.1	04.3

<u>Influences/Persecution:</u>				
Secure Units	06.0	06.0	07.3	05.5
Inst. Cottages	missing	04.0	03.6	04.0
Group Home	06.2	03.8	04.1	03.8

<u>Moods/Insecurity:</u>				
Secure Units	08.6	05.7	06.7	06.3
Inst. Cottages	missing	03.4	02.9	02.9
Group Homes	04.0	02.3	04.5	03.0

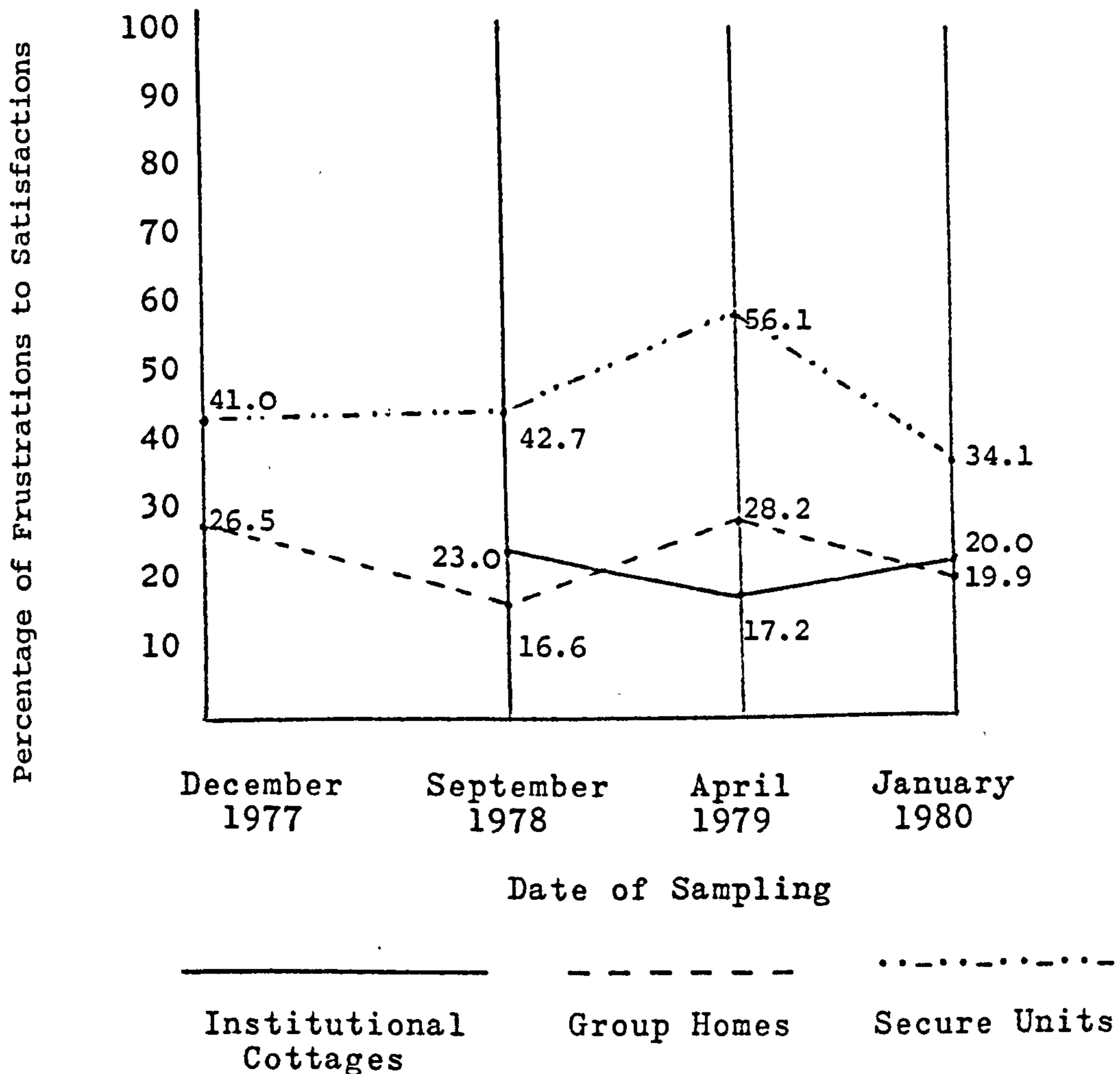
<u>Habits/Escape Routes:</u>				
Secure Units	06.8	06.2	05.8	05.2
Inst. Cottages	missing	03.8	02.6	03.2
Group Homes	04.1	03.4	04.5	03.9

The most significant difference (.0162) between teams was found in relation to reported frustration in the Habits or Escape Routes area (Cramer's V Correlation .49989/Contingency Coefficient .44714). Significant differences (.0345) were also illuminated in relation to reported frustration in the Influences or Persecution area (Cramer's V Correlation 0.45167/Contingency Coefficient .41163). In each of these cases, teams working in the more restricted settings tended to report higher frustration. This pattern was also evident, but less strongly, in relation to reported frustration in the Moods or Insecurity area (Cramer's V Correlation .38771/Contingency Coefficient .36149). The trend in relation to reported frustrations in the Health and Fatigue areas followed the same, although weak pattern of lower frustration in the less restricted settings and higher frustration in the more restricted settings.

The ratio of reported frustrations to satisfactions overall is illustrated in Table 11.27, highlighting comparisons between teams in different types of programme and year. One can quickly see that when compared with other teams, the secure unit teams had a higher ratio of reported frustrations to satisfactions throughout the period of study. One can also see how 1980 was the only sampling point at which a definite reduction in the ratio of frustrations to satisfactions was reported by secure unit teams. 1979 saw an increase in the ratio of frustrations to satisfactions amongst group home teams, while teams working in institutional cottages showed a decreasing ratio. While differences between settings were not significant,

there was nevertheless a weak statistical correlation to support the conclusion that teams working in the more restricted settings had a higher ratio of reported frustrations to satisfactions (Cramer's V Correlation .35802/Contingency Coefficient .22707).

Table 11.27: Mean Ratio of Frustrations to Satisfactions in Quality of Working Life Assessments for Teams by Type of Setting and Year



Evaluations which workers made concerning outlook on life are summarised in Table 11.28, highlighting comparisons between teams in different settings and year.

Table 11.28: Outlook on Life by Aspect, Type of Setting and Year

<u>Outlook on Life Aspects</u>	<u>December 1977</u>	<u>September 1978</u>	<u>April 1979</u>	<u>January 1980</u>
<u>Achieved Ambitions:</u>				
Secure Units	11.0	10.7	09.0	10.4
Inst. Cottages	missing	11.6	12.2	11.0
Group Homes	11.3	11.7	13.6	12.5

<u>Hope for the Future:</u>				
Secure Units	13.8	16.7	16.1	17.3
Inst. Cottages	missing	18.0	17.4	17.3
Group Homes	17.5	17.7	18.0	17.2

<u>Life has Meaning:</u>				
Secure Units	16.2	17.2	17.7	17.7
Inst. Cottages	missing	17.6	17.8	16.8
Group Homes	18.5	17.2	18.4	17.6

<u>Opportunity for Self-Expression:</u>				
Secure Units	14.7	15.7	14.8	14.9
Inst. Cottages	missing	15.8	16.0	15.1
Group Homes	16.5	15.5	16.1	16.4

<u>Past Struggles Worthwhile:</u>				
Secure Units	17.1	18.3	18.0	18.0
Inst. Cottages	missing	18.4	18.8	18.2
Group Homes	18.9	18.4	18.5	17.9

Virtually no differences were found between teams in relation to the high value associated with Meaning in Life and the Worth of Past Struggles. Weak relationships were illuminated whereby teams working in less restricted settings reported higher Achieved Ambitions (Cramer's V Correlation .32018/Contingency Coefficient .30493), and more Opportunity for Self Expression (Cramer's V Correlation .30142/Contingency

Coefficient .28859). The only significant difference (.0583) in outlook highlighted between teams was found in relation to Hope for the Future (Cramer's V Correlation .41504/Contingency Coefficient .38333). On the whole, teams working in the less restricted settings tended to be more hopeful.

Finally, comparisons were made in relation to both dimensions of team functioning, since these have been of central concern throughout the analysis. Table 11.29 highlights comparisons between teams by setting and year while controlling for the Accommodative-Assimilative Dimension in team functioning assessments.

Table 11.29: Accommodative-Assimilative Dimension of Team Functioning by Type of Setting and Year

	1977		1978		1979		1980	
	<u>Accom</u>	<u>Assim</u>	<u>Accom</u>	<u>Assim</u>	<u>Accom</u>	<u>Assim</u>	<u>Accom</u>	<u>Assim</u>
Secure Units	-	1	-	3	-	1	-	3
Inst. Cottages	missing		1	3	1	3	1	4
Group Homes	3	-	3	-	3	-	3	-

Teams were highly differentiated (.0000) on this dimension, with teams in the less restricted settings tending towards an Accommodative style of adaptation and teams in the more restricted settings tending towards an Assimilative style (Cramer's V Correlation .84732/Contingency Coefficient .64646). Table 11.30 shows the distribution of teams in relation to the Maladaptive-Adaptive Dimension in team functioning assessments, highlighting comparisons between type of setting and year.

Table 11.30: Maladaptive-Adaptive Dimension of Team Functioning by Type of Setting and Year

	1977		1978		1979		1980	
	<u>Malad</u>	<u>Adapt</u>	<u>Malad</u>	<u>Adapt</u>	<u>Malad</u>	<u>Adapt</u>	<u>Malad</u>	<u>Adapt</u>
Secure Units	1	-	3	-	1	-	2	1
Inst. Cottages	missing		3	1	3	1	1	4
Group Homes	1	2	-	3	1	2	1	2

A less significant pattern (.0229) was illuminated amongst teams in relation to this dimension of team functioning, with teams working in the more restricted settings tending towards a Maladaptive pattern (Cramer's V Correlation .47843/Contingency Coefficient .43158). Team functioning in the group homes tended to be characterised by inhibition, superficiality and goal seeking. Team functioning amongst secure unit programmes tended to be characterised by segmentation and ends-means conflict. Teams in institutional cottages tended to present more highly differentiated patterns of functioning, with at least one highly Maladaptive team assessed in each year. In 1980, team functioning amongst the majority of institutional cottage programmes was assessed as being Adaptive for the first time.

Overall, important differences were illuminated in relation to quality of working life and team functioning assessments when comparing teams in the different programmes sponsored by Shawbridge Youth Centres in the late 1970s. Teams working in the more restricted settings tended to report more frustration, less satisfaction and less hope for the future as compared with teams working in the less restricted settings. These findings

pose the strategic question of how teams working in the most highly specialised settings can be enabled to manage the frustrations that are to be expected in a turbulent and demanding group care programme. The Assimilative style of adaptation would suggest that external support was especially critical if teams were to develop and sustain service production, given the increased insecurity, perceived persecution and escapism that might be evident. Such external support would seem to have been slightly less critical amongst teams where the pattern of functioning indicated an Accommodative style of adaptation. In these teams, a fairly directive and supportive management approach would seem to have been indicated, to insure that careful oversight could be maintained and teams could be supported during periods when the population was changing or during other crises. Disillusionment was more evident as a potential problem amongst teams working in the more restricted and more specialised programmes.

When one takes account of both the socio-demographic profiles and the quality of working life reported by workers, the team functioning assessments tended to indicate that predominantly younger, single workers with higher educational qualifications were less well suited to work with children in the more specialised and restricted group care settings. Older teams, with a wider age range, seemed indicated irrespective of educational qualifications. Having thus established a team functioning profile for group care programmes at Shawbridge during the late 1970s, attention can now focus on the extent to

which child placement policies might have had a bearing on service production capability in the agency.

Resident Group Influences on Team Functioning - 1978 to 1980

The median statistics for all group care programmes, involving both resident group and team functioning profiles, were next used to carry out a Chi-Square analysis of human resource inputs that were influential in service production at Shawbridge. In this way, it was possible to measure the statistical relationship that existed between children and staff in the enacted environments supplying group care services for Anglophone delinquent children in Quebec during the late 1970s. Because of limitations in the data, the resultant findings should be treated as descriptive and the temptation should be resisted against drawing broad conclusions. One can conclude that an important new area of longitudinal and comparative research has been identified. The expectation that group care programmes will sustain a level of service production that is 'good enough' by contemporary standards may demand this type of evaluation.

The initial finding in the Shawbridge analysis indicated that a broader Outlook on Life was reported by teams working in programmes where the resident groups had more heterogeneous age groupings, compared with teams working with more homogenous age groupings (Chi-Square Correlation 4.81052/Significance .0283/Phi Correlation .48448/Contingency Coefficient .43601).

This finding might suggest that some diversity in age may be a beneficial influence in the production of group care services. This diversity theme is consistent with that identified earlier, in which there was strong indication to suggest that greater diversity in the age of team members might result in enhanced service production capability for the team as a whole. Hope for the future and opportunity for self expression would seem to be enhanced when there are fewer of the same sort of people in the environment. One might speculate that as there is less rivalry around in interpersonal relations, so it is easier to find one's own place in the setting, and hence make better use of the service.

A second set of findings were illuminated in relation to the Conceptual Level (CL) assessments on children placed at Shawbridge. Teams working in programmes with lower CL children tended to present an Assimilative pattern of functioning (Chi-Square Correlation 6.17384/Significance .0130/Phi Correlation .53146/Contingency Coefficient .46930). This pattern was further confirmed through reference to placement of higher CL, Stage BC children in the Shawbridge programmes. In centres with fewer Stage BC children, service production teams tended to present an Assimilative pattern of functioning (Chi-Square Correlation 10.49270/Significance .0012/Phi Correlation .67157/Contingency Coefficient .55751). Such findings may suggest that children who require more structure are more demanding on staff, both physically and emotionally. Without support, ends-means conflict and factionalism may gain prominence in teams

working with lower CL children. Alternatively, one could speculate that the lower CL children at Shawbridge were placed in units where patterns of team functioning were more depth-oriented and potentially conflicted. If this were the case, then the assessment of children's resources and the allocation of staffing resources were probably mis-matched.

One other significant finding was made in relation to the Conceptual Level assessments of children and the functioning of group care teams at Shawbridge. In programmes with a higher proportion of lower CL, Stage AB children, Shawbridge teams reported more quality of working life satisfactions in the Social Life area (Chi-Square 11.49216/Significance .0007/Phi Correlation .65315/Contingency Coefficient .54684). No immediately obvious explanation is available to help account for this finding. One might speculate in theoretical terms about whether children developing conceptually from Stage A to Stage B must test out and consolidate learning in relation to the 'ground rules' of self-other relations. In the relationships these children have with staff, it may be that they present as being more sociable, and hence give more in relationships. If this explanation were given substance, then the planned use of social activities and socialisation experiences would be highly indicated in group care work with Stage AB and lower Stage B children.

Reference to the Interpersonal Maturity Level of children provided a third set of findings concerning patterns of team functioning in the Shawbridge programmes. Programmes with more

I-Level 3 children were found to be interacting with teams which reported higher quality of working life satisfactions (Chi-Square 3.90825/Significance .0480/Phi Correlation .43856/Contingency Coefficient .40163). The same teams were found to have reported less quality of working life frustrations in the Influences/Persecution area (Chi-Square 5.09660/Significance .0240/Phi Correlation .45388/Contingency Coefficient .41330). Teams working in programmes with fewer I-Level 3 children tended to report more frustrations in the Health/Somatic Complaints area (Chi-Square Correlation 3.99259/Significance .0457/Phi Correlation .40988/Contingency Coefficient .37926). These findings tend to confirm the differential treatment hypothesis that I-Level 3 children introduce an interpersonal maturity into relationships which is qualitatively different from that introduced by I-Level 4 children. The 'other-oriented' children would seem to be more immediately satisfying and provoke fewer frustrations, especially in the Persecution area.

When separating the Power-Oriented Subtypes out of the I-Level 3 grouping, confirmation was further obtained for conclusions drawn earlier about I-Level 3 children being more immediately engaging and less conflicted in their dealings with staff. In programmes with more Conforming Subtype children in placement, the staff teams reported more quality of working life satisfactions overall (Chi-Square Correlation 5.24850/Significance .0220/Phi Correlation .49757/Contingency Coefficient .44547). The same pattern was evident in relation to reported frustrations in the Influences/Persecution area (Chi-Square

Correlation 8.74439/Significance .0031/Phi Correlation .57565/Contingency Coefficient .49889). By contrast, teams working in programmes with fewer Conforming Subtype children tended to report more frustrations in the Health/Somatic Complaints area (Chi-Square Correlation 7.34952/Significance .0067/Phi Correlation .53397/Contingency Coefficient .49889). Overall, one could conclude that the Conforming Subtype children had the least debilitating effect on service production capability in Shawbridge programmes, out of all the interpersonal maturity subtypes assessed.

Summary

It has been shown how the enacted environment between children and staff in a group care programme is likely to vary from year to year, depending on placement policies, the degree of structure of settings and type of children referred for services. Child placement trends in Quebec during the late 1970s resulted in the placement of older, more complex and acting-out children at Shawbridge Youth Centres. Quality of working life was found to be lower in the more restricted and highly specialised programmes, while patterns of team functioning tended to be Maladaptive and Assimilative in style. In short, teams working in the more restricted programmes tended to be the most 'at risk' in terms of factionalism and ends-means conflict. In the Shawbridge programmes, lower Conceptual Level children were found to prompt an Assimilative style of adaptation. Stage AB children were influential in relation

to satisfactions reported by staff in the Social Life area. I-Level 3 children, and especially those of the Conforming subtype, were found to influence the level of quality of working life satisfactions reported by teams. Conforming subtype children were also influential in relation to reported frustrations in the Influences/Persecution and Health/Somatic Complaints areas. Given the Shawbridge findings, one might argue that the optimal combination of individuals recruited and placed in a group care programme requires that diversity is maintained in terms of age and maturity amongst both staff and residents. Recruitment or placement decisions that are based on a photofit portrait of the average staff member or resident are simply not supported by the Shawbridge findings. Finally, there is clear indication of the need for continued longitudinal research. To the extent that comparative evaluations can be maintained, then contextual influences on service production can be monitored, managed and support made available to staff more effectively. In this way, the guarantee of 'good enough' services may become more fully realised in group care work with children.

CHAPTER XII

CONCLUSION: A STRATEGY FOR 'GOOD ENOUGH' GROUP CARE

Introduction

In concluding this enquiry into the functioning of group care teams and their work with children, it will be helpful to summarize the major points addressed thus far. Through asking the question 'Who Cares for the Caregivers?', a grounded theory of enquiry (Glaser and Strauss, 1967) was adopted to explore what is a central concern in any evaluation of whether 'good enough' services are produced for children.¹ This research question was first analysed from an historical and comparative perspective and in so doing, it was possible to outline the perimeter of a distinctive field of study which we referred to elsewhere as group care (Ainsworth and Fulcher, 1981). Twelve structural features were identified as characteristic of service design in the group care field; then the principal patterns of service - institutional care, residential group living and day support services - were identified in a social policy ideal, referred to as a continuum of care. The occupational focus of group care

¹Winnicott (1960) was one of the first child welfare advocates to use the evaluative notion of 'good enough' when calling for 'care for the caregivers'. Winnicott asserted, "that mothers who have it in them to provide good enough care can be enabled to do better by being cared for themselves in a way that acknowledges the essential nature of their task" (CCETSW, 1978: i).

was next analysed, to establish the theoretical relationship between quality of working life for personnel and the production of welfare services for children and families. The research paradigms developed by Davies and Knapp (1981) and Bronfenbrenner (1979) were amended to include research variables associated with team functioning and staff experiences of life outside work, thus allowing these variables to be evaluated as contextual influences on service production in group care. Eight of Bronfenbrenner's (1979) research hypotheses were reformulated for use in this study. Thirdly, certain assumptions were evaluated with respect to teamwork in the practice domain of group care, to establish the theoretical and methodological premises upon which team functioning assessments were made. The action research paradigm proposed by Emery (1977) was amended to delineate 8 ideal types, or patterns of team functioning, each with characteristic features and a forecast of key performance indicators.

In Chapter 5 attention turned from a theoretical examination of the research question, to a description of the assessment variables and their classification within the amended production of welfare paradigm. Next, the research sample was identified, representing assessments obtained from 63 different teams working in 13 separate agencies (106 teams in all) from Great Britain and North America, between 1977 and 1982. Fortuitous events allowed this study to overlap with two major evaluations of Shawbridge Youth Services in Montreal, during the mid 1970s. These evaluations, carried out by project teams at the University of Montreal

(LeBlanc et al, 1975-1979) and McGill University (Reichert et al, 1977-78), were summarised to provide a baseline for an illuminative case study of group care practice in the Shawbridge agency between 1978 and 1980. A summary was provided of the assessment information made available on each child placed in a group care programme at Shawbridge during the same month that team functioning assessments were made. In this way, the relationship between resident group characteristics and patterns of team functioning could be illuminated. Special attention was given to the action research methodologies used in the University of Montreal study, before describing the in-service education approach to action research used in this study.

In Chapter 8 the first of 4 chapters of data analysis was provided. The initial comparisons were made at the descriptive level, to illuminate similarities and differences in the sample teams, while controlling for separate sides of the Atlantic. Next, the relationships between quality of working life variables and team functioning assessments were analysed, while controlling for production of welfare variables. Chi-square, Phi and Contingency Coefficient statistics were used to help illuminate distinctive patterns in the functioning of teams, given specific contextual influences. Both external and internal influences on service production capability in teams were analysed, using a continuous comparative method. Finally, the relationships between resident group characteristics and patterns of team functioning in 11 group care centres were evaluated over a 3 year period, to complete the illuminative case study which sought to

highlight qualitative aspects of group care practice with children. Each stage of data analysis relied on statistical measures that were non-linear in design. In this way, context has remained a central feature at each stage of both the qualitative and quantitative evaluation of the research question.

To conclude, there are three major tasks which remain. First, questions posed through the application of grounded theory are further reviewed, in order to clarify the logic of scientific discovery used in a continuous comparative approach to social science research. Next, attention turns to Bronfenbrenner's (1979) reformulated hypotheses, identified in Chapter 3 (pp. 140-142). The production of welfare variables were subjected to a log-linear analysis, to obtain a statistical measure of the causal relationships between three contextual variables. The major findings are reported in relation to the 'degree of corroboration' obtained in the data for each hypothesis. Finally, consideration is given to the practical implications which are illuminated through the results of this study. Each major finding is discussed in conjunction with one of the twelve comparative features of group care, outlined in Chapter 2 (pp. 43-57). It will be argued that these comparative features form the basis for an evaluation research paradigm which can address the question of whether 'good enough' group care services are produced for those who require them.

Grounded Theory and the Logic of Scientific Discovery

Glaser and Strauss, in concluding their treatise on The Discovery of Grounded Theory, asserted that the root source for all significant theory construction came from the sensitive insights of the observer. Four methodological corollaries were identified with respect to this claim (1967: 251). First, the researcher may obtain and cultivate crucial insights, not only during the research or arising out of the research, but also from personal experiences prior to or outside the research. Second, insights need not arise from one's own experiences but may be contributed by others. Third, fruitful insights may be obtained through reference to existing theory. Finally, because new insights may emerge late in an enquiry, important insights should be cultivated throughout, but done so within the framework of a developing theory. As Glaser and Strauss summarised, "Any contest between insights and existing theory becomes a comparative analysis that delimits the boundaries of the existing theory while generating a more general one ... One should not only cultivate insights until the enquiry's close, one must actively exploit the implications of these insights" (1967: 255-256).

When amending the production of welfare paradigm, attention was given to what Glaser and Strauss claimed were the five major purposes for which a comparative analysis may be used (1967: 22-31). First, information was collected in relation to conceptual categories about group care services and team functioning. Second, these categories were then compared for the relative significance or insignificance of patterns illuminated. Through reference to

these empirical findings, generalisations were made in order to broaden existing theories of explanation, and to refine a generally applicable and improved social forecasting capability. Fourth, repeated comparative analyses were used to both generate and verify initial theoretical propositions, through the amendment and synthesis of three theoretical paradigms. Finally, a comparative analysis helped to ensure that any propositions were derived from empirical data, and thus remain grounded in the concrete experiences of practice, and not deduced from logical or abstract assumptions.

If, as Glaser and Strauss suggest, one is to exploit the insights that arise from empirical research, then the question is 'on what basis does one proceed?' Building from a comparative perspective, Emery argued that social planning which develops out of insights should be considered more as a task of puzzle-solving instead of problem-solving (1977: 125-126). The Oxford English Dictionary helps to clarify Emery's distinction. A 'problem' is defined literally as 'a thing thrown or put forward'; the implication being that when faced with a problem, we are given a knowledge of and whence it was thrown or put forward. On the other hand, a 'puzzle' is defined simply as a state of mind - 'the state of being puzzled or bewildered; bewilderment; confusion; perplexity about how to act or decide'. It is interesting to note how the word puzzle, unlike problem, readily assumes the form of an active verb, such as 'to search in a bewildered or perplexed way; to fumble or grope for something; to get through by perplexed searching; to puzzle out or to make out by the exercise of ingenuity and patience'.

Our experiences of group care practice serve to endorse the importance of Emery's distinction between problem-solving and puzzle-solving. In practice, one is confronted with a variety of problems and problem-solving is frequently the central focus of attention. However, as one takes account of the cumulative effect of several problems being addressed by workers and children in a group care centre, as well as outside, then the central task for all concerned - planners, managers and practitioners is one of puzzling their way through - the next hour, weekend, month or term. It may be argued, therefore, that any strategy for developing group care services will require a puzzle-solving approach which takes account of a wide range of influences. The short term problem-solving approach, such as de-institutionalisation before the development of community-based alternatives, has only served to complicate the puzzling social and economic policy issues which surround group care practice.

Putting the question more generally, Emery addressed the puzzle-solving approach to planning as follows:

"The apparent dilemma in 'modern' planning is 'How does the expert make his contribution to planning without alienating people?' This almost has the makings of a paradox for social planners: the more knowledge the expert accumulates, the greater the gap in understanding between him and the people, and the less likely they are to go along with his plans for implementation; or to put it otherwise, the more we know, the less we can do ... Planning to produce a new state of affairs seems to presuppose that we know where we want to go, we know where we are now, we know what paths will take us there and we know what means we have for traversing those paths. In turbulent environments, this presupposes an awful lot of knowledge. When the social setting and the human instruments of change are both changing, the knowledge we have today is increasingly less relevant. The dilemma is 'How can we expect to improve our planning in the face of relatively decreasing knowledge?' Again we come close to a paradox: the more society changes, the more we need to be able to plan but the less we have the knowledge with which to plan" (1977: 124-125).

A common element in both dilemmas was said by Emery to be the notion of 'expert knowledge'. He questioned whether this was the type of knowledge required for planning changes in a changing social context. Questions were posed with respect to three concerns (1977: 125-127). First decision-makers were said to have often mistaken the nature of the situations for which planning solutions were sought. Second, many experts in the social planning field were said to be acting on a faulty model of what appears to be rational decision-making. Emery called attention to the plethora of written materials which assume that decisions can be made as the result of an evaluation of two dimensions - probable efficiency and relative outcomes. A third dimension was thought to be an essential requirement, which takes account of the probability of choices and reflects the intrinsic value associated with a given course of action as experienced by the chooser(s). It is the intrinsic value attached to this third dimension that distinguishes it from the other two dimensions, which reflect extrinsic or ends-means values. This calls attention to a third question about the notion of 'expert knowledge'. In modern times, it has been assumed that more and more facts are needed to improve social planning. Emery claimed "What is needed is knowledge of ideals" (1977: 127).

In summarising what seemed to be requirements for social planning, if organisations and teams are to achieve active adaptation in turbulent social environments, Emery identified three planning functions that were thought to be essential. For those concerned with the production of group care services, planning

would involve the following. First, a periodic search process would be conducted throughout teams and organisations, whereby the main parties to proposed changes could clearly identify and agree about the ideals that changes are proposed to serve, and the anticipated paths most in character with these ideals. Second, teams and organisations would be required to design a change process which enabled relevant learning to take place at rates that were appropriate to the demands of time. Emery calculated the time demands and the rate of change required as follows. Action is required in the period of "time within which change must occur to avoid intolerable costs of not changing, and the time by which decisions need to be made if adequate resources are to be mobilised" (1977: 127). The third planning function involved teams and organisations devising social mechanisms for participation, whereby the choice of paths will take account of the intrinsic value of the paths for those who will traverse them. In the group care field, such social mechanisms would almost certainly involve regular staff meetings, or community group meetings, where participation in decision-making, within agreed norms and sanctions, can become established practice. Such meetings would also be the forum where all three planning functions can be addressed.

The first planning, involving a periodic search process, is clearly a call for action research during periods of turbulence and change. The question is, how does one move beyond the processing of information to the establishment of norms, around which to translate action research findings into social forecasts for planned change? It is in this respect that a comparative

analysis is especially helpful in that quantitative data can be used flexibly to generate knowledge, as well as to inform and verify existing knowledge, and thereby enhance the social forecasting capability for teams and organisations. The theoretical relevance of a social construct such as team functioning was soon demonstrated in a multitude of cross-tabulations. It is the illuminative quality of comparative analyses that makes this approach such a powerful evaluation method for the group care field.

Glaser and Strauss argued that statistical tests of significance for associations between variables are not essential during the early descriptive stages of theory construction. Instead, working norms must be established which fit particular situations (1967: 201). For our purposes, a theoretical ordering of the quantitative data was obtained through an evaluation of all possible three-variable associations with each theoretically relevant two-variable association. In this respect, both the Accommodative-Assimilative and the Maladaptive-Adaptive Dimensions in team functioning assessments were held constant and analysed in relation to variables derived from staff responses to the Work Orientation Schedule (Heimler, 1980). These variables were evaluated in turn, through comparisons with a third set of contextual variables, each precisely accounted for in the amended production of welfare paradigm. From these findings, explanations were generated which stated 'under what conditions' each dimension of team functioning was most prominent. Thus having generated explanations, the next question is whether these explanations can be used to verify existing knowledge, through a test of the eight

contextual hypotheses (pp. 140-142) reformulated from Bronfenbrenner (1979) in The Ecology of Human Development.

In turning to the verification of knowledge, it is helpful to take account of Popper's assertion that "theories are not verifiable, but they can be 'corroborated'" (1959: 251). The terms corroboration (Bewährung) and especially degree of corroboration (Grad der Bewährung; Bewährungsgrad) were introduced by Popper because of the desire for a neutral term which could describe the degree to which a hypothesis has stood up to severe tests, and thus 'proved its mettle'. Popper claimed:

"It is not so much the number of corroborating instances which determines the degree of corroboration, as the severity of the various tests to which the hypothesis in question can be, and has been subjected. But the severity of the tests, in turn, depends on the degree of testability, and thus upon the simplicity of the hypothesis: the hypothesis which is falsifiable in a higher degree, or the simpler hypothesis, is also the one which is corroborable in a higher degree" (1959: 267).

It was in this sense that a statistical analysis was carried out on the empirical data, to establish whether findings associated with team functioning and the production of welfare are corroborated by existing knowledge, as identified in each of the reformulated hypotheses.

Given the non-linear assumptions which have underpinned the statistical analysis of data in this study, it was necessary to use log linear models of analysis (Knoke and Burke, 1980; Goodman, 1979) to establish statistical measures of the causal relationship between three variables: (A) the ratio of reported frustrations to satisfactions in quality of working life for teams; (B) both the Accommodative-Assimilative and the Maladaptive-

Adaptive Dimensions in team functioning assessments; and (C) contextual variables associated with each separate hypothesis. For ease and convenience, the degree of corroboration suggested by Knoke and Burke was accepted, where normally "a Standardised Lambda statistic larger than ± 1.96 would be significant at the $p = .05$ level" (1980: 19). Thus, when the Standardised Lambda statistic met, or exceeded this figure, it was taken as evidence of an acceptable degree of corroboration for saying that a causal relationship existed between the prescribed variables.

One last point of clarification is required before proceeding to a consideration of the Production of Welfare hypotheses. The strength of the causal relationship between worker responses to the Work Orientation Schedule and our team functioning assessment may now be documented. Throughout each stage in the log linear analysis of the data, the Standardised Lambda statistic corroborated a level of consistency in assessments that ranged between ± 2.10 and ± 4.59 . As such, a claim can be made that the Work Orientation Schedule provided a reliable profile from which the trained evaluator derived consistent team functioning assessments. Before the Work Orientation Schedule can be fully utilised however, further evaluation will be required to establish norms with respect to outcome measures, and to establish whether consistency in assessments can be obtained across evaluators.

The Production of Welfare Hypotheses: A Summary of the Findings

Of the 8 hypotheses reformulated from Bronfenbrenner's (1979) originals, 3 were associated with the immediate setting (microsystem)

1 with relationships in multiple settings (mesosystem), 2 with the organisational context (exosystem) and 2 with the social policy environment (macrosystem). By delineating two spheres of social policy environment - a territorial/cultural sphere and an international/cross-cultural sphere - it was possible to examine each hypothesis in relation to 5 interlocking contexts. In so doing, Bronfenbrenner's ecology of human development is verified and further delineated. Empirical findings are summarised and discussed with respect to each context of service production in group care practice.

CONTEXT I: The Immediate Setting

Hypothesis 15: (Closedness of Setting) - A group care environment is most likely to be damaging to the quality of working life for a worker under the following combination of circumstances: The environment offers limited possibilities for worker-client interaction in a variety of activities, while the physical setting restricts opportunities for locomotion and contains a restricted variety of objects that the worker can utilise in spontaneous activity (Bronfenbrenner, 1979: 143).

All Material Resource Inputs variables were evaluated in relation to the ratio of frustrations to satisfactions in quality of working life and both dimensions of team functioning assessment. With respect to 3 variables, a satisfactory degree of corroboration was obtained for Hypothesis 15. The first variable involved the geographic siting of a centre. An assimilative style of adaptation and higher ratios of frustration to satisfaction were illuminated amongst teams working in rural settings (Standardised Lambda \pm 3.40). Teams working in suburban settings illuminated

an accommodative style of adaptation with lower ratios of frustration to satisfaction (Standardised Lambda \pm 3.02). Teams working urban settings were undifferentiated on the Accommodative-Assimilative Dimension (Standardised Lambda \pm 0.05). When testing the degree of corroboration with the Maladaptive-Adaptive Dimension, it was found that team functioning was differentiated significantly, with lower ratios of frustration to satisfaction and more adaptive patterns of functioning, only with respect to suburban settings (Standardised Lambda \pm 1.98).

Accessibility of the Setting and Restrictions in the Use of Space were the other two material resource variables for which corroboration was obtained for Hypothesis 15. Teams who were dependent on private transport were highly differentiated with a dominant assimilative style of adaptation and higher ratios of frustration to satisfaction (Standardised Lambda \pm 3.86). Teams working in settings where restrictions were imposed on movement in and out of the work environment, were highly differentiated from teams where fewer restrictions were the norm (Standardised Lambda \pm 3.78). The more restricted teams presented an assimilative style of adaptation, regardless of the ratio of frustrations to satisfactions. Furthermore, restriction of movement was the only variable associated with Material Resource Inputs to obtain 'tightness of fit' corroboration for Hypothesis 15, given the Maladaptive-Adaptive Dimension of team functioning (Standardised Lambda \pm 1.97).

To summarise, if one is to take a higher ratio of frustrations to satisfactions as an indicator of reduced quality of working

life, then teams working in the more isolated, rural settings, dependent upon private transport were apparently less well off than teams working in less isolated settings. With respect to both geographic siting and accessibility, isolation was a common theme that found support for Hypothesis 15. More directly, teams working in environments with limited opportunities for worker-client interaction in a variety of activities, and where the physical setting restricted opportunities for locomotion, were teams where an assimilative style of adaptation or depth orientation was illuminated in their pattern of functioning. To use contemporary jargon, these teams were apparently more prone to 'burn-out' than other teams. In these teams, frustrations were more often reported, and from a variety of sources. Emergent processes of ends-means conflict and factionalism were especially prevalent, and in extreme cases, individual workers were opting out of teamwork through disinclination with the primary task. It is in this sense that a claim is made that empirical corroboration was obtained for Hypothesis 15.

Hypothesis 18: (Age of Entry) - The long range deleterious effects of a physically and socially impoverished group care environment decrease with the age of a worker upon entry into such a work environment. The older the worker is when starting work in an institution, the greater the probability of recovering from any disequilibrium in quality of working life after leaving that work environment. The more severe and enduring effects are most likely to occur when the worker does not have a strong emotional attachment to someone outside of the institutional work environment (Bronfenbrenner, 1979: 150)

Two Human Resource Inputs variables were evaluated with respect to Hypothesis 18, including Average Age of teams and the

Ratio of Females to Males in the membership. Our evaluation of Hypothesis 18 was seriously restricted because of two major deficiencies in the data. First, the unit of analysis used throughout this study has been the team, and not individual workers. Thus, even though the team results were an aggregate of the responses from individual workers, these aggregate measures for age of workers were limited to a simple mean statistic for each team. Had this variable been delineated more precisely, then the analytic results may have provided a more illuminative response pattern. Were one to return at a later stage to the original information on 800 or more individual workers, then a more precise test of Hypothesis 18 could be made. Having decided to stay with the 'team' aggregate measures as the unit of analysis, then a second deficiency was highlighted in the data base. Because of the comparatively small sample of teams, it was not possible to carry out a $2 \times 2 \times 2 \times 2$ Chi-square analysis of the data, controlling for younger teams working in more restrictive environments. As it was, no corroboration was obtained with respect to Hypothesis 18 while controlling for the human resource variable, average age of the team.

Although Hypothesis 18 is framed in terms of individual workers and focuses specifically on restrictive environments, it does nevertheless address the issue of team composition in group care practice. For this reason, a decision was made to examine here the ratio of female to male workers in teams, since this human resource variable is closely related to recruitment practices. It was found that teams with more than 2 out of 5

female members reported higher ratios of frustrations to satisfactions, and presented a more depth-oriented, assimilative pattern of functioning (Standardised Lambda \pm 1.96). Teams with more than 3 out of 5 male workers tended to present in superficial and accommodative terms, with fewer reported frustrations and more quality of working life satisfactions. Power and influence was a theme in the male-dominant teams, while vague insecurity or feeling unappreciated were themes more prominent in the female-dominant teams. Overall, these findings serve to highlight the importance of recruiting group care teams where a relative balance is sought between male and female workers.

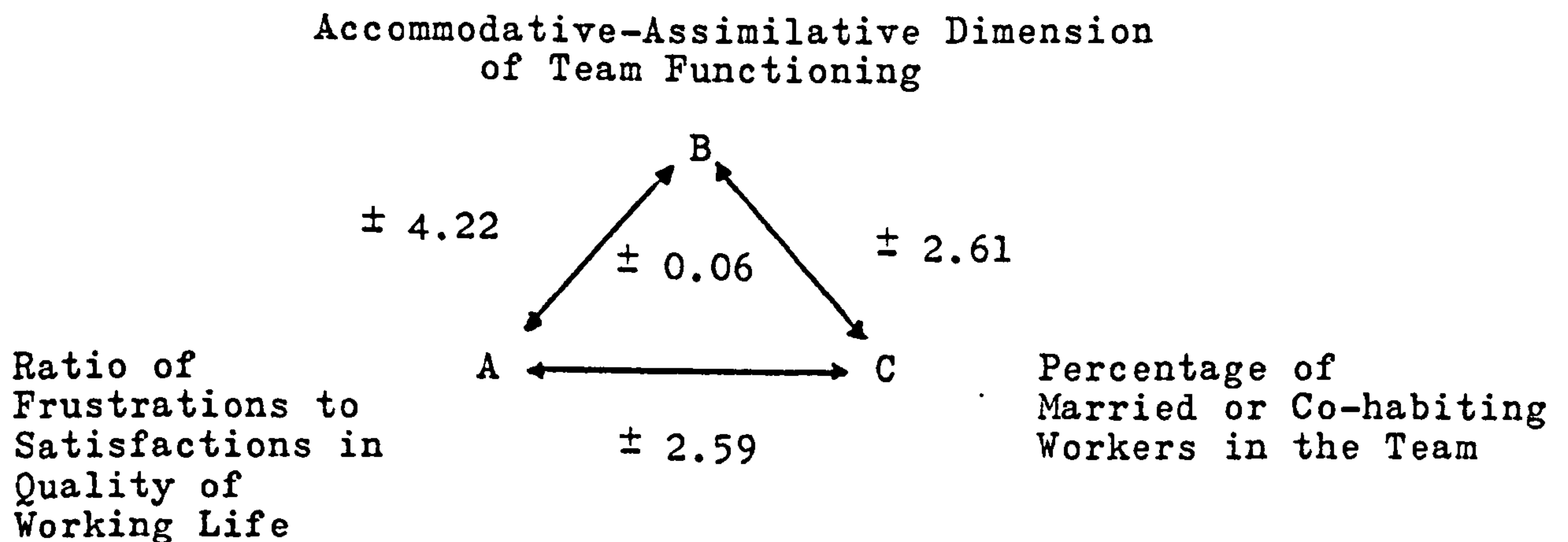
Hypothesis 25: (Areas of Satisfaction) - The nature and complexity of the interpersonal relationship opportunities available to and engaged in by the worker in a group care setting affects her quality of working life as manifested by the nature of the relationships initiated or entered into by the worker in other settings, such as the home and social life (Bronfenbrenner, 1979: 204)

In many respects, Hypothesis 25 can be thought of as a 'boundary hypothesis' since it calls attention to relationships in the immediate setting, and the extent to which these are influenced by relationships entered into in other settings. This 'boundary' between one setting and relationships in other settings is of critical importance if 'care for the caregivers' is to be acknowledged as a central feature of group care practice. Four Sociocultural Inputs variables were evaluated with respect to Hypothesis 25. These were: Percentage of Never-Married Workers; Percentage of Divorced or Separated Workers; Percentage of Married or Co-habiting Workers; and Percentage of Workers

with Parental Roles outside Work. Of these variables, only one - percentage of married or co-habiting workers - obtained corroboration with respect to Hypothesis 25.

A very distinctive pattern of causal relationships was illuminated with respect to the Accommodative-Assimilative Dimension of team functioning, given the number of married or co-habiting workers. The causal relationships between variables A, B and C are illustrated in Figure 12.1. The relationship between A and B corroborated the assessment of team functioning with the ratio of frustrations to satisfactions reported by workers.

Figure 12.1: Causal Relationships Between Variables A, B and C with respect to Hypothesis 25



The relationship between A and C indicated that the ratio of frustrations to satisfactions was higher amongst teams with more married or co-habiting workers (Standardised Lambda ± 2.59). At the same time, the relationship between C and B indicated that in teams with roughly 3 out of 5 married or co-habiting workers, the pattern of functioning was accommodative and more task-oriented (Standardised Lambda ± 2.61). If one were to

summarise these 3 causal statements as (A,B) (C), (A,C) (B) and (C,B) (A), then each can be said to have obtained corroboration with respect to Hypothesis 25. However, it is particularly interesting to note how a fourth causal statement can also be made, along the lines of NOT(ABC) (Standardised Lambda \pm 0.06). This fourth statement, in light of the first three, serves to illuminate the dynamic relationship between satisfactions and frustrations outside work, as well as those associated with work. Marriage relationships are clearly an important influence, whether offering an important source of care and support outside work, or contributing added stress and becoming a source of emotional preoccupation at work. In and of itself, being married or cohabiting did not illuminate a dominant pattern of functioning. It was the quality of relationships at home as well as at work that mattered. Thus, building on the principle that an economic distribution of energies is beneficial to the well-being and quality of working life of group care workers, then corroboration was obtained with respect to Hypothesis 25.

CONTEXT II: Relationships in Multiple Settings

One reformulated hypothesis was identified with respect to this second context of service production, a context that is closely interlinked with the first. Here one is asked to consider different relationships in different settings, and the quality of time spent in each network of relationships. Thus as one moves from home to work or college, to a club or social group, so relationships in one setting are likely to influence

relationships in other settings. The existence of a shift rota serves to emphasize the importance of this second context in group care practice, since the pattern of 'on-duty' time at work also apportions 'off-duty' for use outside work. Equally, activities at work can 'get in the way' of social involvements outside work, such that Friday and Saturday evenings and week-ends are the least favoured hours for most group care workers. To ensure 'good enough' service production for children in group care programmes, this boundary between on-duty and off-duty requires careful management.

Hypothesis 35: (Multiple Supports) - The quality of working life potential of a group care environment is increased as a function of the number of supportive links which exist between that setting and other settings (such as home and family). Thus, the least favourable condition for quality of working life is one in which supplementary links are either non-supportive or when relationships are weakened between one setting and others (Bronfenbrenner, 1979: 215).

Eight Sociocultural Inputs variables were evaluated with respect to Hypothesis 35. These were: Percentage of Team Members with Formal Qualifications; Percentage of Unqualified Workers; Percentage of Workers Living in Tied Housing; Percentage of Workers Living with Parents; Percentage of Home Owners in the Team; Percentage of Workers Living in Rented Housing; Percentage of Workers in the Team with Membership in a Professional Association; and Percentage of Workers in the Team with Trade Union Membership. Only 2 of these variables obtained corroboration with respect to Hypothesis 35. In the case of teams with more workers living in tied housing and teams with more trade union members, quality of working life was lower, through

an apparent absence of multiple supports or because a source of potential support could at times be in conflict with the primary tasks of group care.

A higher ratio of frustrations to satisfactions was highlighted amongst teams with more than 1 in 10 workers living-in, or in housing tied to their work (Standardised Lambda \pm 2.92). Teams with more living-in workers illuminated an assimilative style of adaptation, where mutual invasions of roles and disinclination were identified as emergent processes in the interactions between individual workers and the team as a whole (Standardised Lambda \pm 2.13). These findings call attention to ways in which 'live-in' workers are more vulnerable and their service production capability is impeded in group care practice. In relation to 'live-in' workers, it was the null statement of Hypothesis 35 that obtained corroboration, since an absence of housing away from work clearly restricted the availability of multiple supports for teams. Sources of quality of working life satisfaction were thereby restricted and frustrations were amplified. Nowhere is this finding more clearly illustrated than in the case of live-in workers who return home to work, during off-duty hours after a quiet Saturday evening with friends. Workers in such a situation never know what will confront them as they walk home from the bus stop.

Turning attention to teams with more than 1 in 6 trade union members, it was found that a higher ratio of frustrations to satisfactions was illuminated (Standardised Lambda \pm 2.30). 6 out of 10 teams with more than 1 in 6 trade union members,

illuminated an assimilative style of adaptation and factionalism in their overall pattern of team functioning. In two-thirds of these teams, the pattern of collective structure was maladaptive (Standardised Lambda \pm 2.11). One must take from this that trade union membership is an important source of multiple support outside the immediate work setting. The question is raised, however, about the extent to which supports offered by a trade union are always complementary to the primary tasks of group care practice. The higher incidence of maladaptive functioning in the more unionised teams simply cannot be ignored, even though further investigation is required to evaluate the strength of these findings. It may be that the involvement of a trade union imposes an added organisational variable on relationships between workers and their employing organisation. In such cases, important issues are apparent with respect to negotiating the boundaries between the two organisations. These implications will be considered further at the end of this chapter. In the meantime, corroboration has been obtained with respect to Hypothesis 35 as reformulated.

CONTEXT III: The Organisational Context

Two hypotheses were reformulated with respect to this third context, illustrated in Figure 3.6 (p. 139) as the second largest doll in a cluster of Russian Dolls. In the organisational context, one is invited to consider the organisation, or 'bureaucracy' of service production. This includes: the referral of consumers; the allocation of consumers and personnel

to particular service production units; logistical back-up to ensure consistency in the supply of consumable resources; rest and rejuvenation for production workers; and the discharge of service consumers back to families and communities at particular points in time. Because the organisational context is so elaborately interlocked with the first two contexts, its effects are frequently misread as influences from the immediate setting ("the morale around here is low") or from the multiple settings context ("that other unit always send us their rejects"). By differentiating between the organisational context and the more immediate contexts, it may be possible for teams and organisations to start negotiating change in the ways that Emery (1977) recommended, as considered earlier.

Hypothesis 44: (Locus of Control) - The quality of working life potential of a group care environment is enhanced to the extent that there exist direct and indirect links to administrative decision-makers through which workers in the original setting can influence allocation of resources and the making of decisions that are responsive to the needs of the group care worker and the efforts of other team members with whom and clients for whom she acts. (Bronfenbrenner, 1979: 256).

One Sociocultural Inputs variable was evaluated with respect to Hypothesis 44, involving the External Organisation Environment which surrounded the work of each team. This variable, adapted from Emery and Trist (1973), helped to differentiate between 3 types of organisational context which surround a service production unit. The three types were characterised by:

(1) cooperation between two or more centres in matters relating to admissions, transfers and discharges, along with predictability

with regard to resource allocation; (2) competition between two or more centres for service consumers and resources; or (3) turbulence or unpredictability with regard to admissions and uncertainty with regard to the availability of resources. The expectation was that teams working in a cooperative environment would present differences in their patterns of functioning when compared with teams working in competitive environments.

Furthermore, team functioning amongst workers employed in turbulent environments was expected to be more unpredictable and uncertain. Increased competition and turbulence were expected to restrict, impede or otherwise inhibit the direct and indirect links which teams had established with respect to administrative decision-making and resource allocation.

The research findings associated with this Sociocultural Inputs variable provided corroboration for Hypothesis 44. When the external organisation environment was assessed as being cooperative, two-thirds of the teams illuminated an accommodative style of adaptation and were apparently more task-oriented (Standardised Lambda \pm 2.34). When the organisational context was assessed as being competitive, the collective structure was illuminated as being assimilative, more segmented and potentially conflicted in roughly 7 out of 10 teams (Standardised Lambda \pm 2.10). Finally, when the external organisation environment was assessed as being turbulent, team functioning could not be forecast on this variable alone (Standardised Lambda \pm 0.24). As anticipated from direct experience in practice, the organisational context was found to have an important bearing on the functioning of teams. As this context changes through

the enactment of policies, such as 'deinstitutionalisation', then patterns of team functioning are altered through forces outwith the immediate control of teams and organisations. Power and influence relationships are altered, and the locus of control over decision-making shifts from being an internal matter to one involving external affairs. Through resource dependency, group care practice is shaped by external policy. It is in this respect that corroboration is obtained for Hypothesis 44.

Hypothesis 45: (Administrative Hierarchy) - The quality of working life potential of a group care environment varies with the number of intermediate links in the administrative hierarchy connecting that setting to settings of power.
(Bronfenbrenner, 1979: 256)

Five production of welfare variables were evaluated with respect to Hypothesis 45. The first, a Material Resource Inputs variable, involved the Number of Different Job Classifications in a team. Three Human Resource Inputs variables were evaluated, including: Mean Length of Time in Post, Mean Number of Hours Worked in the Past 7 Days, and Type of Staffing Schedule. Finally, the Social Policy Brief or Mandate for service production was evaluated as a Sociocultural Inputs variable. This variable, based on the Continuum of Care social policy ideal, allowed one to distinguish between 3 types of service mandate, each more restrictive or interfering in the lives of children and families than the next. The three mandates included: (1) support services around a family; (2) community-based group care in an unobtrusive neighbourhood setting; and (3) imposed care and control. Seventeen management teams were omitted from this step

in the data analysis. Out of all the variables tested in relation to Hypothesis 45, corroboration was obtained only with respect to the social policy mandate.

Teams working in settings with an imposed care and control mandate can be said to receive the so-called 'heavy end' of the population of children in need of group care services. Such service environments are normally locked or require a higher level of client supervision and surveillance than other group care services. Teams working in settings with an imposed care and control mandate - secure units, institutional living units or assessment centres with high security - illuminated an assimilative style of adaptation and a segmented pattern of team functioning (Standardised Lambda \pm 3.47). Teams working with a community-based group care mandate were highly differentiated from teams working with an imposed care and control mandate. These teams, working in neighbourhood group homes or residential centres, illuminated an accommodative style of adaptation, giving indication of increased shallowness or task-orientation (Standardised Lambda \pm 2.39). Meanwhile, teams working in service environments with a mandate for day support services remained undifferentiated (Standardised Lambda \pm 0.82).

One may conclude from this that teams working at the so-called 'heavy end' of the service continuum, were those with the lowest quality of working life and the most difficult service consumers. Furthermore, the sources of referral and organisation decision-making that place children in imposed care and control settings are probably the most complicated of all. One has only to seek

release for a youth from a secure unit to confront head-on, all the administrative 'red tape' of pre-release planning. Meanwhile, teams working in community-based group care settings are apparently less burdened by administrative decision-making and they are more dispersed or isolated from decision-makers. A greater sense of isolation from the agency organisation is a frequent characteristic. Finally, teams working with a mandate for community support services are less distinctive in their pattern of collective structure when compared with teams that have more restrictive mandates. It is certainly the case that social service workers employed in these settings had more direct access to administrative decision-makers, such as the courts, departmental administrators and others in separate resource networks, such as housing or social security. It is in this sense that one can argue that corroboration was obtained for Hypothesis 45.

CONTEXT IV: The Social Policy Environment 1 - territorial/ cultural sphere

It is with respect to Bronfenbrenner's fourth context, the macrosystem, that greatest issue can be taken with his ecological paradigm. This context was defined initially as the "consistencies, in the form and content of lower-order systems (contexts) that exist, or could exist, at the level of the sub-culture or the culture as a whole, along with any belief systems or ideology underlying such consistencies" (Bronfenbrenner, 1979: 26). In effect, what Bronfenbrenner did was to put 'everything left over' into his macrosystem, after delineating each of the three earlier systems. Our claim is that this fourth context

requires differentiation between (1) social policies, culture and ideology in one geographic region, territory or country, and (2) international and cross-cultural policies and ideologies. To blur distinctions between these two spheres of influence is to commit a fundamental error in the comparative analysis of social policy. For this reason, Hypothesis 46 was evaluated with respect to Context V, the Social Policy Environment 2 - international and cross-cultural sphere. Hypothesis 47 was evaluated with respect to Context IV.

Hypothesis 47: (Team Functioning) - The quality of working life potential of a group care environment is a function of the extent to which the roles, activities and relations occurring in that setting serve, over a period of time, to set in motion and sustain patterns of motivation and activity in the performance of a worker that then acquire a momentum of their own. As a result, when a worker enters a new setting, her pattern of functioning in a team is carried over and, in the absence of counterforces, becomes magnified in scope and intensity. Specific contexts that exhibit these properties and effects are referred to as primary settings, and persisting patterns of motivation and activity that they induce in the individual worker are called career trajectories (Bronfenbrenner, 1979: 284).

Two Human Resource Inputs variables were evaluated with respect to Hypothesis 47. These involved aggregate responses for teams on the Schedule of Recent and Anticipated Experiences (Holmes and Rahe, 1974), including Reported Life Changes in the Past 12 Months and Life Changes Anticipated in the Next 12 Months. As in the case of Hypothesis 18, major limitations in the data for these variables meant that a precise evaluation of Hypothesis 47 could not be made. The aggregate mean for teams was derived from individual responses, but no distinction was made concerning

the range of individual responses within the team. Furthermore, no specific account was taken of the different types of life change that were prevalent in the different teams. At a later stage, a more precise analysis of the data for individual workers should provide for a more definitive evaluation of the team functioning hypothesis. Given the team as our unit of analysis, only one of the human resource variables came close to obtaining corroboration with respect to Hypothesis 47.

The median aggregate statistic for Life Changes in the Past 12 Months, as reported by teams, was 145.5. In terms of the health risk indicators established by the Kaiser Permanente Medical Centers (Harrington et al, 1977), this figure located half of the teams in a low-risk category (25 percent probability) for potential health changes in the next 2 years. With the exception of 3 high-risk teams (80 percent probability), all the other teams were identified within a middle-risk category (50 percent probability) for health changes. Interestingly enough, a maladaptive pattern of team functioning was illuminated amongst 6 out of 10 teams in the low-risk category for life changes in the past year (Standardised Lambda \pm 1.81). It was also found that teams with less reported life changes in the past 12 months presented an accommodative pattern of functioning with lower ratios of frustration to satisfaction (Standardised Lambda \pm 1.77). While the previously established degree of corroboration (Standardised Lambda \pm 1.96) was not obtained with respect to Hypothesis 47, there would seem, nevertheless, good reason to explore this area further for individual workers. Equally, it

might be said that the overall career pattern of changes in work and personal life for group care workers requires closer elaboration. In the meantime, near corroboration between the team responses from two interview schedules and our team functioning assessment variables, is worthy of note.

CONTEXT V: The Social Policy Environment 2 - international/
cross-cultural sphere

In Chapter 3 (p. 139), Context V was illustrated as the dolls' house in which the cluster of Russian Dolls resided. The Social Policy Environment, in the international and cross-cultural sphere, draws attention to important cultural, historical and ideological differences that are to be found in different parts of the world. For example, when examining welfare services in Northern Ireland, Scotland, England and Wales, distinctive historical and cultural differences must be accounted for, along with important legislative and organisational differences that can be found in each of these countries. It can be argued that these issues are also important in Canada and the United States, although history and geographic influences have tended to blur cultural differences. Some visible groups - Native Americans, Chicanos, Blacks or Asians - have demanded acknowledgement of their cultural differences, while other groups have been acknowledged because of their religious practices. On the whole, however, it can be argued that little has been done to acknowledge important regional and territorial differences within the United States and Canada. Exceptions might be found in the Canadian practice of poking fun at Newfoundlanders or the

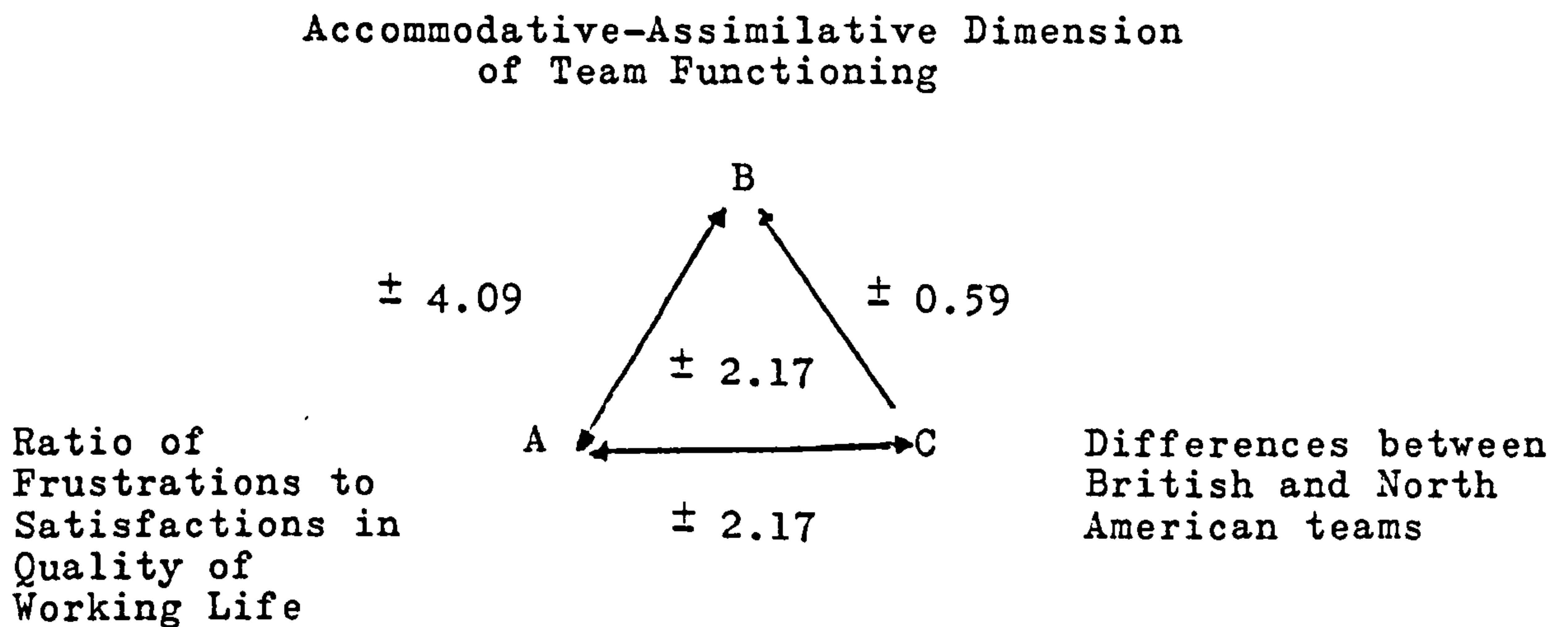
American practice of making rude comments about Californians. One notable exception involves the efforts of French Canadians to assert a cultural and territorial identity that was distinct from the "American Way of Life" that encompasses most of the North American land mass. Yet, even to speak of the "American Way of Life" as encompassing Canada will usually arouse a great deal of anger on the part of most Canadians, since most wish to guard fiercely their differences from the "Yanks". All this has been to elaborate further on our justification for separating Bronfenbrenner's 'macrosystem' into two distinctive, yet overlapping spheres of influence. Through a comparative analysis, one is able to identify similarities and essential differences between group care practices in different regions and countries. In so doing, one is able to confirm the importance of history and culture as well as ideology in the study of macrosystems.

Hypothesis 46: (Social Policy Brief) - Quality of working life for a group care worker is enhanced through her involvement in responsible, task-oriented activities outside the immediate work environment that bring her into contact with adults and others who are not centrally involved in that work environment (Bronfenbrenner, 1979: 282).

Teams from both sides of the North Atlantic were compared with respect to Hypothesis 46, to evaluate the extent to which activities outside the immediate work environment influenced patterns of team functioning. Our assumption was that any cultural differences that existed outside of work would also apply to patterns of team functioning in work. The influence of different cultural settings, relationships, organisations and

social policies on patterns of collective structure in teams could thus be illuminated. Figure 12.2 helps to illustrate the findings obtained with respect to Hypothesis 46.

Figure 12.2: Causal Relationships between Variables A, B and C with respect to Hypothesis 46



The causal relationship between A and B corroborated our team functioning assessment based on an evaluation of responses to the Work Orientation Schedule (Standardised Lambda ± 4.09). Thus, in the statement (A,B) (C), a lower ratio of frustrations to satisfactions in quality of working life would call attention to an accommodative style of adaptation, of team functioning that was more task-oriented and superficial. The relationship between A and C corroborated the initial Chi-square findings which highlighted a lower ratio of frustrations to satisfactions amongst North American teams, and a higher ratio of frustrations to satisfactions amongst British teams (Standardised Lambda ± 2.17). The relationship between C and B was not corroborated (Standardised Lambda ± 0.59). This meant that variable B (the team functioning

assessment) was dependent on the relationship between A and C, as in the statement (A,C) (B). However, the causal relationship between all three variables was also corroborated, as in the statement (A,B,C) (Standardised Lambda \pm 2.17), suggesting that important differences were discernible in the pattern of team functioning for group care teams working in Great Britain and North America. These findings tend to confirm the cultural stereotypes referred to earlier (p. 381) that were assigned to the British by the North Americans (conflicted pragmatists), and by the British about the North Americans (superficial idealists). From this it can be said that distinctive cross-cultural variations were identified in a comparison of group care practice on both sides of the Atlantic. In so doing, corroboration was obtained for Hypothesis 46 in the international and cross-cultural context.

Towards Active Adaptation in the Production of Welfare

Twelve major findings were illuminated in this study which require consideration by those who seek to evaluate whether group care teams produce a 'good enough' service for children and families. These are summarised briefly in relation to each of the structural features of service design, identified in Chapter 2 (pp. 43-57) for use in the comparative analysis of group care and treatment services. In emphasizing a variety of ways in which the findings of this study can be used for action (praxis), it may be helpful to restate the dilemmas in social planning that Emery referred to in his consideration of adaptive planning in turbulent environments. These were:

- (1) "The more knowledge the expert accumulates, the greater the gap in understanding between him and the people, and the less likely they are to go along with his plans for implementation - or to put it otherwise, the more we know, the less we can do" (1977: 124).
- (2) "The more society changes, the more we need to be able to plan, but the less we have the knowledge with which to plan" (1977: 125).

As summarised earlier in this chapter, Emery claimed that the task of strategic planning in teams and organisations was that of 'puzzle-solving' rather than 'problem-solving'. The focus for planning was said to be a matter of establishing shared ideals, or areas of common ground from which group care teams and organisations could proceed.

Three major reasons were given for regarding the identification of ideals as the first requirement for planning social change. First, human ideals do not appear to change so readily as motivations, attitudes and social objectives, even though the relative importance of ideals change. Second, only ideals seem to have the breadth of influence to encompass the range of competing interests in an area such as can be found in the group care field, where the need for planned change is so readily apparent. While ideals may not have the same urgency in human affairs, as say attitudes or motivations, it may be that what is lost in urgency is more than compensated for if the pursuit of common ground can re-focus attention away from anti-task conflicts. Finally, ideals have the further advantage that they are not esoteric, allowing the layman to take an active part in any planning process. The judgment of a basic grade worker may not extend to a learned appraisal of why things are going wrong, but

right or wrong they are required to take action and can usually sound the alarm very quickly when things aren't 'good enough'.

One special property of ideals was said by Emery to require noting, because of the damage it does to the idea of 'planning excellence', one of the basic assumptions underlying centralised planning. Emery asserted, "The ideals that influence the behaviour of people cannot be subsumed under a single ideal. Omnipotence, which is the one ideal that if achieved would permit the achievement of all other ideals, is only directly and single-mindedly pursued by infants and some sick dependent people" (1977: 128). The search for common ground with respect to the primary tasks, nurturance in relationships, humanity in negotiations and sanctions, and the ideal of harmony or beauty in one's work environment represent four ideals that might be pursued actively by teams seeking to enact a 'good enough' group care service. When pursued within the context of these ideals, the planning process was said by Emery to be like 'learning to learn', which echoes Maier (1975) when describing group care practice as 'learning to learn and living to live'. Such an approach to planning clearly cannot be done through pushing workers in at the deep end, since this approach in itself is surely a factor in the high rate of staff turnover found in the group care field. Means must be sought so as to use accumulated experience and expertise to advantage. Only in this way does the search for information (research) find closer involvement in practice (action research).

In a very real sense, the most important outcome of this approach to active, adaptive planning is not the plan itself, but the teamwork-in-planning. Emery claimed that the "process creates the conditions for learning to learn; affirms the overriding significance of shared ideals; and reduces the need for planning as a separate organisational activity (1977: 130). In short, the opportunity is presented at each and every team meeting for workers involved in operational responsibilities to come together for a brief span, at periodic intervals, to search for or review changes that require enactment in a group care centre. Without this level of participation in the planning of group care and treatment, then the service production capability of teams will be seriously undermined. 'Good enough' care cannot then be assumed as a minimum guarantee for each child and family in receipt of group care services.

If the findings of this study were to be used by teams and organisations to develop and ensure 'good enough' services in the group care field, then each of the following features would merit consideration. Special attention should be given to the Social Policy Brief or Mandate for Services. Teams working in imposed care and control settings - secure units, institutional living units and security assessment centres - are especially vulnerable and require direct emotional support as well as clearly defined periods of 'off-duty' time. An erratic pattern of scheduling and long shifts would seem to be particularly wearing on the quality of working life of workers in this type of setting. Consideration should also be given to the different

kind of support required by teams working in community-based group care services, such as group homes or residential centres. These latter teams of workers are likely to be more isolated from decision-makers and are prone to restricted and inhibited approaches in their work with children. The maintenance of team self-confidence and morale is indicated through the sensitive involvement of a trusted outsider, who has links with decision-makers.

Special issues are associated with the Siting and Physical Design of a Centre. Teams working in rural settings, where accessibility is limited to private transport, are particularly vulnerable to isolation and therefore, potential neglect. Team functioning is inevitably plagued with travel concerns. Ensuring that workers get to and from work, providing regular recreational activities, and organising family visits or involvement are all aspects of practice that emphasize 'travel time' for group care workers in a rural setting. Working on the assumption that workers in rural setting are 'furthest away' from decision-makers in a geographic sense, then extra travel time is required of all concerned if isolation within a service organisation is to be avoided. Travel time inevitably takes its toll in the form of increased operating costs and potential vacancies in the daily shift rota, which in turn places extra demands on workers who remain in the centre. Special arrangements are required if teams working in rural settings are to avoid isolation and the threat of potential redundancy, as rural centres are placed under closer scrutiny during an era of community care. Teams working

in suburban settings or on the periphery of a population area would seem to be better off than other teams. However, regular involvement with someone who maintains liaison between the centre and decision-makers in the organisational context is essential. Emergency support during periods of special stress and strain is also clearly indicated for these teams. Finally, teams working in urban settings are clearly less predictable than teams in rural and suburban settings. Fatigue and over-involvement in work would seem to be issues which require careful monitoring, especially for younger workers.

When looking at the Personnel Complement and Deployment of Staff, it would seem that recruitment practices should take into account the balance between men and women in teams. Teams with a wider age range between youngest and oldest worker, would seem to be more adaptive and capable of providing a wider range of role models, allowing for a wider range of responses to be enacted with children. Teams with a high proportion of young, single, more highly educated workers would seem to be particularly susceptible to higher frustrations, more team intrigue and higher rates of turnover. The worst possible recruitment axiom would seem to be "if we only had more people like me/us around here, we could really make this place work properly". Such a recruitment axiom promotes the principle of 'sameness', a narrowing of role models available, stimulates rivalry between workers and assumes that team members are little more than replaceable parts. It would seem to be far more important to assess what skills, interests and attributes are missing in a team

as the result of a vacancy. In so doing, one seeks the principle of 'interchangeable parts' in team recruitment, where the contributions of each worker provides something that others in the team cannot provide. In this way, team functioning can be enabled to produce a service that is greater than the sum of the individual parts. Very careful attention should be given to the design of staffing rotas, to ensure that the service needs of children are not given secondary priority to the priorities of staff for time off at particular periods of the week, such as Friday and Saturday evenings and on the weekends.

Patterns in the Use of Time and Activity are influenced directly by the staffing rota that is used to deploy workers over the 168 hours of a residential group care and treatment week. Very little research information is available on the impact of different staffing rotas in different types of settings with different clientele. This fact is strangely paradoxical, given the importance that group care workers place on their position in the duty roster. Very few events can rival the significance of a change in duty roster, both on the part of workers and on the part of residents. Patterns in the use of time and activity are especially important in group care settings where physical restrictions are imposed on the movements of staff and children. Whether because of the requirement for physical security or sight surveillance, teams working in the most restrictive environments would seem to require special attention if 'anti-task' responses or potential 'burn-out' is to be avoided.

Important means whereby teams can enact personal relationships in restrictive settings need careful consideration, such as the use of planned activities, work with small groups and the use of carefully monitored community group meetings. In restrictive environments, reinforced by the use of locks and keys, interpersonal relations can very easily deteriorate to the point that all interactions revolve around issues of power and control. When this happens, vulnerability for group care workers is at its highest.

The only findings associated with Admission and Discharge Practices were those illuminated through the case study of 11 group care centres at Shawbridge Youth Centres in Montreal. The in-depth assessments carried out on all children referred to the agency, allowed consideration of how different types of children affected team functioning over time. One cannot generalise from these limited findings, although the need for continuing research into the relationship between resident group influences and team functioning is clearly indicated. Diversity of individual capabilities in a resident group, the amount of structure children require in their learning environment, the interpersonal maturity of residents and patterns of learned behaviour would all seem to be important considerations in the admission of children into particular resident groups in group care centres. The whole area of discharge and outcome measures has been a notable limitation of this study. Any study which attempted to test this evaluation paradigm further would have to address these issues.

Social Customs and Sanctions are another important feature of group care practice which received very limited attention in this study. Anthropological methods of enquiry are required if one is to obtain anything more than a cursory statement about what customs and sanctions actually mean to workers and residents in a group care setting. One particular custom was highlighted by this study and requires special consideration. This involved the practice of using live-in workers to staff group care centres. No matter what the rationale used by policy makers who conceive and fund group care centres, such as the 'special relationship' this fosters between children and houseparents, the evidence calls into question the practice of staffing centres or homes with live-in workers. Unless there are specific justifiable reasons for establishing a total community experience for both staff and residents, the 'problems' associated with shift work and staff living off the premises except for sleep-in duty, are probably to be preferred in the long run. The strain that 'living-in work' places on the family and personal life experiences of group care workers should not be underestimated. Many problems associated with teamwork in centres with live-in staff may be attributed to this source. For group care workers who do live in tied housing attached to work, it would appear that careful and cautious attention should be given to the use of off-duty time for relaxation and changes of routine which take one outside the work setting.

In the absence of any agreed Criteria for Reviewing and Evaluating Performance, group care workers are organisationally

prone to seeking support from trade unions in their dealings with employers. This is especially true in larger service organisations, where 'care for the caregivers' may be a clear enough motive, but the actual means whereby care is translated into practice are usually cumbersome, frequently insensitive and almost always late. Elsewhere (Fulcher, 1979), it was asserted that group care workers had a right to collective bargaining in a number of matters concerning work in this field, as a means of insuring that individual workers at the 'coal face' of practice were not abused. Evidence from this study suggests that union membership certainly does complicate issues between workers and their employing organisations, and workers are not thereby in a totally dependent position. Through the addition of another organisation, issues may be deflected outside of a group care centre to a trade union, and from there - some while later - may be taken up with relevant decision-makers in the employing organisation. This presents an urgent problem for all concerned - employers, workers and union officials - since the special work demands of group care workers may become obscured in a union's negotiations for whole classes of workers. The large public employee unions which represent group care workers on both sides of the Atlantic, would seem to be especially prone to this problem. Unless the employing organisation and the trade union 'cares for the (actual) caregivers', in ways that are responsive to specific needs of group care workers and children, then maladaptive and conflicted patterns of team functioning are the likely result. Sensitive, but realistic

negotiations are required at all stages in the relationship between an employing organisation and group care workers, and such negotiations should endeavour to involve workers themselves in the clarification of agreed criteria upon which performance will be reviewed and evaluated.

The influence on workers of home and social life issues, and personal relationships outside work must not be taken for granted if group care teams are to produce 'good enough' services for children and families. At least one close, personal relationship with someone outside work, who does not have direct involvement in group care work, seems indicated. The potential strain that group care practice imposes on marriage relationships, through the requirement for intense emotional involvements with other workers and children must not be underestimated. Erratic patterns of off-duty time, built-in to the duty roster, can very easily result in the more satisfying emotional attachments being formed with workmates, and result in less time being invested in home or family life activities. The intimate affairs between team members are an aspect of 'team folklore' that group care workers rarely talk about, except occasionally, after a late shift and a few drinks. Personal involvements are invariably the source of a good deal of intrigue in teams, and constitute an area that requires careful monitoring by all concerned. Quality of working life and the production of welfare for children requires that careful consideration be given to Links with Family and Community life outside a group care centre.

Given the inputs-relations analysis carried out on both dimensions of team functioning in this study, it may be concluded that the potential service production capability of group care teams can be evaluated. Team functioning may be analysed according to the style of adaptation, the complexity of the response pattern and the variance found in the orientations of individual workers within a team. Furthermore, team functioning assessments are particularly useful in comparative evaluations of practice. It may be argued that a measure of the collective structure in teams, and an assessment of performance capability, require consideration in any attempt to 'define' The Social Climate of a Centre. Teams of workers are employed to 'enact' a group care environment that can guarantee 'good enough' service production for children and families. In this respect, team functioning can be said to represent a measure of 'enactment potential'. As such, it should not be obscured in attempts to measure this contextual feature of group care practice. In teams that approach work with an accommodative style of adaptation, it is very important to seek clarity about goals and methods of work, and to acknowledge emotional issues that arise in the work. In teams with an assimilative style of adaptation, extra attention is required to ensure that interpersonal and emotional concerns do not obscure attention from the primary tasks of work, or prevent action in relation to these tasks. Further research is indicated with respect to differences in team functioning found amongst group care workers producing services for client groups other than children.

A Complex Set of Cost Inputs-Outputs Relations are a feature of every group care programme. Of all the costs, those associated with Human Resources represent the largest single source of recurring expenditure. Given the average length of time that teams in our study had worked together, roughly 28 months, it may be calculated that the rate of staff turnover was about 2 years. Approximately 6 out of 10 teams were found to have been working together for less than 2 years. When the three longest-serving teams were excluded from the analysis - 7.5, 8.2 and 10.3 years together respectively - it was found that only six other teams had been working together for more than 5 years. The overall picture was that of a highly mobile workforce, with relatively high rates of reported change over the preceding 12 months, in both work life and personal life. If one is to calculate the actual costs in increased orientation and supervision time, of enabling a new worker to become a fully productive team member during a 6-month probationary period, then a forecast of approximately 12 to 18 months of 'good enough' service production can be anticipated from the initial training investment. Thereafter, a worker is likely to move on to another post. Team functioning is, as a result, almost always preoccupied with orienting new workers, and attention is rarely able to extend into areas of advanced practice planning and development. In short, group care teams are adept at re-creating the wheel. The lost opportunities in such a scenario must be surely self-evident. The strategic target of reducing staff turnover from less than 2 years to roughly 3 or 4 years, should

result in net savings with respect to wastage of human resources. However, just because workers stay longer, this does not mean that team functioning will improve automatically. Continued support and investment in team development at periodic intervals is a prerequisite.

The External Organisation Environment which surrounds a group care centre is one of the most diffuse features in practice to account for, as teams seek to produce 'good enough' services for children. This results from the way that the organisational context is largely an abstraction, or a social construct of reality. In day to day practice, the organisational context is made up of real people, who sit behind real desks, speak over real telephones or make real visits to a centre. It is the sum total of these involvements, along with the policies and procedures which frame their involvement, that one must take into account when identifying the external organisation environment. If relationships in this environment are predictable and cooperative between specific people and settings, then team functioning is likely to be adaptive and more task-oriented. In such instances, the organisation is less complicated and the ground rules for interaction are known to all parties involved. If the external environment becomes more competitive and survival-oriented, then team functioning is more prone to maladaptation and segmentation. Unless these teams are provided with encouragement, and a sense of direction about changes in service production arising from the re-allocation of resources, then 'good enough' services in the immediate and longer-term future will be opened to question.

Teams working in turbulent environments are apparently the most vulnerable of all group care workers. Unpredictability of referrals and discharges, along with uncertainties associated with policy and decision-making, serve to make work in turbulent environments especially stressful. Without the support of specific people, who can advocate on behalf of a centre and its team of workers, then low morale, disinclination, fragmentation or conflict are the likely outcomes to be anticipated.

Finally, it is hardly surprising that the Theoretical and Ideological Determinants of group care practice have been given a place of prominence amongst scholars, managers and practitioners alike. This is especially true in the North American context. Given the complexity of practice in this field, the high rate of staff turnover, and the resulting emphasis on early developmental patterns of team functioning, there can be little wonder why so many have developed 'models' to explain the production of welfare process. Most of these theoretical attempts have failed to acknowledge at least three major ideological influences that have shaped the group care field since the late 1960s, especially in North America and Britain. First, the economic recession which hit the United States following the Vietnam War, and which extended to Canada and Britain by the 1980s, was paralleled by a major thrust towards de-institutionalisation. Second, the principle of normalisation has been used increasingly throughout this period as moral justification for providing services in local communities, as required by the whole of the population. Third, evaluation research has been used throughout this period,

especially in North America, to monitor expenditure and to provide organisational decision-makers with further justifications for their actions. The analysis of cost, per unit of service delivered, has become a monthly exercise for most service production centres in North America. While not immediately apparent in British practice, such an evaluative approach is increasingly evident in the scrutiny of health, education and welfare services at central government level. The irony is that in striving for more technically sound and economic means of service production, social planners move further away from historical and cultural traditions which emphasized close interpersonal relations and an expectation that care would be provided by the elders and the caregivers - to the extent humanly possible - for each new generation of children. Without clearly agreed outcome measures by which group care services can be evaluated, in cultural terms as well as economics, then evaluation research can do little more than support those with power and influence to pursue certain ideals at the expense of others.

Summary

Three major tasks have been addressed in this concluding chapter. First, the questions posed in an application of grounded theory were examined, to clarify the logic of scientific discovery used in this study of group care teams. Second, a summary was provided of the major findings associated with eight contextual hypotheses, reformulated from Bronfenbrenner's original propositions to focus on quality of working life for

personnel engaged in group care practice with children. Finally, practical implications arising out of the study were considered in relation to twelve comparative features of service production in the group care field. It was argued throughout that each comparative feature helps to form the basis for an evaluation research paradigm which can be used to address the question of whether 'good enough' services are produced for children and families. The need for continuing action research was indicated for a longitudinal evaluation of services in each of the four major resource networks - health care, education, criminal justice and social welfare - which have sponsored group care services throughout modern history.

APPENDIX A

I. SCHEDULE OF RECENT AND ANTICIPATED EXPERIENCES

This information will help to identify the level of stress which may be influential in your work. All responses will be entirely confidential. Thank you.

If any of these life events have happened to you in the last 12 months, place a cross x in the box in the Column headed "Past".

If you anticipate that the event may happen to you in the next 12 months, place a cross x in the box in the Column headed "Future".

(X ALL ITEMS THAT APPLY)

	PAST		FUTURE	
1.	()	100	()	- Death of spouse
2.	()	73	()	- Divorce
3.	()	65	()	- Marital separation
4.	()	63	()	- Jail Term
5.	()	63	()	- Death of close family member (except spouse)
6.	()	53	()	- Major personal injury or illness
7.	()	50	()	- Marriage
8.	()	47	()	- Fired/sacked at work
9.	()	45	()	- Marital reconciliation
10.	()	45	()	- Retirement
11.	()	44	()	- Change in health of family member (not self)
12.	()	40	()	- Pregnancy
13.	()	39	()	- Sex difficulties
14.	()	39	()	- Gain of new family member
15.	()	39	()	- Business readjustment
16.	()	38	()	- Change in financial state
17.	()	37	()	- Death of a close friend
18.	()	36	()	- Change to different occupation
19.	()	35	()	- Change in number of arguments with spouse
20.	()	31	()	- Mortgage over \$10,000 or £5,000
21.	()	30	()	- Foreclosure of mortgage or loan
22.	()	29	()	- Change in responsibilities at work
23.	()	29	()	- Son or daughter leaving home
24.	()	29	()	- Trouble with in-laws
25.	()	28	()	- Outstanding personal achievement
26.	()	26	()	- Spouse begins or stops work
27.	()	26	()	- Begin or end school
28.	()	25	()	- Change in living conditions
29.	()	24	()	- Change in personal habits (self or family)
30.	()	23	()	- Trouble with boss

PAST	FUTURE	
31. ()	20 ()	- Change in work hours or conditions
32. ()	20 ()	- Change in residence
33. ()	20 ()	- Change in schools
34. ()	19 ()	- Change in recreation
35. ()	19 ()	- Change in church activities
36. ()	18 ()	- Change in social activities
37. ()	17 ()	- Mortgage or loan less than \$10,000 or £5,000
38. ()	16 ()	- Change in sleeping habits
39. ()	15 ()	- Change in number of family get-togethers
40. ()	13 ()	- Change in eating habits
41. ()	13 ()	- Vacation
42. ()	12 ()	- Christmas
43. ()	11 ()	- Minor violations of the law

After The Social Readjustment Rating Scale (Holmes, T.H. and Rahe, R.H., 1967).
Used by permission.

APPENDIX B

HEIMLER SCALE OF ORGANISATIONAL FUNCTIONING

- | | <u>Ring your answer</u> |
|--|-------------------------|
| I. a) Do you like the work you are doing? | No / Yes / Perhaps |
| b) On the whole, do you like the people you work with? | Yes / Perhaps / No |
| c) Do you feel you are in the right kind of work? | Perhaps / Yes / No |
| d) Have you any really satisfying hobbies or interests outside work? | Yes / No / Perhaps |
| e) Have you enough opportunity for getting on in your work? | No / Perhaps / Yes |
| II. a) Do you live more comfortably than you did two years ago? | Yes / No / Perhaps |
| b) Are you able to save? | Perhaps / Yes / No |
| c) Do you feel at ease about spending? | Yes / No / Perhaps |
| d) Are you reasonably secure financially? | No / Perhaps / Yes |
| e) Do you <u>feel</u> financially secure? | Perhaps / No / Yes |
| III. a) Have you a mate or colleague at work in whom you can confide? | No / Yes / Perhaps |
| b) Do you feel there are people who care about you at your work? | Perhaps / No / Yes |
| c) Do you have enough opportunities for making acquaintances? | Yes / No / Perhaps |
| d) Would you want your mates/colleagues to turn to you with their problems? | No / Perhaps / Yes |
| e) Do you enjoy entertaining or treating your mates/colleagues? | Yes / No / Perhaps |
| IV. (A) <u>Single people</u> | |
| a) Outside work, do you feel happy about your social life? | Perhaps / Yes / No |
| b) Outside work is your housing situation alright? | Yes / No / Perhaps |
| c) Do you feel that there are people outside your work who really care about you? | Yes / Perhaps / No |
| d) On the whole, do you think your social life is a good balance to your working life? | No / Yes / Perhaps |
| e) Outside work do you want to be involved in other people's problems or interests? | Yes / Perhaps / No |

IV. (B) People married or co-habiting

- a) Are you interested in your partner's hobbies and/or activities? Yes / No / Perhaps
- b) Do you discuss your money, work, or other problems with your partner? Yes / Perhaps / No
- c) Do you enjoy family life? No / Yes / Perhaps
- d) Do you feel that your partner understands you? Perhaps / Yes / No
- e) Do you feel that you understand your partner? Yes / No / Perhaps

- V. a) Are you really satisfied with your work contract? Perhaps / Yes / No
- b) Do you feel that your employers are concerned for your wellbeing? Yes / No / Perhaps
- c) Does your work bring you some sense of fulfilment? Perhaps / Yes / No
- d) On the whole, are you content with your employer's aims and objectives? No / Perhaps / Yes
- e) Can you relax? Perhaps / Yes / No

Ring your answer

- I. a) Do you feel overworked? No / Yes / Perhaps
- b) Do you feel too tired to work? Yes / No / Perhaps
- c) Do you find that your mind is under-active? Perhaps / Yes / No
- d) Do you feel too tired to enjoy life? Yes / Perhaps / No
- e) Do you feel frustrated because you are prevented from doing things properly? Perhaps / No / Yes
- II. a) Do you have frequent headaches? Yes / No / Perhaps
- b) Do you suffer from aches and pains? No / Perhaps / Yes
- c) Is your work in any way a threat to your health? No / Perhaps / Yes
- d) Are you concerned about your health? Yes / No / Perhaps
- e) Is your imagination painful to you? Perhaps / Yes / No

- III. a) Do you often feel disappointed by people with whom you work? Yes / No / Perhaps
- b) Do you often find that people in charge like being hurtful to you? Perhaps / No / Yes
- c) Do you feel that circumstances are often against you? Yes / Perhaps / No
- d) Do you find that people are often against you? Perhaps / No / Yes
- e) Would you like to have more power and influence in the organisation? Yes / Perhaps / No
- IV. a) Are you often very depressed over your work situation? Perhaps / Yes / No
- b) Do you often feel vaguely insecure about your job? Yes / Perhaps / No
- c) Do you often feel guilty about your contribution at work? Perhaps / Yes / No
- d) Do you often wish you could quit your job? No / Yes / Perhaps
- e) Do you often find that people are unappreciative of your efforts at work? Yes / Perhaps / No
- V. a) Do you drink or over-smoke because of your work? Perhaps / Yes / No
- b) Do you often take drugs or medicines to help you cope? Yes / Perhaps / No
- c) Do you tend to get over-active or over-excited? No / Yes / Perhaps
- d) Do you tend to eat too much or too little? Yes / Perhaps / No
- e) Are you driven to do things which cause trouble to yourself/or to your fellow workers? Perhaps / No / Yes

SYNTHESIS

<u>Score each question out of 20 points</u>	<u>Points</u>
1. How far do you feel you have achieved your ambition in your present work?
2. How far do you feel hopeful of further achievement in your present career?
3. How far do you feel your present job has purpose?
4. How far has your work given you enough scope for self-expression?
5. When you look back how far do you feel that your career has been worth the struggle?

Total

APPENDIX C

II. SCHEDULE OF EMPLOYEE FUNCTIONING

Please answer EACH question according to the way you feel today.

Circle Y to indicate YES Y

Circle P to indicate PERHAPS P

Circle N to indicate NO N

If you are not sure how you feel, answer PERHAPS P

SECTION 1 - WORK

- | | | | |
|--|---|---|---|
| 1. Do you like the work you are doing? | Y | P | N |
| 2. On the whole, do you like the people you work with? | Y | P | N |
| 3. Do you feel you are in the right kind of work? | Y | P | N |
| 4. Do you have any really satisfying hobbies
or interests outside work? | Y | P | N |
| 5. Do you have enough opportunity for getting ahead
in your work? | Y | P | N |

SECTION 2 - FINANCE

- | | | | |
|---|---|---|---|
| 6. Do you live more comfortably than you did 2 years ago? | Y | P | N |
| 7. Are you able to save? | Y | P | N |
| 8. Do you feel at ease about spending? | Y | P | N |
| 9. Are you reasonably secure financially? | Y | P | N |
| 10. Do you FEEL financially secure? | Y | P | N |

SECTION 3 - FRIENDSHIP

- | | | | |
|--|---|---|---|
| 11. Have you a mate or colleague at work in whom you
can confide? | Y | P | N |
| 12. Do you feel there are people who care about you
at your work? | Y | P | N |
| 13. Do you have enough opportunities for making
acquaintances? | Y | P | N |
| 14. Would you want your mates or colleagues to turn
to you with their problems? | Y | P | N |
| 15. Do you enjoy entertaining or treating your mates
or colleagues? | Y | P | N |

SECTION 4 - FAMILY LIFE (People married or living together)

- | | | | | |
|-----|--|---|---|---|
| 16. | Are you interested in your partner's hobbies and/or activities? | Y | P | N |
| 17. | Do you discuss your money, work or other problems with your partner? | Y | P | N |
| 18. | Do you enjoy family life? | Y | P | N |
| 19. | Do you feel that your partner understands you? | Y | P | N |
| 20. | Do you feel that you understand your partner? | Y | P | N |

SECTION 5 - SOCIAL LIFE

- | | | | | |
|-----|---|---|---|---|
| 21. | Outside work, do you feel happy about your social life? | Y | P | N |
| 22. | Outside work, is your housing arrangement all right? | Y | P | N |
| 23. | Do you feel that there are people outside your work who really care about you? | Y | P | N |
| 24. | On the whole, do you think your social life is a good balance to your working life? | Y | P | N |
| 25. | Outside work do you want to be involved in other people's problems or activities? | Y | P | N |

SECTION 6 - PERSONAL CONTRACT

- | | | | | |
|-----|---|---|---|---|
| 26. | Are you really satisfied with your work contract? . | Y | P | N |
| 27. | Do you feel that your employers are concerned for your wellbeing? | Y | P | N |
| 28. | Does your work bring you some sense of fulfilment? . | Y | P | N |
| 29. | On the whole, are you content with your employer's aims and objectives? | Y | P | N |
| 30. | Can you relax? | Y | P | N |

SECTION 7 - ENERGY

- | | | | | |
|-----|--|---|---|---|
| 31. | Do you feel overworked? | Y | P | N |
| 32. | Do you feel too tired to work? | Y | P | N |
| 33. | Do you find that your mind is underactive? | Y | P | N |
| 34. | Do you feel too tired to enjoy life? | Y | P | N |
| 35. | Do you feel frustrated because you are prevented from doing things properly? | Y | P | N |

SECTION 8 - HEALTH

- | | | | | |
|-----|---|---|---|---|
| 36. | Do you have frequent headaches? | Y | P | N |
| 37. | Do you suffer from aches and pains? | Y | P | N |
| 38. | Is your work in any way a threat to your health? .. | Y | P | N |
| 39. | Are you concerned about your health? | Y | P | N |
| 40. | Is your imagination painful to you? | Y | P | N |

SECTION 9 - PERSONAL INFLUENCE

- | | | | | |
|-----|---|---|---|---|
| 41. | Do you often feel disappointed by people with whom
you work? | Y | P | N |
| 42. | Do you often find that people in charge like being
hurtful to you? | Y | P | N |
| 43. | Do you feel that circumstances are often against you? | Y | P | N |
| 44. | Do you feel that people are often against you? | Y | P | N |
| 45. | Would you like to have more power and influence
in your place of work? | Y | P | N |

SECTION 10 - MOODS

- | | | | | |
|-----|--|---|---|---|
| 46. | Are you often very depressed over your work situation? | Y | P | N |
| 47. | Do you often feel vaguely insecure about your job? . | Y | P | N |
| 48. | Do you often feel guilty about your contribution
at work? | Y | P | N |
| 49. | Do you often wish you could quit your job? | Y | P | N |
| 50. | Do you often find that people are unappreciative
of your efforts at work? | Y | P | N |

SECTION 11 - HABITS

- | | | | | |
|-----|---|---|---|---|
| 51. | Do you drink or over-smoke because of your work? ... | Y | P | N |
| 52. | Do you take drugs or medicines to help you feel
better? | Y | P | N |
| 53. | Do you tend to get overactive or overexcited? | Y | P | N |
| 54. | Do you tend to eat too much or too little? | Y | P | N |
| 55. | Are you driven to do things which cause trouble to
yourself or to your fellow workers? | Y | P | N |

SECTION 12 - OUTLOOK ON LIFE

THIS SECTION ASKS YOU TO RATE YOUR RESPONSES ALONG THE SCALE GIVEN BELOW. THE SCALE RANGES FROM ONE TO TWENTY. A RATING OF ONE INDICATES THAT YOUR RESPONSE IS "NOT AT ALL" AND A RATING OF TWENTY INDICATES THAT YOUR RESPONSE IS "COMPLETELY". THE SCALE ALLOWS YOU TO RATE YOUR RESPONSE ANYWHERE THAT YOU FEEL IT BELONGS BETWEEN THESE TWO EXTREMES.

56. Have you achieved your ambition in life?

NOT AT ALL CIRCLE ONE COMPLETELY
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20

57. Do you feel hope for the future?

NOT AT ALL CIRCLE ONE COMPLETELY
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20

58. Do you feel that your life has meaning?

NOT AT ALL CIRCLE ONE COMPLETELY
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20

59. Has life given you enough opportunity to express yourself?

NOT AT ALL CIRCLE ONE COMPLETELY
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20

60. When you look back, do you feel that life was worth the struggle?

NOT AT ALL CIRCLE ONE COMPLETELY
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20

After the Heimler Scale of Organisational Functioning,
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III. BACKGROUND INFORMATION

1. Are you a: Woman Man
2. Are you now: (cross one only)
 Never Married Married Divorced
 Widowed Separated Cohabiting
3. What is the title of your present job?
4. How long have you been in your present post?
5. What is your spouse's occupation (if applicable)?
6. Are you a member of a professional organisation?
 Yes No Once was
7. Do you hold membership in a labour organisation or union?
 Yes No Once was
8. How many hours have you worked in the past 7 days?
9. What personal accommodation arrangements do you have?
(cross one only)
 Privately owned accommodation away from work
 Living in parental home away from work
 Rented accommodation away from work
 Rented accommodation tied to work
 Living-in accommodation at work with provision for
separate meals
 Full Board and Lodging as part of work.
10. What is the highest grade, qualification or degree level
you have completed? (cross one only)
 0 - 6
 Some Secondary School
 School Leaving Certificate
 High School Diploma or Highers
 Technical or Business School
 2 Year College or Polytechnic Diploma
 College or University Degree
 Postgraduate Study
Specify Degree or Diploma
11. Please list the ages of the members of your present family:
Yourself Your Spouse
Your children
.....

APPENDIX D

WORK ORIENTATION SCHEDULE

Please answer each question according to the way you feel today
 Circle Y to indicate YES. Circle P to indicate PERHAPS or sometimes.
 Circle N to indicate NO. If you are not sure how you feel,
 answer PERHAPS.

Work (Employed-Home-Student-Retired)

- | | | | |
|--|---|---|---|
| a. Do you like what you are doing? | Y | P | N |
| b. On the whole, do you like the people you work with? | Y | P | N |
| c. Do you feel this is the right activity for you? | Y | P | N |
| d. Do you have any really satisfying hobbies? | Y | P | N |
| e. Have you enough opportunity for getting on in your
work? | Y | P | N |

Finance

- | | | | |
|---|---|---|---|
| a. Do you live better than you did two years ago? | Y | P | N |
| b. Are you able to save? | Y | P | N |
| c. Do you feel at ease about spending? | Y | P | N |
| d. Are you reasonably secure financially? | Y | P | N |
| e. Do you feel financially secure? | Y | P | N |

Social Life

- | | | | |
|--|---|---|---|
| a. Do you feel happy about your social life? | Y | P | N |
| b. Have you a close friend in whom you can confide? ... | Y | P | N |
| c. Outside your family, do you feel there are people
who really care about you? | Y | P | N |
| d. Would you want your friends to turn to you with
their problems? | Y | P | N |
| e. On the whole, is your social life a good balance
to your working life? | Y | P | N |

Home Life

- | | | | |
|---|---|---|---|
| a. Is your housing arrangement all right? | Y | P | N |
| b. Are you interested in family activities? | Y | P | N |
| c. Do you have someone with whom you can discuss money,
work, or other problems? | Y | P | N |
| d. Do you enjoy home life? | Y | P | N |
| e. Is there someone who understands you? | Y | P | N |

Personal Contract

- | | | | | |
|----|--|---|---|---|
| a. | Are you really satisfied with your current work arrangements? | Y | P | N |
| b. | Do you feel that someone at work is concerned about your wellbeing? | Y | P | N |
| c. | Does your work activity bring you some sense of fulfilment? | Y | P | N |
| d. | On the whole, are you content with the aims and objectives of your work? | Y | P | N |
| e. | Can you relax? | Y | P | N |

Activity

- | | | | | |
|----|--|---|---|---|
| a. | Do you feel overworked? | Y | P | N |
| b. | Do you feel too tired to work? | Y | P | N |
| c. | Do you find that your mind is underactive? | Y | P | N |
| d. | Do you feel too tired to enjoy life? | Y | P | N |
| e. | Do you feel frustrated because you are prevented from doing things properly? | Y | P | N |

Health

- | | | | | |
|----|--|---|---|---|
| a. | Do you have frequent headaches? | Y | P | N |
| b. | Do you suffer from aches and pains? | Y | P | N |
| c. | Is sleep a problem for you? | Y | P | N |
| d. | Are you concerned about your health? | Y | P | N |
| e. | Is your imagination painful to you? | Y | P | N |

Influences

- | | | | | |
|----|---|---|---|---|
| a. | Do you at times feel disappointed by people with whom you work? | Y | P | N |
| b. | Do you often find that people like being hurtful to you? | Y | P | N |
| c. | Do you feel that circumstances are often against you? | Y | P | N |
| d. | Do you feel that people are at times against you? .. | Y | P | N |
| e. | Would you like to have more power and influence? ... | Y | P | N |

Moods

- | | | | | |
|----|---|---|---|---|
| a. | Are you at times very depressed? | Y | P | N |
| b. | Do you often feel vaguely insecure in your work? ... | Y | P | N |
| c. | Do you feel unduly guilty about your contribution as a worker? | Y | P | N |
| d. | Do you ever wish you could quit? | Y | P | N |
| e. | Do you find that people are often unappreciative of your efforts? | Y | P | N |

Habits

- | | | | | |
|----|---|---|---|---|
| a. | Are you inclined to smoke or drink too much? | Y | P | N |
| b. | Do you take drugs or medicines to help you to feel better? | Y | P | N |
| c. | Do you tend to get over-active or over-excited? | Y | P | N |
| d. | Do you tend to eat too much or too little? | Y | P | N |
| e. | Are you driven to do things which cause trouble for yourself or others? | Y | P | N |

OUTLOOK ON LIFE

Here is a scale from 0 to 20. 0 = 'not at all' and 20 = 'completely'.

0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20
 'not at all' 'completely'

For each question, pick a number which indicates how you feel today:

Scale No.

- a. How far are you achieving your ambition in life? _____
- b. How far do you feel hopeful for the future? _____
- c. How far do you feel that your life has meaning? _____
- d. How far does life give you enough opportunity for self-expression? _____
- e. When you look back, how far do you feel that life was worth the struggle? _____

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APPENDIX E

STATISTICAL TABLES DERIVED FROM CROSS-TABULATION OF WORK
ORIENTATION SCHEDULE VARIABLES BY TWO DIMENSIONS OF TEAM
FUNCTIONING

Table 1: Collective Structure of Teams (Accommodative-Assimilative) By
Quality of Working Life (N = 106)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
Certainty of Satisfaction	6.34189	.0118	.26353	.25483
Potential Satisfactions	8.45650	.0036	.30138	.28856
Certainty of Frustrations	12.52138	.0004	.36263	.34091
Potential Frustrations	16.86336	.0000	.41778	.38549
Outlook on Life	7.43860	.0064	.28383	.27304

Table 2: Collective Structure of Teams (Accommodative-Assimilative) By
Quality of Working Life, Controlling for Social Policy Environment 2

British Teams (N = 48)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
Certainty of Satisfactions	3.40010	N.S.	.31145	.29736
Potential Satisfactions	6.10909	.0134	.40206	.37303
Certainty of Frustrations	11.51565	.0007	.53240	.46994
Potential Frustrations	15.85326	.0001	.61807	.52575
Outlook on Life	1.40827	N.S.	.21854	.21350

North American Teams (N = 58)

Certainty of Satisfaction	2.08023	N.S.	.22528	.21977
Potential Satisfactions	2.08023	N.S.	.22528	.21977
Certainty of Frustrations	1.95572	N.S.	.21889	.21383
Potential Frustrations	2.85615	N.S.	.25746	.24933
Outlook on Life	5.66277	.0173	.34975	.33014

Table 3: Collective Structure of Teams (Accomodative-Assimilative) By Work Orientation Schedule Top Box Analysis (N = 106)

WORK ORIENTATION SCHEDULE TOPBOX THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
Potential Uncertainty Swing in Satisfactions	1.36627	N.S.	.13245	.13131
Potential Uncertainty Swing in Frustrations	0.00000	N.S.	.00143	.00143
Functioning at Best Ratio of Frustrations to Satisfactions	13.81466	.0002	.37993	.35516
Functioning at Worst Ratio of Frustrations to Satisfactions	12.29645	.0005	.35952	.33832
Functioning on Average Ratio of Frustrations to Satisfactions	15.18081	.0001	.39736	.36927

Table 4: Collective Structure of Teams (Accommodative-Assimilative) By Work Orientation Schedule TopBox Analysis, Controlling for Social Policy Environment 2

British Teams (N = 48)

WORK ORIENTATION SCHEDULE TOPBOX THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
Potential Uncertainty Swing in Satisfactions	0.19592	N.S.	.10648	.10588
Potential Uncertainty Swing in Frustrations	0.10733	N.S.	.08932	.08897
Functioning at Best Ratio of Frustrations to Satisfactions	13.55250	.0002	.57430	.49801
Functioning at Worst Ratio of Frustrations to Satisfactions	13.55250	.0002	.57430	.49801
Functioning on Average Ratio of Frustrations to Satisfactions	15.85326	.0001	.61807	.52575

North American Teams (N = 58)

WORK ORIENTATION SCHEDULE TOPBOX THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
Potential Uncertainty Swing in Satisfactions	0.69307	N.S.	.14415	.14268
Potential Uncertainty Swing in Frustrations	0.07928	N.S.	.07156	.07137
Functioning at Best Ratio of Frustrations to Satisfactions	1.95572	N.S.	.21889	.21383
Functioning at Worst Ratio of Frustrations to Satisfactions	1.23888	N.S.	.18118	.17828
Functioning on Average Ratio of Frustrations to Satisfactions	1.95572	N.S.	.21889	.21383

Table 5: Collective Structure of Teams (Accommodative-Assimilative) By
Quality of Working Life Satisfactions (N = 106)

QUALITY OF WORKING LIFE SATISFACTIONS	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
Certainty in Work Life Area	0.03245	N.S.	.03642	.03640
Potential in Work Life Area	0.56307	N.S.	.09182	.09143
Certainty in Financial Area	5.46509	.0194	.24598	.23886
Potential in Financial Area	3.02385	N.S.	.18782	.18460
Certainty in Social Life Area	0.15181	N.S.	.05677	.05667
Potential in Social Life Area	0.92070	N.S.	.11212	.11143
Certainty in Home Life Area	3.79520	.0514	.20814	.20377
Potential in Home Life Area	2.42893	N.S.	.17030	.16788
Certainty in Personal Contract Area	7.43860	.0064	.28383	.27304
Potential in Personal Contract Area	8.62842	.0033	.30423	.29106

Table 6: Collective Structure of Teams (Accommodative-Assimilative) By Quality of Working Life Satisfactions, Controlling for Social Policy Environment 2

<u>British Teams (N = 48)</u>				
QUALITY OF WORKING LIFE SATISFACTIONS	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
Certainty in Work Life Area	0.00145	N.S.	.04939	.04933
Potential in Work Life Area	1.47917	N.S.	.22085	.21565
Certainty in Financial Area	1.53979	N.S.	.22125	.21602
Potential in Financial Area	2.48459	N.S.	.26984	.26052
Certainty in Social Life Area	0.00000	N.S.	.02684	.02683
Potential in Social Life Area	0.00145	N.S.	.04939	.04933
Certainty in Home Life Area	9.52588	.0020	.48842	.43887
Potential in Home Life Area	4.74639	.0294	.35783	.33691
Certainty in Personal Contract Area	8.10390	.0044	.45303	.41266
Potential in Personal Contract Area	9.70858	.0018	.49206	.44151
<u>North American Teams (N = 58)</u>				
Certainty in Work Life Area	0.00000	N.S.	.00730	.00730
Potential in Work Life Area	0.00000	N.S.	.02697	.02696
Certainty in Financial Area	3.33285	N.S.	.27430	.26453
Potential in Financial Area	0.57657	N.S.	.13454	.13334
Certainty in Social Life Area	0.33585	N.S.	.11112	.11044
Potential in Social Life Area	0.74185	N.S.	.14836	.14676
Certainty in Home Life Area	0.00000	N.S.	.02899	.02898
Potential in Home Life Area	0.00000	N.S.	.00730	.00730
Certainty in Personal Contract Area	0.65344	N.S.	.14073	.13935
Potential in Personal Contract Area	0.69307	N.S.	.14415	.14268

Table 7: Collective Structure of Teams (Accommodative-Assimilative) By Quality of Working Life Frustrations (N = 106)

QUALITY OF WORKING LIFE FRUSTRATIONS	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
Certainty in Activity Area	7.43860	.0064	.28383	.27304
Potential in Activity Area	16.86336	.0000	.41778	.38549
Certainty in Health Area	4.79856	.0285	.23172	.22574
Potential in Health Area	5.46509	.0194	.24598	.23886
Certainty in Influences Area	2.52505	N.S.	.17328	.17073
Potential in Influences Area	2.42893	N.S.	.17030	.16788
Certainty in Moods Area	12.52138	.0004	.36263	.34091
Potential in Moods Area	20.21579	.0000	.45563	.41462
Certainty in Habits Area	1.90064	N.S.	.15283	.15108
Potential in Habits Area	1.30025	N.S.	.12969	.12861

Table 8: Collective Structure of Teams (Accommodative-Assimilative) By Quality of Working Life Frustrations, Controlling for Social Policy Environment 2

QUALITY OF WORKING LIFE FRUSTRATIONS	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
<u>British Teams (N = 48)</u>				
Certainty in Activity Area	9.48550	.0021	.48844	.43889
Potential in Activity Area	21.00035	.0000	.70482	.57610
Certainty in Health Area	10.43527	.0012	.50964	.45407
Potential in Health Area	4.67758	.0306	.35450	.33412
Certainty in Influences Area	0.14109	N.S.	.09759	.09713
Potential in Influences Area	0.14109	N.S.	.09759	.09713
Certainty in Moods Area	6.20724	.0127	.40255	.37343
Potential in Mood Area	13.60296	.0002	.57625	.49929
Certainty in Habits Area	0.70095	N.S.	.16288	.16076
Potential in Habits Area	0.03359	N.S.	.06878	.06862
<u>North American Teams (N = 58)</u>				
Certainty in Activity Area	0.36834	N.S.	.11525	.11449
Potential in Activity Area	1.31897	N.S.	.18636	.18320
Certainty in Health Area	0.00000	N.S.	.03110	.03109
Potential in Health Area	1.05970	N.S.	.16986	.16746
Certainty in Influences Area	2.08023	N.S.	.22528	.21977
Potential in Influences Area	1.95572	N.S.	.21889	.21383
Certainty in Moods Area	4.97989	.0256	.32857	.31216
Potential in Moods Area	6.43031	.0112	.36886	.34607
Certainty in Habits Area	0.65344	N.S.	.14073	.13935
Potential in Habits Area	1.12523	N.S.	.17381	.17124

Table 9: Collective Structure of Teams (Accommodative-Assimilative) By Outlook on Life Themes (N = 106)

OUTLOOK ON LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
Achieved Ambitions	13.59689	.0002	.37708	.35283
Hope for the Future	14.97385	.0001	.39478	.36721
Life Has Meaning	7.43860	.0064	.28383	.27304
Opportunity for Expression	3.79520	.0514	.20814	.20377
Past Worthwhile	2.74689	N.S.	.18002	.17717

Table 10: Collective Structure of Teams (Accommodative-Assimilative) By Outlook on Life Themes, Controlling for Social Policy Environment 2

OUTLOOK ON LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
<u>British Teams (N = 48)</u>				
Achieved Ambitions	1.83959	N.S.	.23810	.23162
Hope for the Future	7.84314	.0051	.45042	.41069
Life has Meaning	2.31132	N.S.	.26563	.25673
Opportunity for Expression	0.05762	N.S.	.08085	.08058
Past Worthwhile	2.63401	N.S.	.27685	.26681
<u>North American Teams (N = 58)</u>				
Achieved Ambitions	11.84954	.0006	.48658	.43754
Hope for the Future	6.43031	.0112	.36886	.34607
Life has Meaning	4.22756	.0398	.30674	.29325
Opportunity for Expression	4.22756	.0398	.30674	.29325
Past Worthwhile	0.14173	N.S.	.08619	.08587

Table 11: Collective Structure of Teams (Maladaptive-Adaptive) By Quality of Working Life (N = 106)

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
Certainty of Satisfactions	22.98885	.0000	.47539	.42934
Potential Satisfactions	26.80267	.0000	.51185	.45563
Certainty of Frustrations	11.84447	.0006	.34637	.32727
Potential Frustrations	16.01546	.0001	.39980	.37123
Outlook on Life	5.39974	.0201	.23980	.23319

Table 12: Collective Structure of Teams (Maladaptive-Adaptive) By Quality of Working Life, Controlling for Social Policy Environment 2

QUALITY OF WORKING LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
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British Teams (N = 48)

Certainty of Satisfactions	11.40838	.0007	.53451	.47140
Potential Satisfactions	16.23074	.0001	.62849	.53212
Certainty of Frustrations	4.37452	.0365	.34607	.32704
Potential Frustrations	6.61252	.0101	.41615	.38421
Outlook on Life	0.37013	N.S.	.13682	.13556

North American Teams (N = 58)

Certainty of Satisfactions	7.31598	.0068	.37775	.35338
Potential Satisfactions	7.31598	.0068	.37775	.35338
Certainty of Frustrations	4.91299	.0267	.31418	.29974
Potential Frustrations	6.05512	.0139	.34535	.32643
Outlook on Life	1.77691	N.S.	.20499	.20082

Table 13: Collective Structure of Teams (Maladaptive-Adaptive) By Work Orientation Schedule TopBox Analysis (N = 106)

WORK ORIENTATION SCHEDULE TOPBOX THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
Potential Uncertainty Swing in Satisfactions	3.55483	N.S.	.19801	.19424
Potential Uncertainty Swing in Frustrations	2.91442	N.S.	.18101	.17811
Functioning at Best Ratio of Frustrations to Satisfactions	13.10057	.0003	.36334	.34149
Functioning at Worst Ratio of Frustrations to Satisfactions	11.66924	.0006	.34395	.32525
Functioning on Average Ratio of Frustrations to Satisfactions	17.48351	.0000	.41692	.38481

Table 14: Collective Structure of Teams (Maladaptive-Adaptive) By Work Orientation Schedule TopBox Analysis, Controlling for Social Policy Environment 2

WORK ORIENTATION SCHEDULE TOPBOX THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
<u>British Teams (N = 48)</u>				
Potential Uncertainty Swing in Satisfactions	4.37452	.0365	.34607	.32704
Potential Uncertainty Swing in Frustrations	0.04578	N.S.	.07448	.07428
Functioning at Best Ratio of Frustrations to Satisfactions	5.41547	.0200	.38043	.35557
Functioning at Worst Ratio of Frustrations to Satisfactions	5.41547	.0200	.38043	.35557
Functioning on Average Ratio of Frustrations to Satisfactions	6.61252	.0101	.41615	.38421

WORK ORIENTATION SCHEDULE TOPBOX THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
<u>North American Teams (N = 58)</u>				
Potential Uncertainty Swing in Satisfactions	0.04253	N.S.	.05867	.05857
Potential Uncertainty Swing in Frustrations	3.19118	N.S.	.25928	.25098
Functioning at Best Ratio of Frustrations to Satisfactions	4.91299	.0267	.31418	.29974
Functioning at Worst Ratio of Frustrations to Satisfactions	3.90763	.0481	.28361	.27285
Functioning on Average Ratio of Frustrations to Satisfactions	7.45959	.0063	.37955	.35485

Table 15: Collective Structure of Teams (Maladaptive-Adaptive) By
Quality of Working Life Satisfactions (N = 106)

QUALITY OF WORKING LIFE SATISFACTIONS	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
Certainty in Work Life Area	10.65908	.0011	.32952	.31297
Potential in Work Life Area	14.62280	.0001	.38283	.35753
Certainty in Financial Area	5.39974	.0201	.23980	.23319
Potential in Financial Area	4.48356	.0342	.22012	.21498
Certainty in Social Life Area	5.39974	.0201	.23980	.23319
Potential in Social Life Area	6.24952	.0124	.25659	.24854
Certainty in Home Life Area	1.38246	N.S.	.13035	.12926
Potential in Home Life Area	0.16849	N.S.	.05738	.05729
Certainty in Personal Contract Area	33.26510	.0000	.56816	.49400
Potential in Personal Contract Area	35.73384	.0000	.58822	.50701

Table 16: Collective Structure of Teams (Maladaptive-Adaptive) By
Quality of Working Life Satisfactions, Controlling for
Social Policy Environment 2

QUALITY OF WORKING LIFE SATISFACTIONS	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
<u>British Teams (N = 48)</u>				
Certainty in Work Life Area	0.87124	N.S.	.18027	.17741
Potential in Work Life Area	4.30733	.0379	.34655	.32744
Certainty in Financial Area	1.92673	N.S.	.24406	.23710
Potential in Financial Area	5.73814	.0166	.38966	.36307
Certainty in Social Life Area	1.19431	N.S.	.20228	.19826
Potential in Social Life Area	0.87124	N.S.	.18027	.17741
Certainty in Home Life Area	2.92403	N.S.	.29135	.27972
Potential in Home Life Area	0.49184	N.S.	.14622	.14468
Certainty in Personal Contract Area	27.82192	.0000	.80504	.62709
Potential in Personal Contract Area	24.05855	.0000	.75187	.60096
<u>North American Teams (N = 58)</u>				
Certainty in Work Life Area	7.29593	.0069	.37659	.35242
Potential in Work Life Area	5.92714	.0149	.34306	.32450
Certainty in Financial Area	3.19118	N.S.	.25928	.25098
Potential in Financial Area	0.66698	N.S.	.13620	.13495
Certainty in Social Life Area	1.94414	N.S.	.21035	.20584
Potential in Social Life Area	2.70444	N.S.	.24240	.23558
Certainty in Home Life Area	0.03149	N.S.	.05581	.05572
Potential in Home Life Area	0.21963	N.S.	.09306	.09266
Certainty in Personal Contract Area	7.45959	.0063	.37955	.35485
Potential in Personal Contract Area	10.43601	.0012	.44331	.40527

Table 17: Collective Structure of Teams (Maladaptive-Adaptive) By
Quality of Working Life Frustrations (N = 106)

QUALITY OF WORKING LIFE FRUSTRATIONS	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
Certainty in Activity Area	7.02635	.0080	.27098	.26155
Potential in Activity Area	19.22290	.0000	.43627	.39987
Certainty in Health Area	0.03144	N.S.	.03514	.03512
Potential in Health Area	0.54387	N.S.	.08856	.08821
Certainty in Influences Area	2.33966	N.S.	.16407	.16191
Potential in Influences Area	9.20138	.0024	.30746	.29389
Certainty in Moods Area	3.65570	N.S.	.20053	.19662
Potential in Moods Area	13.10057	.0003	.36334	.34149
Certainty in Habits Area	0.03144	N.S.	.03514	.03512
Potential in Habits Area	0.10735	N.S.	.04952	.04946

Table 18: Collective Structure of Teams (Maladaptive-Adaptive) By
Quality of Working Life Frustrations, Controlling for
Social Policy Environment 2

QUALITY OF WORKING LIFE FRUSTRATIONS	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
<u>British Teams (N = 48)</u>				
Certainty in Activity Area	0.87124	N.S.	.18027	.17741
Potential in Activity Area	3.79507	.0514	.32617	.31009
Certainty in Health Area	1.36622	N.S.	.21370	.20898
Potential in Health Area	3.19364	N.S.	.30185	.28897
Certainty in Influences Area	0.00000	N.S.	.03374	.03372
Potential in Influences Area	0.49184	N.S.	.14622	.14468
Certainty in Moods Area	1.19431	N.S.	.20228	.19832
Potential in Moods Area	7.98908	.0047	.45351	.41302
Certainty in Habits Area	0.00000	N.S.	.01272	.01272
Potential in Habits Area	0.00000	N.S.	.03842	.03839
<u>North American Teams (N = 58)</u>				
Certainty in Activity Area	3.77738	.0520	.27967	.26934
Potential in Activity Area	12.21538	.0005	.47671	.43032
Certainty in Health Area	0.82667	N.S.	.14831	.14671
Potential in Health Area	0.00000	N.S.	.01695	.01695
Certainty in Influences Area	2.78817	N.S.	.24510	.23805
Potential in Influences Area	7.45959	.0063	.37955	.35485
Certainty in Moods Area	0.82667	N.S.	.14831	.14671
Potential in Moods Area	2.78817	N.S.	.24510	.23805
Certainty in Habits Area	0.06513	N.S.	.06482	.06468
Potential in Habita Area	0.28662	N.S.	.10042	.09992

Table 19: Collective Structure of Teams (Maladaptive-Adaptive) By Outlook on Life Themes (N = 106)

OUTLOOK ON LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
Achieved Ambitions	6.24952	.0124	.25659	.24854
Hope for the Future	11.84447	.0006	.34637	.32729
Life has Meaning	3.76780	.0522	.20332	.19924
Opportunity for Expression	9.54214	.0020	.31277	.29851
Past Worthwhile	4.18194	.0409	.21341	.20871

Table 20: Collective Structure of Teams (Maladaptive-Adaptive) By Outlook on Life, Controlling for Social Policy Environment 2

OUTLOOK ON LIFE THEMES	CHI SQUARE	SIGNIFICANCE	PHI	CONTINGENCY COEFFICIENT
<u>British Teams (N = 48)</u>				
Achieved Ambitions	0.41782	N.S.	.13720	.13593
Hope for the Future	1.04782	N.S.	.19567	.19203
Life has Meaning	1.04782	N.S.	.19567	.19203
Opportunity for Expression	0.12935	N.S.	.09983	.09934
Past Worthwhile	0.06506	N.S.	.08099	.08073
<u>North American Teams (N = 58)</u>				
Achieved Ambitions	4.91299	.0267	.31418	.29974
Hope for the Future	7.31598	.0068	.37775	.35338
Life has Meaning	0.25899	N.S.	.09978	.09929
Opportunity for Expression	7.41536	.0065	.38099	.35602
Past Worthwhile	2.61150	N.S.	.24038	.23373

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