Higher Secondary Course

SOCIAL WORK

Class XII

Government of Kerala
Department of Education

1

Social Work- Primary Methods

Significant Learning Outcomes

After the completion of this chapter, the learner:

- Appraises the relevance of the primary methods of social work - social case work, social group work, and community organization - as problem solving methods.
- Describes the definitions, characteristics, principles, processes and the relevance of relationship in the practice of social case work.
- Describes the definitions, characteristics, principles, processes and phases of group formation and group dynamics in the practice of social group work.
- Describes the concept, characteristics, principles, and the systematic process in the practice of community organisation.

Content

1.1 Working with Individuals- Social Case Work

Characteristics of Social Case Work
Objectives of Social Case Work
Principles of Social Case Work
Relationship in Social Case Work
Components of Social Case Work

1.2 Working with Groups- Social Group Work

Characteristics of Social Group Work
Objectives of Social Group Work
Principles of Social Group Work
Social Group Work Process
Group Behaviour and Group Dynamics
Social Group Work in Modern times

1.3 Working with Community- Community Organization

Characteristics of Community Organization
Objectives of Community Organization
Principles of Community Organization
Process of Community Organization

Scientific social work today has emerged as a problem solving profession. Compared to other disciplines, professional social work is relatively young. This profession helps individuals, groups and communities to find solutions for their problems. Finding solutions to problems enhances the quality of life and fosters development.

Problems at any level (individual or social) can affect the interactions and relationships of individuals. Thus, the social adjustment and functioning get affected. Hence, social work intervention in solving problems promotes social functioning of individuals.

Social work, over years has evolved a scientific knowledge base, clear skill sets and a strong value system, unique to the profession. Field level experience and research in addressing the problems of various client groups have resulted in developing different strategies and methods. These methods differ in their application of knowledge, skills, and techniques.

The methods of social work are social case work, social group work, community organization, social action, social welfare administration, and social work research. They are broadly classified as primary and secondary methods. Case work, group

work, and community organization which require direct interaction with the client are called the primary or direct methods. The other three, for which face-to-face contact with the client is not essential, are termed as secondary or indirect methods. In this unit, let us discuss the primary methods in detail.

1.1 Working with Individuals- Social Case Work

Let us read the story of Geethu.

Geethu is a 10th standard student. She was good in her studies and very jovial with her friends. She was interested in games, art and literary activities. Recently she lost interest in studies and kept away from extra curricular activities. Her exam scores went down considerably and she became impulsive and easily irritable.

How can we help Geethu to overcome her difficulty?

- …………………………

By giving advice to Geethu, warning against her misbehaviour, alienating her from the group, complaining to the class teacher, etc.

Do you think these would help Geethu? Don't we need a more reasonable and systematic approach to help her?

Social case work is the method of social work that offers help to individuals like Geethu to overcome their psycho-social difficulties. Here the case worker establishes a good relationship with Geethu and encourages her to communicate her problems. Through this, the case worker studies her problems and its causes. S/he helps Geethu in understanding the problem she is facing and helps her to identify the ways to overcome it. Further Geethu is enabled to choose a suitable course of action to overcome her problems.

Thus, social case work is a primary method which assists individuals to adjust with his/her environment in a more satisfying way. All human beings are part of society and everyone has different social roles and duties. While performing his/her duties and roles, individual faces many problems in one form or the other. Every individual reacts differently to his/her social, physical and economic environment. In other words, the problems with similar nature affect different individuals differently. Some people are able to manage these problems by their own efforts, while others need external intervention. Social work has developed a method to help individuals with psycho- social problems, in order to enable them to cope more effectively with their problems and to have a better social adjustment with the environment.

> List out three problems faced by individuals that can be solved using case work.

It is clear that individuals face numerous problems in their day-to-day life. These problems can be resolved easily if scientific helping process is used. Social case work is the method used by social workers to help such individuals. Let us define social case work:

Social case work can be defined as the method of social work that helps individuals with psycho-social problems to realize and resolve it. It is a scientific process which demands professional relationship to explore the causes of the problem and to develop solutions.

Linton B. Swift defined social case work as "**the art of** assisting the individual in developing and making use of his personal capacity to deal with problems which he faces in his social environment." According to Perlman, "**social case work** is a process used by certain human welfare agencies to help individuals to cope more effectively with their problems in social functioning."

Characteristics of Social Case Work

As a problem solving method at individual level, social case work has its unique characteristics:

i.   It helps individuals to solve their psycho-social problems.

ii. It helps individuals to make better adjustment with the environment.

iii. It is a progressive process which involves study, diagnosis, treatment, evaluation, etc.

iv. It requires the knowledge and skill in establishing professional relationship.

v.   It mobilizes the capacities in individuals and resources in the environment.

vi. It ensures personality development.

Objectives of Social Case Work

The basic purpose of social case work is to enable the clients to function effectively in their social environment and to experience a more satisfying life. Thus, social case work helps an individual client to solve his/her psycho- social problems. The following are the objectives of social case work:

i.   To understand and solve the psycho-social problems of the individual.

ii. To strengthen the personal efficiency of individuals to handle problem situations.

iii. To remedy and prevent the problems in social functioning.

iv. To develop skills and resources to enhance social functioning.

Principles of Social Case Work

The Himalayan mountain ranges attract millions of travellers from the world over. Kailas, Manasa Sarovar, Pangong lake, Khedar, Gangothri, Simla, Kulu, Manali etc. are hill stations on mountain tops visited by many. The travelers to these destinations are given certain directions. For example, persons with heart or lung diseases should not join the team, avoid travel during rainy season, carry warm clothes including thick leather shoes and gloves, carry light food items and emergency medicines, avoid deep relationships or conflicts with strangers, etc.

Why do you think that the travelers must follow these guidelines?

•   …………………………

It is clear that by following these guidelines, the traveler can successfully complete

the journey avoiding casualties and failures. Similarly for the successful completion of any task we need to follow specific rules or guidelines. These rules or guidelines are generally known as the principles.

Social case work, the method built on one-to-one relationship, has certain specific principles for its effective practice. These principles have evolved mainly from the philosophical value base of the profession and field experiences. Research studies also have contributed in shaping these principles. The social case workers are expected to conform to these guidelines to ensure the success of intervention. Let us examine the major principles of case work.

a. Principle of Individualization

No two persons are alike in qualities and traits. Their problems may be the similar but the cause of the problem and the ability to handle it differs from individual to individual. Therefore, each individual client should be treated as a human being with personal differences. Thus the inherent worth and dignity of the individual must be respected considering his/her uniqueness.

b. Principle of Acceptance

According to the Principle of Acceptance, the worker should receive the client as s/he already is with his/her strengths and weaknesses. Acceptance helps the client to lower his social defense of submission, attack and withdrawal. The ultimate effect of the case worker's accepting approach is the establishment of counter acceptance by the client.

c. Principle of Purposeful Expression of Feelings

Purposeful expression of feelings is the recognition of the client's need to express his feelings freely, especially the negative ones. The case worker should listen purposefully, neither discouraging nor condemning the expression of those feelings. Sometimes, the case worker should even encourage the client to express his feelings since it has a therapeutic value.

d. Principle of Controlled Emotional Involvement

It is the case worker's sensitivity to the client's feelings. It means the capacity of the worker to understand the feelings of the client and to make appropriate responses without losing objectivity. Objectivity is essential for ensuring a balanced helping relationship. Here the case worker should be guided by empathy instead of sympathy.

e.   Principle of Non- judgmental Attitude

It is a quality of the case work relationship. The case worker should not blame the client for his behaviour or problems. It is the impartial attitude towards the client without any bias. The worker should not make any subjective judgment based on guilt or innocence of the client. The social case worker should not relate to the client with a pre-judgmental or prejudiced attitude.

f.   Principle of Client Self- Determination

It is the practical recognition of the client's freedom to make his own choices and decisions in the case work process. The responsibility of making decision should always rest with the client. The case worker may help the client to explore alternative courses of action and clarify their consequences to enable them to make appropriate decisions.

g.   Principle of Confidentiality

It is maintaining the secrecy of information disclosed by the client during the case work process. What the client reveals to the case worker is not to be discussed outside. Client must be always assured about the confidential nature of the interview and the information shared. This ethical responsibility is a key factor in building trust.

> Discuss in groups, how the principles of case work can be best used in Geethu's case.

Relationship in Social Case Work

Development of a good relationship between the case worker and the client is an essential element in the helping process. It is one of the most important tools of social case work. The social case work relationship is both professional and helping. The professional aspect demands a mutually agreed purpose, specific time frame, responsibility and authority. The nature of helping relationship includes empathetic

concern, commitment and obligation, genuineness, warmth, and acceptance.

The term 'relationship' was used for the first time in social case work by Virginia Robinson in her book 'A Changing Psychology in Social Case Work' in1939. The social case work relationship is the dynamic interaction of attitudes and emotions between the social case worker and the client with the purpose of helping the client.

When the worker- client relationship is characterized by mutual acceptance, it is called 'rapport'. It refers to positive relationship which is characterized by accurate empathy, non- possessive warmth, genuineness and therapeutic value. It is also guided by certain principles and are purposive in nature. The purpose of this relationship is to help the client to solve his/her problems.

Transference and Counter- transference

These two terms denote the two subjective possibilities in the case work relationship. We always bring feelings and attitudes of earlier experiences to the new relationships. We are attracted or repelled by persons who consciously remind us of others who have influenced us. These transferred elements of attraction or repulsion, like or dislike, etc. occurs spontaneously at any time in a relationship. When the client relates inappropriately with irrational feelings towards the case worker, it is called transference.

The worker too, is a human being with emotions and feelings. S/he, like the client may consciously transfer positive or negative responses which are not objective towards the client. This deviation from professional relationship is called counter- transference. The social case worker has to direct the client to a realistic stand and must control himself/herself not to deviate from professional roles.

Components of Social Case Work

A person with a problem is helped by a case worker. There are professional agencies offering specialized case work service. Depending on the nature of the problem, the client has to undergo certain specific processes to find a solution. So in general, the case work service takes place when a person with a problem comes to a place offering help and undergoes a definite process. Hence person, problem, place, and process are considered as the components of social case work.

A.   The Person

Person can be any individual facing a problem and seeking professional assistance from a case worker. In social work terminology s/he is called 'client'. This can be a man, woman or a child who is in need of some help to overcome the difficulties. The client is always under stress and may have a problem of maladjustment and role conflict. The case worker must accept and understand the client.

B.   The Problem

The problem arises from some need, obstacles, frustrations or maladjustments and sometimes all of these together. The problem affects the social functioning of the person making him/her unable to adjust with the social environment.

A problem could be some current need like economic, medical, educational, or recreational, or stress like physical, psychological, or social. For example, alcoholism could be associated with psycho-social, or familial, or economic causes.

C.   The Place

The place may be a social service agency, department, or human welfare agency, which provides psycho- social services or any other aid to the client with the help of a social worker. There are primary agencies such as counselling centers and social welfare agencies, and secondary agencies such as hospitals, schools, and industries.

D.   The Process

Process in social case work is a progressive transaction between the case worker and the client. It consists of a series of problem solving operations. The phases in the process of social case work are study, diagnosis, treatment, evaluation, termination and follow-up. Though we logically place these stages in this order, these steps are not necessarily performed in sequence. The phases may overlap and may proceed simultaneously. Let us examine these stages:

a.   Study (Psycho-social Investigation)

In this phase, information regarding the problem is collected by the case worker with the help of different tools. Study is the foundation upon which the various other helping phases are built. It helps to find out the social realities of the

clients and their environment to identify the problem area and to formulate treatment, rehabilitation, and after care strategies. The study could be done in various ways. They are:

    i.   Interview with the client and other related persons,

    ii.   Visiting the neighbourhood and the environment in which the client lives.

The social case worker studies the following facts:

    i.   Nature of the problem

    ii.   Client's feelings and reactions

    iii.   Client's efforts to solve particular problems

    iv.   Social conditions, and

    v.   Personality of the client

Psycho-social Investigation of Geethu's Case

The class teacher referred Geethu to the school social worker. Social worker arranged initial meetings with Geethu and established a good relationship with her. Instead of merely giving advice and warnings, the social worker accepted her with her limitations. The trust and confidence gradually increased and she began to share her problems with the case worker. Besides the interview with Geethu, he collected information from her close friends, class teacher and her mother. The study revealed that she belongs to a lower middle class family with parents and two younger brothers. Her father was a truck driver who lost his job due to alcoholic addiction. Her mother is a submissive housewife and two younger brothers are students. Now the family faces severe financial crisis and finds it difficult to make the both ends meet. Geethu was fairly good in studies up to 10th standard. Her father- owing to a wrong perception regarding the importance of competition and performance in 10th standard examination- started to nag and pressurize her. At the same time a boy from her class began to disturb her and compelled her to maintain an exclusive relation with him. Some of her intimate friends teased her and the class teacher warned her to be more careful.

b.   Diagnosis (Assessment)

Social diagnosis is an attempt to arrive at an exact definition of the social situation and behaviour disposition of a client. It is a search to find out the causes of the client's problems. Diagnosis is an explanation formulated in the light of known

facts. It is concerned with understanding the psychological or personality factors which affect the normal social functioning of the client.

There are different types of diagnosis– Dynamic diagnosis, Clinical diagnosis, and Etiological diagnosis.

Dynamic Diagnosis

It gives an understanding of the present problem of the client and the forces currently operating within the client. It answers the questions such as what is the trouble, what are the different factors contributing to it, etc.

Clinical Diagnosis

Under clinical diagnosis the case worker attempts to classify the problem experienced by the client.

Etiological Diagnosis

Etiological diagnosis is concerned with the explanation regarding the beginning and development of the problems of the client.

Diagnosis of Geethu's case

From the information gathered through the study, the case worker defines the problem situation of Geethu as follows: Geethu has lost harmonious relationship with parents, teachers and friends due to the recent developments in her life. She is very much tensed and confused because of the unnecessary compulsion of her father and the disturbance of the boy from her class. The warning of the class teacher made her resent and lose interest in studies. The alcoholism of her father and the resultant disharmony at home made her more depressive. The poor economic condition of the family bears on her affecting the motivation for studies.

c.   Treatment (Intervention)

Treatment is the sum total of all activities and services directed towards helping an individual with a problem. Generally interventions are of three types- Direct intervention, Environment modification, and Use of existing services and resources.

Direct Intervention

The therapeutic intervention with the client is known as direct intervention. It is a series of interactions carried out with a purpose of helping the client to make

constructive decisions, maintain an emotional balance and reinforce attitudes favourable for growth and change. Listening the client with empathy and warmth itself is therapeutic in most of the cases. Based on the nature of the problem, intervention techniques such as counselling, acceptance, assurance, ego strengthening, motivation, ventilation, universalisation, etc. are used in direct intervention.

Direct Intervention to help Geethu

Social case worker helped Geethu to ventilate her fear, hatred and other feelings. He encouraged her to face the troubles from the boy with courage. Worker clarified her that the pressure on performance by her father is due to his over expectation and explained that the similar problem is faced by many other students in the school (Universalisation). He counselled her to get rid of her fear and instilled confidence (ego strengthening) to have regularity in studies and performance. She was oriented to accept the need to study well and to have a good career to make her family self reliant in future.

Environment Modification

Environment modification refers to all attempts to correct or improve the situation in order to reduce strain and pressure of the client. The emphasis here is on modifying the situation. This method is often referred to as indirect method of intervention as the focus is on the change of physical environment, or an alteration of any of the social systems, which may be essential for the client for better functioning. Any change that we effect in the family relationship, work environment, peer interactions etc. of the client come under environment modification.

Environment Modification to help Geethu

Through collateral contacts with the family members the case worker could convince them how the unnecessary pressure and trouble due to the alcoholism and nagging by the father affected her studies. This awareness helped the father to change his behaviour offering a better environment. The father promised the case worker that he will stop his alcoholism and sought the worker's help for de-addiction. The case worker also contacted her class teacher and friends and asked them to relate towards her with proper understanding. They changed their attitude and extended her the needed support.

c) Use of Services and Resources

This is one of the oldest methods of case work intervention. In this method the worker helps the client to use a social resource or service provided by the agency. Many times the client knows what he wants, but does not know where or how to get it. Helping access to material help, legal aid, medical care etc. are examples. The worker needs to have a thorough knowledge of the available community resources and services.

Use of Services and Resources to help Geethu

The case worker liaisoned with the school management and made available a monthly scholarship to support Geethu's education. Her father has been referred to a de-addiction centre for treatment.

Evaluation

Assessing the results of the intervention is a part of social case work process. Results are measured for determining the effect of intervention. This helps the case worker to modify the treatment plans and arrange follow- up activities.

Evaluation of Geethu's case

After the required sessions and proper environment modification, the case worker assessed the improvement in Geethu's bahaviour. She showed considerable progress in studies and became better at managing relationship with her friends and the opposite sex. Her family relationships also improved considerably.

Termination

Termination as used in social case work means the ending or limiting of the process.Case work as a process can not continue forever and hence should have an end. The terminal plans have to be formulated by the worker and the client, and it should be implemented on time.

Termination of Geethu's case

Since Geethu showed consistency in her performance and behaviour, and is comfortable in her day-to- day functioning, it is time for the case worker to plan the termination phase. So the case worker discussed the matter with Geethu and chalked out a plan to wind up the helping process, leaving space for follow- up.

Follow- up

Case work process does not end with termination. It is very important for the worker to have proper contact with the client in the future and assess his/her improvement. Follow up can be maintained either by personal contact or by house visit or through letters, or phone calls.

Follow-up of Geethu's case

The social case worker after the termination phase, contacted Geethu and inquired about her studies and family environment. She appraised her situations and expressed satisfaction over her achievements and relationships. He contacted her father over phone and inquired about his situation. Case worker motivated him to continue his abstinence from alcohol. He repeated the follow up every three months for one year.

Check Your Progress

1. Why are principles important for the practice of social case work?
2. List out the components of case work.

Interact with a family counsellor and discuss the scope of social case work in solving problems in family setting.

1.2 Working with Groups: Social Group Work

A child is born to a family which is the basic social group. A family consists of father, mother and children. The child with innate faculties grows and develops never alone but with the profound influence of the other members of the family. As the capacity to interact and relate develops, the child associates with the age mates in the neighborhood. The peer group influence affects in moulding and developing his potentials to a greater extent. Further, when the child is taken to a school, the class mates too influence the bahaviour and reinforce one's potentials. On assuming a profession, there too the individual's bahavioural patterns are influenced by the members of the professional group to which one belongs. Even after
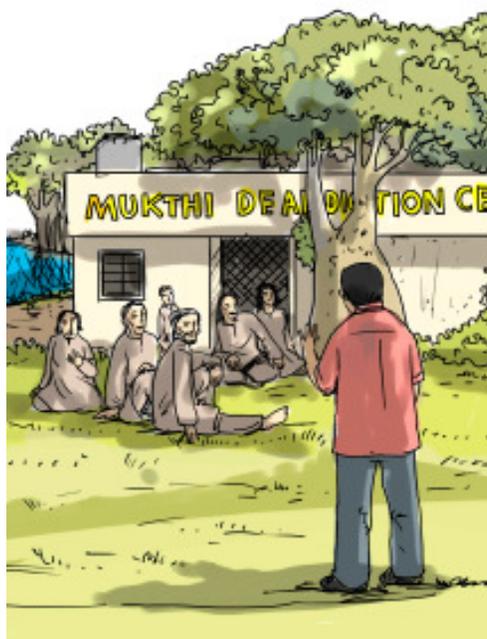
retirement the life gets largely affected by the age mates with whom one associates. Thus, it is true that human beings are influenced by various groups to which one belongs from time to time.

Social work profession, realizing the inevitability of the role of group in one's life has recognized social group work as a method. Here group is used as an essential medium to help individuals to overcome certain problems they face or to accomplish certain goals they cherish.

Let us read the story of Biyas and friends.

Biyas and his friends Sarath and Somu are studying in Plus One class. They did not participate in the seminar presentation, though several opportunities were given to them. The class teacher discussed the matter with them and they confessed that they were scared because of stage fright. To help them out the class teacher directed them to the school social worker. He accepted them and consulted the principal to check whether there are other students with the similar problem. The principal identified thirteen more students from other classes. The social worker formed them as a group and helped them to set the rectification of stage fright and improvement of presentation skills as their purpose. In consultation with the members he helped the group to identify different programmes to achieve the purpose. He motivated the members to participate in those programmes. Through regulating their interactions in groups and ensuring group experiences benefiting each member according to their capacity and needs, he helped them to realize the set goals. Social worker conducted periodic evaluations with members and necessary modifications were effected. At the end, all the members expressed their improvement through the process and majority of them completely overcame the problem.

What did you understand from the story of Biyas and his friends?

- …………………………

It is clear from the story that if group is made available to individuals with certain problems or specific needs and their interactions are facilitated, regulated and monitored by a trained social worker, the group will act as a medium to achieve their goals. Thus, social group work is a method of social work which develops the ability of individuals through group activities. The group worker enables the group to function in such a way that group interactions through programme activities contribute to the development of the individual and the achievement of the desired group goals.

According to Trecker, "**social group work** is a method through which individuals in groups, in social agency settings are helped by worker who guides their interaction in programme activities so that they may relate themselves to others and experience growth opportunities in accordance with their needs and capacities".

In the words of Prof. Hamilton, "**social group work** is a psycho-social process which is concerned no less than with developing leadership ability and cooperation than with building on the interests of the group for a social purpose".

Characteristics of Social Group Work

i.   Social group work is a democratic method of social work.

ii.   It develops democratic ideals and leadership qualities in group members.

iii.   Constructive relationship is the base for achieving its objectives.

iv.   Individual members are helped through groups to experience growth opportunities and development.

v.   The role of the worker is to facilitate the interaction process.

vi.   The ability and capacity for self direction is developed by the group worker.

vii.   Group activities are directed on the basis of certain skills, principles, and techniques.

viii.   These activities are carried out in social agencies.

ix.   Group work is used for remedial as well as for personality development purpose.

Objectives of Social Group Work

Objectives are the statements of what we are trying to do through social group work. According to H. B. Trecker the purpose of social group work is to bring about the highest development of human personality. Social group work enhances the social functioning of individuals and provides them opportunity to develop leadership skills. The major objectives of social group work are:

i.   To teach the individuals to live and work together and to participate in a group for their intellectual, emotional and physical growth.

ii.   To solve problems of adjustment by the development of individual's personality through group process.

iii.   To prepare the individuals to learn and share the values of democracy.

iv.   To give opportunity to those who have potentialities of leadership.

v.   To make best use of leisure time of the people.

vi.   To learn division of labour and specialization of roles.

vii. To provide a substitute for family in institutions and in industrial towns to get emotional security and opportunity for adjustment with secondary groups.

viii. To widen one's horizon of social consciousness, create friendship and hobbies and learn skills.

ix.   To work as a remedial tool to help the social adjustment of persons.

Principles of Social Group Work

Principles of group work are evolved from the field experiences of the profession in different settings and situations. Principles guide the worker to intervene successfully with the group. The major principles of group work are;

a.   Principle of Planned Group Formation

In group work, the group is the basic unit through which services are provided to the individuals. The agency and worker has to consider and plan the purpose, nature and opportunities available well before the group is formed.

b.   Principle of Specific Objectives

In social group work, specific objectives of individual and group development must be consciously formulated by the worker in harmony with group wishes and capacities and in keeping with agency's functions.

c.   Principle of Purposeful Worker Group Relationship.

A consciously effected relationship must be established between the worker and the group members to practice group work.

d.   Principle of Continuous Individualization

In social group work, it is recognized that groups are different and that the individuals utilize group experience in a variety of ways to meet their differing needs. Consequently, a continuous individualization must be practiced by the worker. Groups and individuals in the groups must be understood as developing and changing.

e.   Principle of Guided Group Interaction

The primary source of energy that propels the group and influences the individual to change is the interaction or reciprocal responses of the members. The group worker influences the interaction by the nature and quality of his facilitation.

f.   Principle of Democratic Group Self-determination

The group must be helped to make its own decisions and determine its own activities taking the maximum amount of responsibility in line with its capacity and ability.

g.   Principle of Flexible Organisation

The formal organization of the group should be flexible. The members should feel the group climate simple and group leaders approachable.

h.   Principle of Progressive Programme Experiences

The programme experiences in which the groups engage should begin at the level of member's interest, needs, and competence and should progress in relation to the developing capacity of the group.

i.   Principle of Human Needs

In group work, care must be taken to help the members to fulfill their needs. This should help them to ensure their psycho-social development.

j.   Principle of Cultural Setting

Group worker should understand the culture of the community represented by the group. Cultural sensitivity is essential to develop respect and regard among the members. The activities and programmes should be planned and organized in tune with the cultural context of the community.

Social Group Work Process

As in case work, group work too is carried out through various successive and logical phases. Each phase with its distinctive features must be successfully accomplished for fulfilling the objectives of group work. Generally, the stages of group development proposed by B. W. Tuckman- forming, norming, performing and re-forming or dissolving best suits to explain the social group work process.

A. Forming Phase

This phase is concerned with the formation of the group. Deciding the purpose of the group, selection of the potential members, inducting them to the group, contracting, and setting the environment for group work are considered as the stages of group formation. As we set the goals and select the members at this stage, this phase is very crucial in proceeding with group work process.

In the case of Biyas and his friends, the purpose for which group is formed is to work on a psycho-social problem- their stage fright. In order to develop communication and presentation skills, Biyas, Sarath, Somu and thirteen other friends from the school having the same need were identified by the worker. They were intimated and invited to the group. The first meeting was convened and the members were introduced to each other to induce them to the group. A mutual contract was developed among the members and between the worker regarding the purpose and objectives of the group. To set the environment for group meetings, the venue, time, and the frequency were decided.

B. Norming Phase

Once the group is formed and the members inducted the norming phase begins. In this phase, the specific objectives derived from the purpose are set. To facilitate mutual interaction, the roles and responsibilities are shared among the members. An organizational structure ensuring flexible function of the group will be developed. Specific norms of group bahaviour are formulated and accepted. Definite plans on various programmes to fulfill the objectives will be made.

In the initial meetings of the group, specific objectives like developing the capacity for public speaking, improving presentation skills, promoting creative writing skills, and installing courage in facing audience etc. were set. Programmes like group song, role play, mime, street play, skit, debate, speech and extempore were chalked out as progressive programmes. Specific responsibilities such as keeping attendance, setting the physical arrangements in the venue, arranging stationary and materials etc. were assigned to various group members. Biyas's friend Sarath was elected as the leader of the group. Norms regarding punctuality, attendance, programme participation, personal conduct etc. were discussed and set.

C. Performing Phase

The previously planned programmes and activities will be implemented during this phase. Care is taken to organize the programmes in a progressive manner

allowing continuous capacity building of the members. Group worker ensures the participation of all the members in various programmes, and makes sure that they gain experiences to fulfill their needs. After each programme participatory evaluation will be conducted and required corrections will be effected in the succeeding progammes.

Biyas and his friends were helped to realize the causes of their problems through an awareness session facilitated by the group worker. In order to overcome the difficulties and to build confidence they started performing various programmes designed earlier. After each programme session, they personally realized the change and betterment within themselves. The evaluation sessions helped them to rectify their shortcomings and to involve with more confidence in the succeeding sessions.

D. Re-forming or Dissolving Phase

After the successful completion of the performing phase, we move on to the re-forming or dissolving stage. This is a terminal stage set for evaluation. A participatory general evaluation will be conducted by the worker using scientific tools. This evaluation is to check whether the set objectives were accomplished or not. On evaluation if it is found that the goals were not fully accomplished the group work may continue with fresh programmes. If the goals were fulfilled, the group may either dissolve or re-form to work on newly decided goals.

Group worker helped Biyas and the group members to have a detailed evaluation of their programmes. It is found that all of them were glad in getting rid of their stage fright and improving their presentation skills. Somu observed that he and many other members have similar fear in facing examination and proposed the possibility of re-forming the group for this new purpose. From the group six of them opted out and group worker identified eight others from the school to join the group. The re-formed group continued with the work.

Check Your Progress

1. What are the different phases of a social group work process?

Observing the phases of group work process, organize a social work club and publish a school magazine to promote the creativity of its members.

Group Behaviour and Group Dynamics

We have been members of different social groups like family, peer groups, clubs, class etc. In some of these groups, we are very comfortable and prefer to involve. But in some others the group experiences may not be flexible, encouraging and beneficial. Have you ever reflected on this and understood why?

- …………………………

Group experiences become interesting and beneficial to the members due to the bahaviour patterns and dynamics.
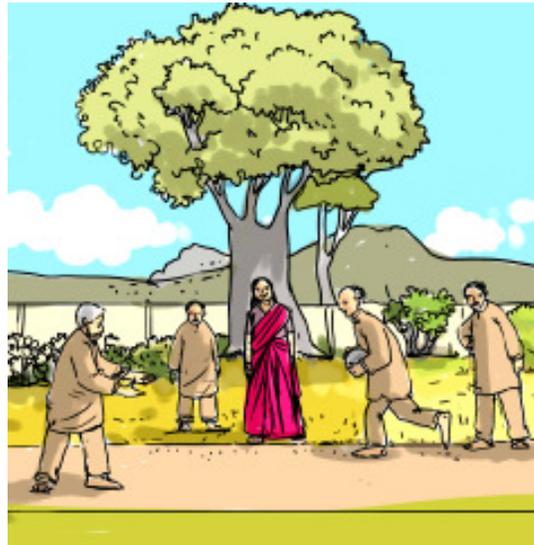
The forces that result from the interactions of group members are often referred to as group dynamics. The group dynamics influence the behaviour of both individual group members and the group as a whole. They have been of considerable interest to group workers.

One of the workers' most important task is to help groups develop dynamics that promote the satisfaction of members' socio-emotional needs while facilitating the accomplishment of group goals.

The dimensions of group dynamics are of particular importance to group workers in understanding and working effectively with all types of groups. Following are the important elements that influence the dynamics and behaviour of a group.

A.   Communication and Interaction patterns

Communcation and interaction patterns are basic to the formation of all groups. Through communication and interaction, behaviour of the group as a whole develop and the work of the group is accomplished. A group worker should help to develop suitable communication and-interaction patterns to realise the desired goals of the group. In most situations, the worker should facilitate the group-centered rather than leader - centered interactions. Group worker can

modify the interaction patterns by modifying the subgroup relations like diads, triads, isolates etc.

B.   Group cohesion

Group cohesion is the result of all forces acting on members to remain in a group. People are attracted to groups for a variety of reasons. According to Cartwright, interacting sets of variables determine a member's attraction to a group. They are:

    i.   The need for affiliation, recognition and security.

    ii.   The resources and prestige available through group participation.

    iii. Expectations of the beneficial and limiting aspects of the group.

    iv   The comparison of the group with other group experiences.

C.   Control mechanisms- norms, roles and status

Social controls help to maintain a group's equilibrium as it confronts internal and external pressure to change during its development. However social controls can be harmful if they are too rigid or if they foster behaviour, which is contrary to the true value base of the social work profession.

D.   Group Culture

Group culture refers to values, beliefs, customs, and traditions held in common among group members. When the membership of a group is diverse, group culture emerges slowly. Each member contributes unique sets of values that originate from their past experience as well as from their ethnic, cultural, and racial heritages. These values are expanded through group communication and interactions. In early meetings, members explore each other's unique value systems and attempt to find common ground on which they can relate to each other. By later meetings, members will have   chances to share and understand each other's value systems. As a result a common set of values develops, which becomes the group's culture. The group's culture continues to evolve throughout the life of the group.

Check Your Progress

1.   What are the components of group dynamics?

Social Group Work in Modern Times

Today, group life faces several challenges due to the development of technology and materialistic outlook. Many, though live among thousands yet feel alone. Values of happy life such as love, affection, empathy, friendliness etc. are becoming rare commodity today. Social group work, that is based on these values may be of a great help to the modern man.

Urbanization has increased the problem of isolation and separation. The feeling of separation is gradually increasing. Many are considering themselves as helpless and are limited to their close circles. Thus its result may be seen in the form of increased mental tension. Social group work attempts to deal with the problem of isolation.

Every human being has the basic desire of having importance, worth, respect and a place in the society. Social group work keeps the members busy by providing them worth, dignity, place, role, and creative participation.

Modern age affects our adaptation abilities. Old techniques are not as suitable as those were in the past. Man has to learn new techniques of behaviour for the proper adjustment and survival in the various fields of life. Social group work provides this knowledge.

Social group work provides a new hope to the physically challenged, differently abled, aged, alcoholics and the chronicically ill.

Social group work helps to achieve democratic goals such as liberty, equality, fraternity and social justice.

It provides recreation, the most valuable medicine for keeping oneself mentally healthy.

Human capacities and abilities are strengthened through the group work. Social group work helps in solving psychological problems.

It is evident that no individual can resist the influence of group life on them. The modern day studies reveal the importance of group experience on personality development. Hence in social group work, the method of social work treats group as a client and makes use of group experience as a means to realize social work goals. It can be effectively used for promotive, preventive, therapeutic, and rehabilitative purposes. Accordingly group worker forms growth groups, task groups, and therapeutic groups to help the clients.

Prepare a seminar paper on how social groups influence a person from birth till death.

1.3 Working with Community: Community Organisation

People living in a definite geographic area characterized by social coherence and 'we feeling' is known as a community. Due to topographic and socio-cultural factors communities differ as rural, urban, tribal, maritime etc. As a social unit community largely influences the quality of life of its members.

Communities differ tremendously with regard to development. This is due to various reasons such as resource availability, physical characteristics, climate, population, technology, leadership etc.

Fostering development and ensuring the quality of life of the members of a community is a major concern of social work profession. The pace of development is not uniform in all communities and many face several problems limiting the quality of life of its members.

Let us read the case of Kilimala village.

Kilimala is a remote village. There are about 1000 families constituting a population of about 5000. Topographically the village belongs to the middle land with valleys and planes. Agriculture is the major occupation of the people and they cultivate coffee, pepper, sugar cane, paddy, fruits and vegetables. Small and marginalized farmers constitute the majority of the farming population. Many agricultural labourers work in farms within the village and outside. A river flows through the village, which counts for the fertility and water availability of the place. Even then, 20% of the hilly terrains suffer from drinking water shortage. Though grass lands are plenty in the valley, economic backwardness has limited the people not to have livestock as a major occupation. Most of the women in the village are confined to domestic works. There is a primary school, a primary health sub-centre and a co-operative bank in the village. There is a public library and youth club, which is not functional. Though there is no liquor sale outlets, some young men are engaged in the production of country liquor. Hence many of the villagers are alcoholics and some of them are addicts. Higher education facilities are not available in the village and economically backward parents find it very difficult to send their children for high school and college education. Poor price, low productivity and middle men exploitation make agriculture unattractive. People belonging to various religion live harmoniously but political tensions are occasional.

How can we help the people of Kilimala to improve their quality of life?

- …………………………

Social work profession has a method to work scientifically with the communities to help them out in the process of development. This method is known as community organization. Here a community is treated as the client and organized to identify and fulfill its developmental needs on a priority basis.

According to Murray G Rose, "**Community organization** is a process by which a community identifies its needs or objectives, orders theses needs or objectives, develop confidence and will to work at those needs or objectives, find the resources to deal with these needs or objectives, takes action in respect of them and in so doing extends and develops co-operative and collaborative attitudes and practices in the communities".

In the words of Dunham, "**Community organization** for social welfare means the process of bringing about and maintaining adjustment between social welfare needs and resources in a given geographical area".

Characteristics of Community Organization

Following are the important features of community organization.

a. Community organization is a process :

It is a process by which capacity of the community is utilized to achieve community needs. Community organizer follows this process consciously and purposefully.

b. Identification of needs and resources:

Community organizer helps the community to identify the needs and resources. It tries to bring about harmonious combination between community needs and resources.

c. Community as a client.

In the process of community organization the entire community is considered as a client. The emphasis is given to the community rather than to individuals.

d. Involvement of a community organizer.

A community organizer helps the community through his facilitation roles to identify its needs, plan programmes and to evaluate its progress etc.

e. Community organization is a means not an end.

The end of the community organization is the total welfare of the community. All the programmes should be organized to achieve the well being of the community. Hence the process of community organization is the means to achieve total welfare of the people.

Objectives of Community Organization

Following are the objectives of community organization.

i. To organize the community scientifically.

ii. To help the community to identify its needs and to work on it.

iii. To empower the community to identify the resources within and outside the community for development.

iv. To facilitate the development of leadership in the community.

v. To foster social capital generation in the community.

vi. To equip the community to plan, implement, monitor and evaluate development initiatives.

vii. To enhance self-reliance of the community for sustainable development.

Check Your Progress

1. What are the important activities mentioned in the definition of Murray G. Ross regarding community organization?

List out five community problems that can be addressed through scientific community organization.

Principles of Community Organization

Since community is treated as the client in community organization, care should be taken by the community organizer to strictly observe the specific principles. The principles will help to achieve the objectives of community organization. They are discussed below:

a. Principle of Felt Needs

The community organizer should concentrate on the needs that require immediate intervention. He should facilitate the community to identify and prioritize the needs according to the merit and urgency of intervention.

b. Principle of Resource Mobilization

Resources are essential to solve the problems which are identified by the community. These resources are available within the community or outside. The resources must be mobilized by the community to find solution to the problem. The resources can be in the form of men, material, money, etc.

c. Principle of Local Leadership

Leadership is essential for any developmental initiative. Through community organization process, social worker should help the community to evolve local level leadership that will sustain the developmental changes.

d. Principle of Participation

Every stage of community organization process requires people's participation. It is a basic requirement to realize the goals of Community organization. So the community organizer should motivate the entire community to participate in the developmental activities.

e.   Principle of Self Help

Community must be organized to develop maximum level of self initiatives among themselves. People must be empowered to take care of their own developmental needs.

f.   Principle of Democracy

Community organization activities must be carried out on a democratic basis. Decisions are to be taken on majority consensus. Planning and implementation of programmes should be carried out through democratically elected people's representatives.

g.   Principle of Co-operation

The voluntary co-operation is the key to effective community organization. The spirit of co- operation should be developed and practiced through the entire process of community organization. In the process of community organization the organizer should help the different groups of people to co- operate with each other in the achievement of the goals of the community.

h.   Principle of Programme Planning

Planning is the process of designing the future programmes. Planning needs a futuristic vision. Community programmes must be planned in a proper way. The total welfare programmes should be sufficient in quality and quantity to meet the community needs. Community welfare programmes should be made available to the entire population of the community.

i.   Principle of Prevention

Prevention is more preferable than cure. Community welfare programmes are intended not only to solve problems but also to prevent its occurrence.

Process of Community Organization

Community organization takes place through a well organized process which has definite phases to follow. The various steps of community organization process are given below.

A.   Study

As the first step, the community organizer together with the people should study about the community. It includes the study of the social, economic and cultural

status and the existing problems of the people. This can be done through interviews, observation, surveys, data collection, meetings with group leaders, informal opinions etc. Group opinion can be collected through mass meetings, group meetings, etc. The main aim of the study is to get a clear picture of the community, its interaction patterns, felt needs, and the resources available. This study helps him/her to plan the programmes effectively.

An agency named Rural Empowerment and Development (READ) has delegated Mr. Kishore, a professionally qualified social worker, to work with Kilimala community. He contacted the community leaders and many others who are interested in the development of the community. In order to study the social dynamics existing in the community, its problems and resources he conducted a socio-economic survey. Further, he collected data from the secondary sources such as reports and publications of the institutions connected to the village. He also conducted group meetings with farmers, youth, women etc. A developmental seminar was organized inviting experts and local leaders. A village development committee was constituted from among the participants. He documented all the vital information collected through various methods.

B.   Problem Identification and Prioritizing

In this stage the community organizer together with the community people analyze the information collected through various study methods. The problems existing within the community are identified. Analyzing the nature, extent and urgency of the problems, the community organizer helps the community to prioritize their felt needs.

The development committee of Kilimala together with the community organizer identified their existing problems. Low income, alcoholism, unemployment, lack of higher education opportunities, non-functioning of library and youth club, middle men exploitation, scarcity of drinking water, low price of agricultural products etc. were identified as their problems. Mr. Kishore helped the community to analyze each problem to prioritize it. They prioritized scarcity of drinking water, poor income status, and unemployment as the most urgent issues which need immediate intervention.

C.   Assessment

At this phase an indepth analysis of the problem for intervention is done by the community with the help of the community organizer. The nature, causes, severity, implication, and magnitude of the problem and the number of people affected will be studied.

Mr. Kishore and the development committee discussed in detail the problem to be considered first for intervention. There was a difference of opinion among them, whether to consider water scarcity or poor income status to be treated first. Though drinking water was scarce, it was available in the valley. The poor income status was considered as the problem to be treated first because of its magnitude. They analyzed the root causes of poor income status, the affected people, its severity etc. The underemployment of the farmers, lack of employment opportunity for women, lack of additional income generation sources etc. were identified as the major causes of poor income status. Their low income level has affected the education of their children, nutritional intake and health care.

D.   Strategy Formulation

Based on the causes identified, the organizer together with the community, formulates various strategies to solve the problem. For systematic planning, each proposed strategy will be analyzed regarding its cost-effectiveness, feasibility, sustainability etc. The most suitable strategy will be chosen for implementation. Once it is chosen, the activities required, resources needed, and the time frame will be chalked out as part of the planning.

In order to solve the low income status of the families of Kilimala village, the development committee discussed various strategies. Giving vocational training to enhance the employability of the youth, supporting the farmers to begin small scale industries, and engaging women in groups to organize dairy units were some

of them. Considering the factors such as family labour absorption, availability of grass land and water, women empowerment, and health and nutritional status, it is decided to accept diary project for women as a suitable strategy for solving low income status. It was decided to organize women in small groups. Milching cows will be given to each group on a subsidized rate at 40:60 subsidy-loan ratio. Such twenty groups were planned to organize and their representatives will constitute the Dairy Management Council at village level. They will be trained for management and marketing tasks.

E.   Organization

Organization is the process of relating persons and facilities in a systematic and effective manner. In the organizational system, the roles and responsibilities of the constituting members must be clearly defined. It is essential for the effective implementation of the strategies chosen. The community organizer should include appropriate persons from the community through democratic means.

A five member team from the development committee, three representatives from the women groups and the community organizer will constitute the apex forum for selecting the beneficiaries, fund allocation, monitoring, evaluation, and policy decisions.

F.   Action

It is the implementation of strategies and programmes developed through discussion and planning. The action plan evolved on the chosen strategy is implemented through various task groups.

Twenty women groups each comprising 7-15 members were organized in Kilimala village. A five member executive elected from time to time governed the activities of the women group at grass root level. A member from each group elected democratically represented them in the apex diary management council. This apex committee distributed the cows to the members of the group. With the support of the agency, cattle sheds were constructed. The milk collected at the group level was marketed locally and the excess was pooled at the centre for processing.

G.   Evaluation

Evaluation is carried out to assess the effectiveness of the programme and to check whether the intended goal is achieved or not. Evaluation helps to locate the shortcomings and failures of the programme. Evaluation can be internal or

external. Internal evaluation will be conducted by the community organizer and the organizing team. For external evaluation the service of an expert from the agency or outside can be made use.

At Kilimala, internal evaluation by the apex committee was carried out once in three months. An external evaluation was conducted annually by an expert from outside. The periodic evaluation helped them to rectify issues related to repayment, marketing, and the general administration of the project.

H.   Modification and Continuation

Based on the evaluation we may have to change some programmes or modify them. We can modify the programme either by mobilizing more resources or by changing the present activities to attend new issues.

After evaluation, realizing the success in repayment, marketing, and income generation, it is decided to extend the project to more beneficiaries. It was also decided to set up a chilling plant in the village.

Thus community organization is a continuous process of learning the community situations and problems and bringing out solutions by the community with the professional facilitation of a social worker. While addressing problems on a priority basis the community gets empowered. Each project management ensures learning, leadership development, and social capital generation. Besides the specific goal attainment through a project, social virtues like co-operative and collaborative spirit, trust, reciprocity and interactions emerges within the community as auxiliary goals. The social capital thus generated will empower the community and instill confidence within them to work on other problems. That is why community organization is treated as a means and not an end.

Check Your Progress

1.   Why is evaluation important in community organization?

a)   Conduct a socio-economic survey in your neighborhood and elicit the developmental needs and available resources.

b)   Visit a tribal or rural community and appraise the developmental needs through direct observation or by organizing a developmental seminar.

Summary

In this chapter we have learned the three primary methods of social work, i.e. social case work, social group work, and community organization. These three methods are also referred to as direct methods since there is face to face interaction between the social worker and the client. Social case work as a method is used to help individuals to solve their psycho-social problems and it has unique characteristics too. There are certain principles that govern the practice of social case work. The effectiveness of case work practice depends on the quality of professional relationship established between the case worker and the client. This relationship is known as rapport. The person, problem, place, and process are considered as the components of case work. The different stages of the process include study, diagnosis, treatment, evaluation, termination, and follow-up.

In social group work, group is used as an essential medium to help individuals to overcome their problems. Programmes and activities of the group are used to facilitate interaction and relationship of the members, which in turn will help to fulfill their needs. As a problem solving method, group work also has its peculiar characteristics and objectives. There are specific principles describing how to work with a group for problem solving. The process of group work passes through the phases of forming, norming, performing, and re-forming or dissolving. Understanding and influencing the dynamics and behaviour of the group is very important in practising social group work. The significance of group work as a problem solving method is very relevant in the present day world.

In order to ensure the quality of life of the people and to foster development in the community, social work has developed community organization as a method. The community organizer along with people will identify the needs and resources of the community to solve its problems. This primary method also has its own objectives and characteristics. There are specific principles to guide the community organizer to carry out the community organization. The process of community organization includes study, problem identification and prioritizing, assessment, strategy formulation, organization, action, evaluation, and modification and continuation.

Evaluation Questions

1. Recognizing the client's freedom to make his own choices and decisions is known as the principle of ……………………………..
    a. Acceptance   b. Individualisation
    c. Non-judgemental attitude   d. Decision making

2. 'The quality of relationship decides the effectiveness of case work'. Comment.

3. Describe the problem solving process in social case work.

4. Comment on the relevance of the principles in the practice of group work.

5. 'Knowledge of group dynamics and the ability to influence it are important in group work practice'. Analyze the statement.

6. Prepare a note on the relevance of group work in the contemporary society.

7. Illustrate the process of community organization using appropriate examples.

8. Discuss the importance of social group work in the modern world.

9. Describe the principles of community organization.

10. Write a note on various components of group dynamics.