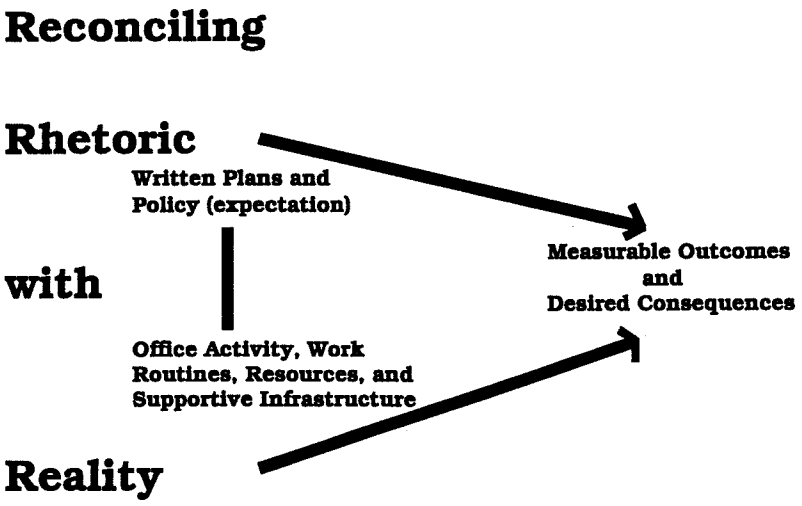
GUAM
COOPERATIVE
EXTENSION

Catholic Social Services in the 21st Century?

Developing CSS for Guam's Future

A Report of Outcome Products and Proceedings for the Working Seminar held February 24 and March 4, 1997



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CATHOLIC SOCIAL SERVICE

MISSION STATEMENT

Modeled after the example and message of Jesus, the people of Catholic Social Service are dedicated to the belief that each human being is of infinite value and dignity and to:

- **Enable individuals to develop his/her potential.**
- **Develop a comprehensive range of human services.**
- **Promote social justice and work to effect change.**
- **Assist the poor, disadvantaged and marginalized.**
- **Affirm cultural diversity and collaborative efforts to promote relationships in keeping with Christian ideals.**
- **To advocate for environmental protection of all the Islands of the Marianas and Micronesia.**

This shared vision reflects our aim to encourage spiritual, intellectual, economic and social development of individuals and families of the Island of Guam.

DEDICATED TO THE DIGNITY OF THE HUMAN PERSON

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Executive Summary

I. Describing the changing island community that will confront Catholic Social Services (CSS) in the future, **Professor Gerhard Schwab of the University of Guam made several key points:**

- **Guam is becoming more ethnically diverse** (especially in its Micronesian and Asian sectors). Guam's population is aging and will be composed more of elderly **and less dominated by a large proportion of youth.**

- A rising conservative placement of responsibility for family well-being on the shoulders of individuals over ideals of the collective community, is causing the U.S. Congress to **reduce publicly funded social welfare.**

Reactions to these first two key points were considered in later discussions, yet it was his third and fourth points that dominated participant ideas as they modeled and designed a course for re-inventing Catholic Social Services to fit Guam of the 21st century:

- **research *"has demonstrated that organizations depend on their environment;"*** and that ***"it is the degree to which human service organizations are institutionalized in their environments which will determine their survival rate."***

- Finally, he concluded, as a result of these first three points, the demands of the environment surrounding service organizations like CSS, ***"are forcing agencies to commercialize, to sell their services in order to survive. This means that the entire organizational form needs to be adjusted; in terms of fiscal management, marketing and public relations, service technologies, internal monitoring, and in terms of client relations."***

II. A Matrix of Social Service Effects was constructed by participants which:

(a) identified the stakeholder audiences composing the social environment of Catholic Social Services on Guam (see page 2); and
(b) listed the nature of relationships that must be developed with these persons if CSS is to become institutionalized in its environment of the 21st century (see pages 7 to 13).

The Stakeholder Audiences Composing the Social Environment of Catholic Social Services on Guam (Some fall in 2 categories)

1. **Funding Sources**
   - Federal Government
   - Guam Public Agencies;
     a. Dept. of Mental Health & Substance Abuse
     b. Dept. of Public Health & Social Services
     c. Dept. of Vocational Rehabilitation

2. **Collaborators and Other service providers** (Competitors)
   - Armed Forces family service agencies
   - Salvation Army
   - Government Services;
     a. Dept. of Vocational Rehabilitation
     b. Dept. of Public Health & Social Services
     c. Dept. of Mental Health & Substance Abuse
   - Employers - Businesses (Human Resource Development Programs)

3. **Employees/Staff of CSS**
   - Catholic Church Organization and Archdiocese

4. **People Networks** - Schools
   - Community Organizations;
     a. Guam Women's Club
     b. Non-Profit Associations
   - Counselors
   - Policemen, Firemen, Public Safety
   - Educational Institutions (UOG, GCC, DOE)
   - Courts/Attorneys/Judges
   - Municipal Planning Councils (Mayors/Vice-Mayors)
   - Clergy - Parish Priests and Ministerial Networks of other churches

5. **Law/Policy Makers**
   - Lawmakers
     a. Legislature
     b. Governor (Executive Branch)
     c. Courts/Attorneys/Judges

6. **Clients & Community**
   - Service Consumers
   - Visitors
   - The Community Population;
     a. Other Micronesian/Ethnic Communities
     b. Families
   - Employers - The business community

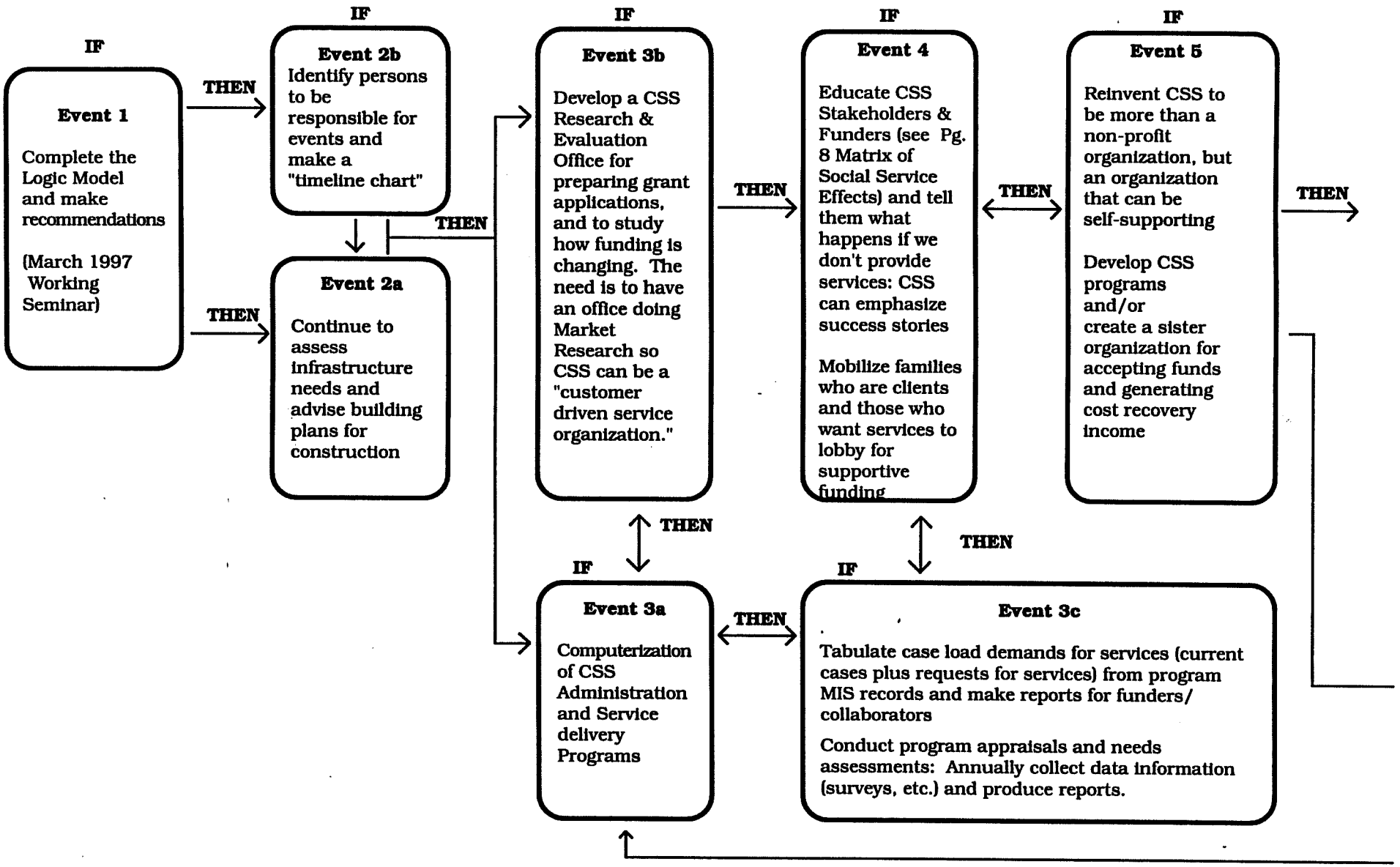
III. The required events and design of a logic model were developed (See the graphic flow chart on the following pages 4 to 6):

Creating a logic model is an essential step for making organizational development a real possibility -- not just an exercise in hypothetical planning. This logic model displays and arranges key elements of how the organizational development designed by CSS will be carried out. It illustrates the general sequencing, of events, and shows relationships to other event elements.

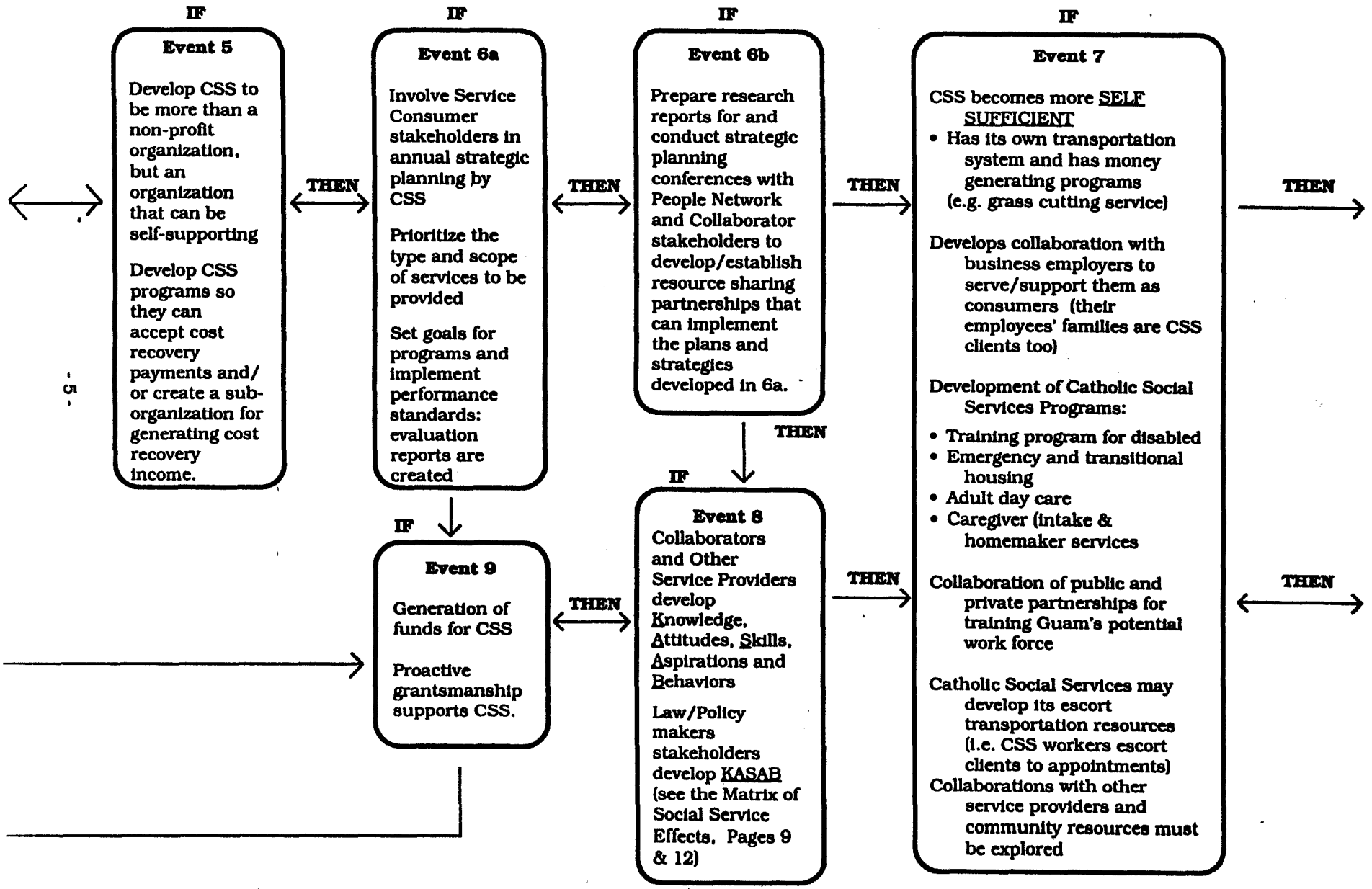
Here's how to "read" the logic model. The sequencing conforms to an **"if - then"** relationship between events such that for any **event (E)** to occur, those **antecedent events (A)** coming before it must have occurred, and those that follow are logical **consequences (C) or new events** that have been made possible as a result. That is, when you focus on a key event (E), the logic model depicts the surrounding events that must logically precede or take place simultaneously with it (antecedents A) to ensure that E occurs, and those that must follow and become possible (consequences C) as:

If A → then → E; If E → then → C

Logic Model For Developing the Catholic Social Services Organization to fit Guam's Future (March 4, 1997)



Logic Model For Developing the Catholic Social Services Organization to fit for Guam's Future (March 4, 1997)



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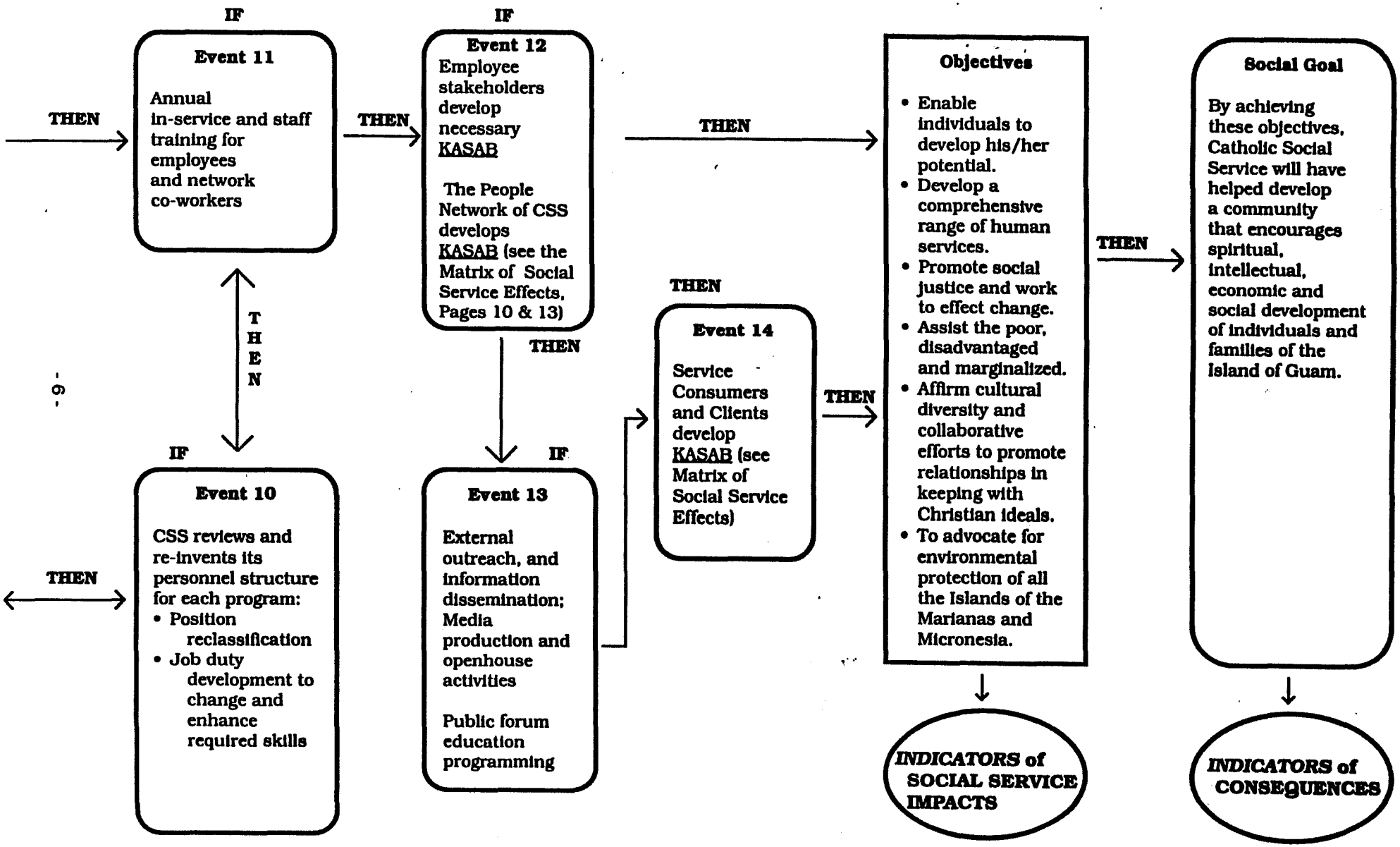


IV. The Matrix of Social Service Effects

CSS identified its major stakeholders -- the people and groups who have special interest in or influence over what CSS accomplishes **and** who make up "the environment" or spheres of concern/influence surrounding CSS (refer back to page 2).

Any organizational development desired by CSS must fit **and** involve interdependent changes with this social environment.

The CSS working group identified the critical interdependent changes, or service effects, that need to evolve between CSS and its stakeholder groups. These consist of developements in people's Knowledge, Attitudes, Skills, Aspirations, and/or Behaviors (KASAB). In essence, these developments are the effects of social service programming by CSS in its environment. The effects of social service delivery by CSS are changes in the KASAB of its stakeholders who particpate and interact with CSS.

The specific KASAB developments needed in CSS relations with each of its stakeholder groups have been listed on the following pages.

MATRIX OF SOCIAL SERVICE EFFECTS

PROGRAM/PROJECT TITLE: **Guam Catholic Social Service**

	Stakeholder Audience 1: Funding Sources
KNOWLEDGE **TO BE GAINED**	Knowledge of the quality & cost effectiveness of services being provided by CSS Knowledge of what CSS does and does not do (non duplication - promote complimentary services)
ATTITUDES **TO BE DEVELOPED**	An understanding CSS as a non-profit humnaitarian service business, that must continue as an organization in the 21st century A belief in the need for prompt payment of services when accountability can be documented
SKILLS, BEHAVIORS/ PRACTICES **TO BE TAUGHT**	Grant management Fundraising Budgeting Communication between organizational structures (i.e., them-to-us and us-to-them)
ASPIRATIONS **TO BE ENCOURAGED**	A desire to promote resource sharing and networking between CSS and other service providers and collaborators

MATRIX OF SOCIAL SERVICE EFFECTS

PROGRAM/PROJECT TITLE: **Guam Catholic Social Service**

	Stakeholder Audience 2: Collaborators/Other Service Providers
KNOWLEDGE **TO BE GAINED**	The capabilities and programs of the CSS organization The plans and future directions of CSS A training - CSS can provide
ATTITUDES **TO BE DEVELOPED**	Confidence in services rendered by CSS Trust in the delivery of services by CSS An understanding of Christian-interfaith community work A belief in the Humanistic delivery of care services
SKILLS, BEHAVIORS/ PRACTICES **TO BE TAUGHT**	Grantsmanship Project Management Accountability Confidentiality Ethical/Moral practice Writing of Cooperative Agreements Fiscal/Program Responsibility
ASPIRATIONS **TO BE ENCOURAGED**	Ideals similar to the Mission goal/objectives of CSS Values for program development/growth

MATRIX OF SOCIAL SERVICE EFFECTS

PROGRAM/PROJECT TITLE: **Guam Catholic Social Service**

	Stakeholder Audience 3: Employees/Staff
KNOWLEDGE **TO BE GAINED**	Educational Training; specific education for specific programs Current changes in Guam's social environment. An understanding of our clients' life styles The capacities and limits of the different programs The mission of the CSS organization
ATTITUDES **TO BE DEVELOPED**	Openmindedness Willingness to change, improve, and learn An understanding of Humanitarism
SKILLS, BEHAVIORS/ PRACTICES **TO BE TAUGHT**	Compassionate behavior strategies Listening skills Effective communication skills Continuing to upgrade Ability to motivate (recharge) Personnel management Networking with others Flexibility
ASPIRATIONS **TO BE ENCOURAGED**	To want to work collaboratively with other organizations both local and nation wide To be focused on the programs

MATRIX OF SOCIAL SERVICE EFFECTS

PROGRAM/PROJECT TITLE: **Guam Catholic Social Service**

	Stakeholder Audience 4: People Networks-Schools
KNOWLEDGE **TO BE GAINED**	An awareness of the community's informal/formal support systems The program limitations and program models of CSS Knowledge of the demographic profiles of CSS clientele
ATTITUDES **TO BE DEVELOPED**	High value for being an accomplished service provider Values for volunteering A dedication and commitment to humanitarian values
SKILLS, BEHAVIORS/ PRACTICES **TO BE TAUGHT**	How to conduct Outreach programs and be dynamic speakers Ability to contact and communicate with other programs Interpersonal skills for motivating volunteers Media communication and campaign skills for better use of mass media outlets Skills to help organize islandwide information conferences Skills to develop formal agreements/scope of work Collaboration Skills Skills for conducting surveys
ASPIRATIONS **TO BE ENCOURAGED**	A value for network collaboration to arrive at a wholistic social services delivery plan (comprehensive) A value for social policies that are sensitive to the cultures, ethnic backgrounds, religions, values, and beliefs of Guam's population

MATRIX OF SOCIAL SERVICE EFFECTS

PROGRAM/PROJECT TITLE: **Guam Catholic Social Service**

	Stakeholder Audience 5: Law/Policy Makers
KNOWLEDGE **TO BE GAINED**	Should know the list of Catholic Social Service Programs Barriers to and limitations of services the needs and rights of consumers the changing conditions of Guam demographic profiles of clients
ATTITUDES **TO BE DEVELOPED**	They need to feel that CSS is a viable organization which is a cost effective service provider that has real impact. Feelings of compassion towards clients A strong sensitivity to human needs
SKILLS, BEHAVIORS/ PRACTICES **TO BE TAUGHT**	Ability to prioritize Guam's service needs and agenda Ability to translate needs into action (legislation and policy) Ability to listen to constituients and CSS
ASPIRATIONS **TO BE ENCOURAGED**	To encourage a community-wide perception that Guam is part of a region rather than an independent unit. To create laws and policies that are compatible with local cultures.

MATRIX OF SOCIAL SERVICE EFFECTS

PROGRAM/PROJECT TITLE: **Guam Catholic Social Service**

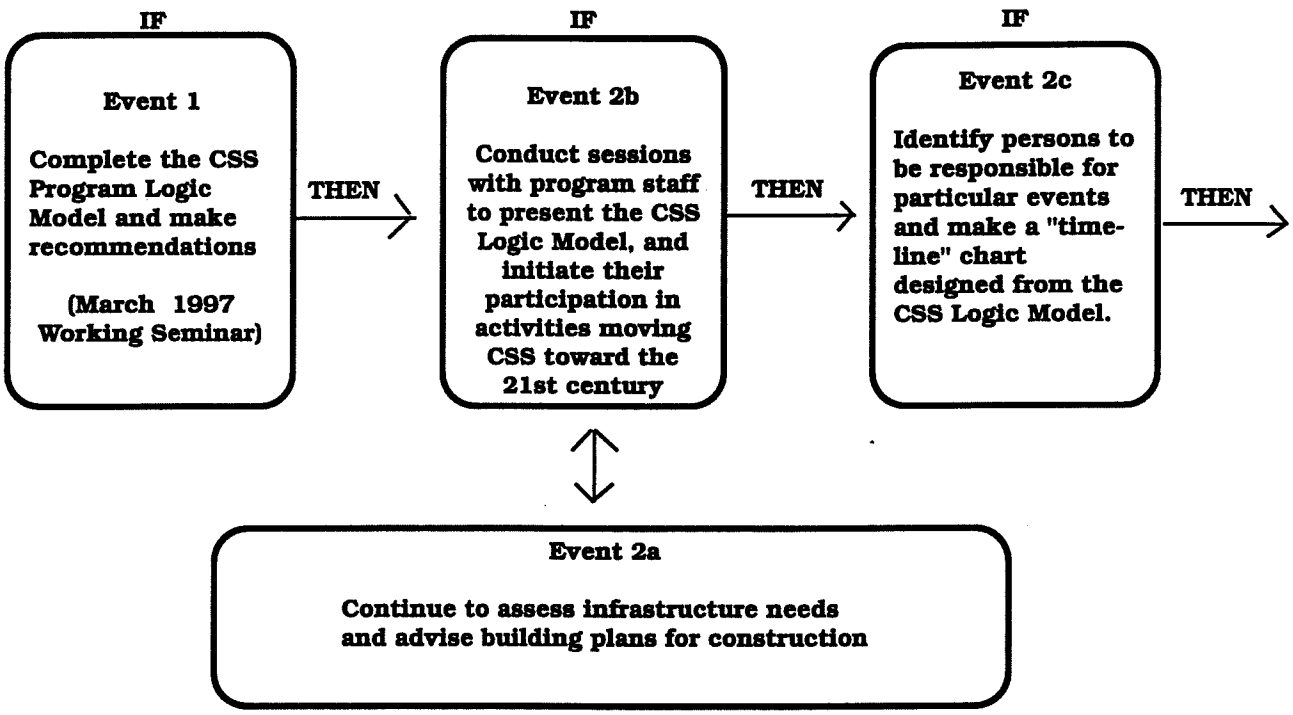
	Stakeholder Audience 6: Clients & Community
KNOWLEDGE **TO BE GAINED**	The clients should feel that they can solve their problems and that help is available. Be aware of available services from CSS. Knowledge of other service providers
ATTITUDES **TO BE DEVELOPED**	A value not to become completely dependent Beliefs that programs are not entitlements Long term care requirements some people will never be self-sufficient
SKILLS, BEHAVIORS/ PRACTICES **TO BE TAUGHT**	Needs may not be available locally Develop a stronger family support system
ASPIRATIONS **TO BE ENCOURAGED**	Desire to be self-sufficient willingness to be helped Help Trainings Education Financial management Personal developement

The Expanded Logic Model

After the main events of the logic model were identified, the CSS working group proceeded to list and clarify supporting activities, resources, and infrastructure that would very likely increase the probability of accomplishing each of the main events. These supportive inputs are very important considerations, because they may determine whether or not a particular main event occurs, and if it does, to what extent it is successful or has sufficient impact required for the desired consequences to result. In other words this section lays out the functional and logistical details needed to carry out main events. If essential resources, sufficient personnel - who have the needed skills, and appropriate infrastructure and equipment are lacking or in short supply, the desired event may not happen. Thus there would be a break in the logic model, and it "if-thens" sequencing would be disrupted.

We wanted to be sure the CSS working group had the necessary time and perspective to carefully identify these critical inputs. A draft report prepared after the working seminar was distrubuted to members of the CSS Board of Directors and Project Directors. Over a two-three week period they wrote out editing comments and suggested additions or changes to this expanded model. The combination and integration of this detailed input has been put together and is presented in the following pages.

Expanded Logic Model:
Developing Catholic Social Service for Guam's Future



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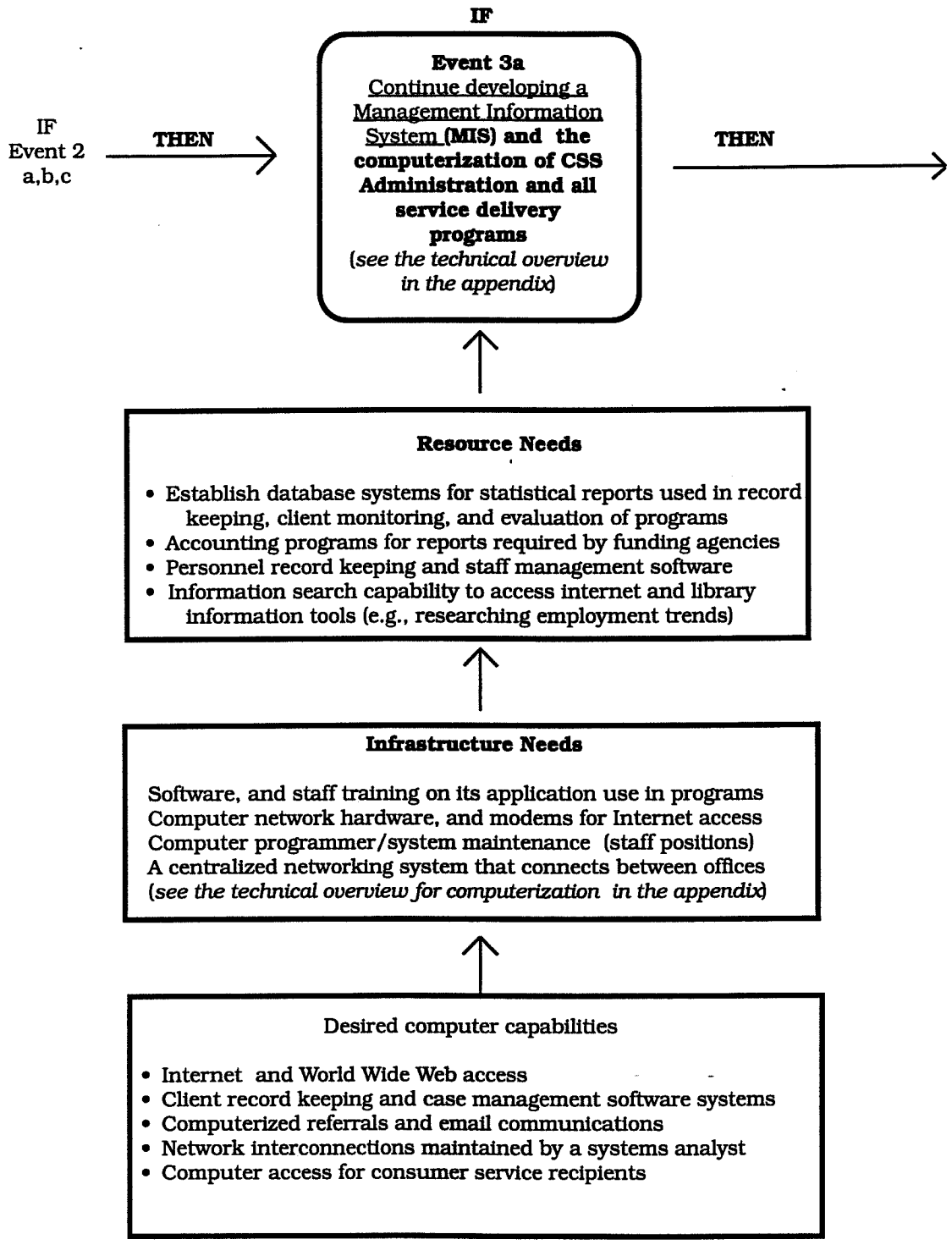

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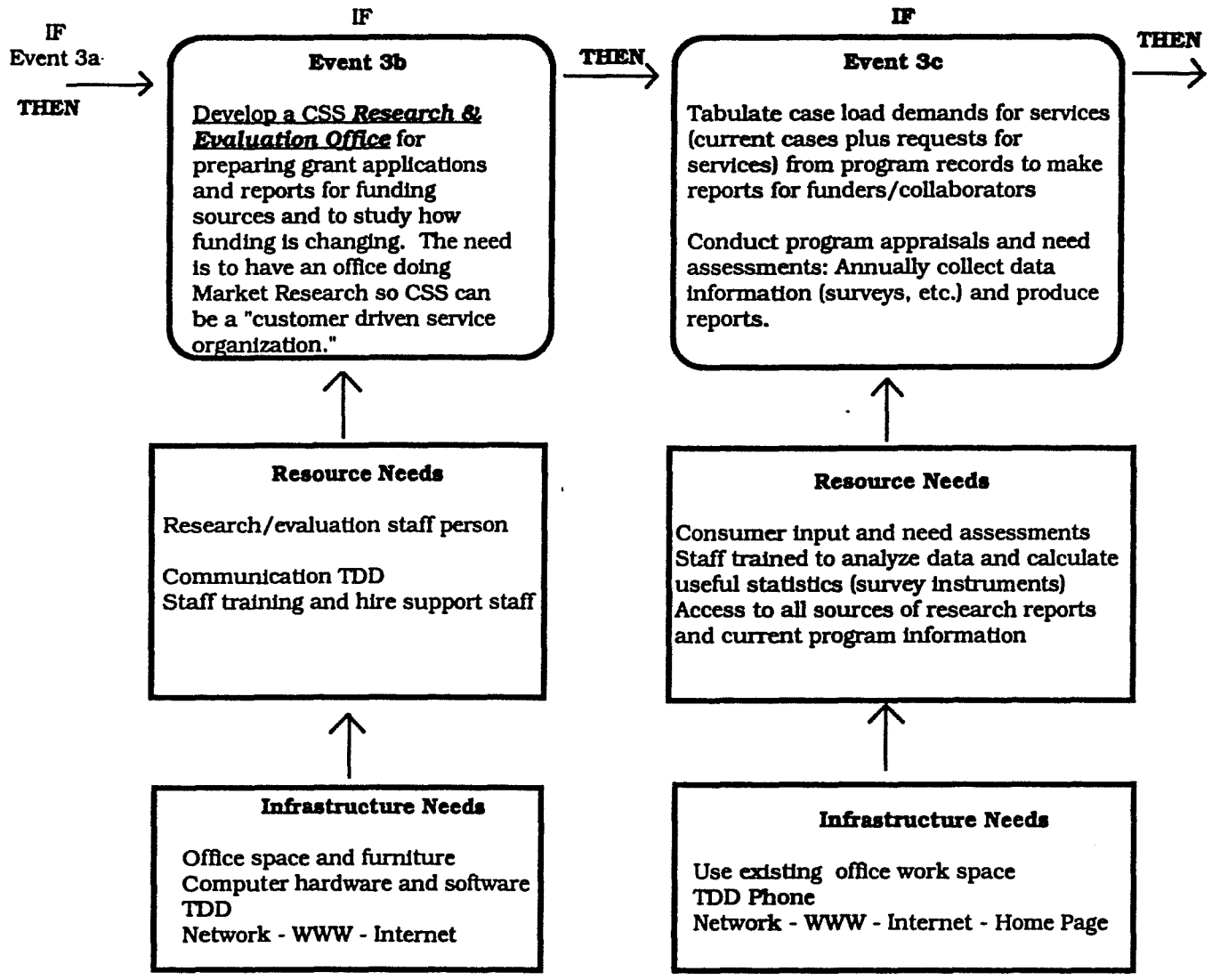

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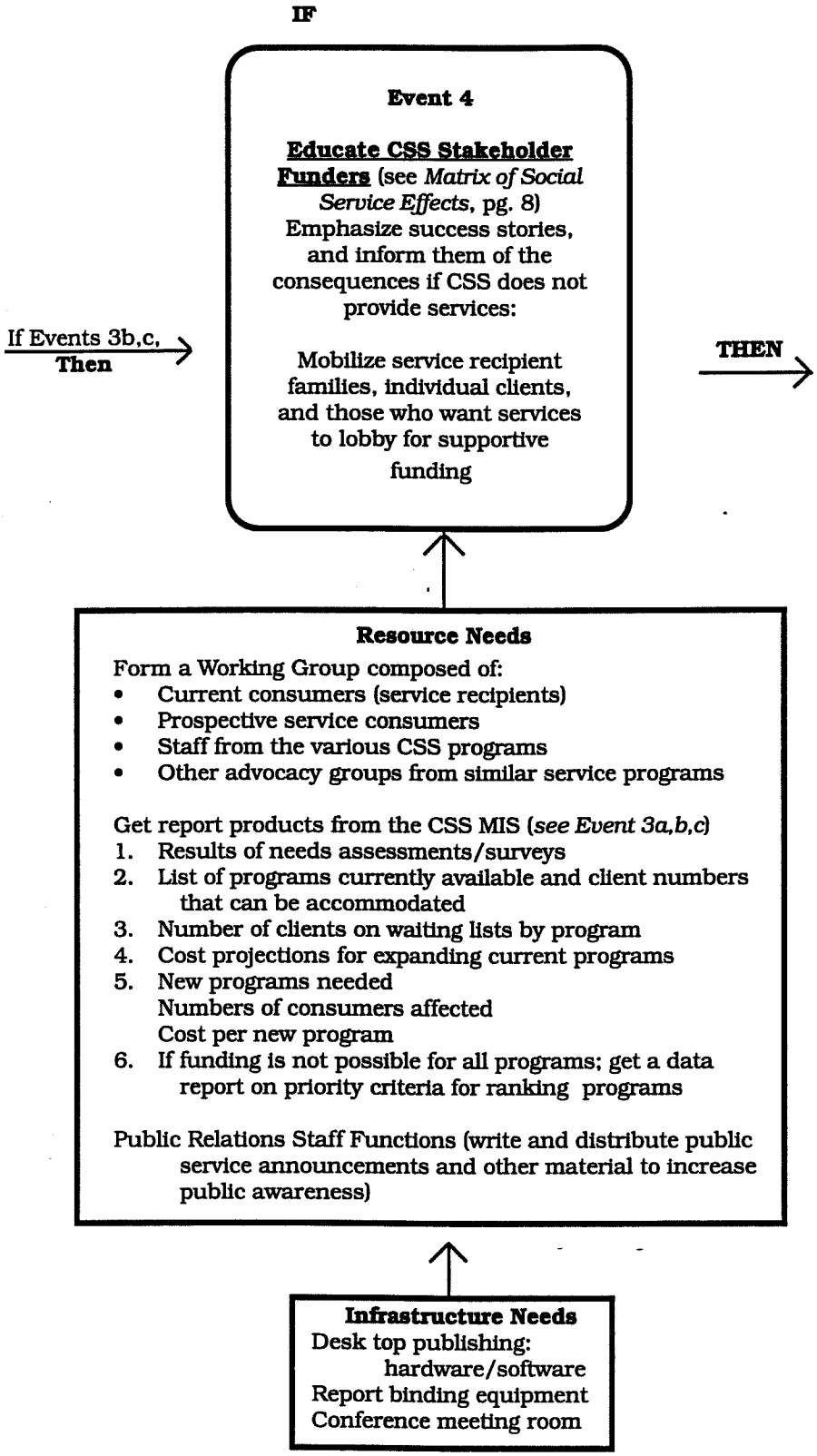

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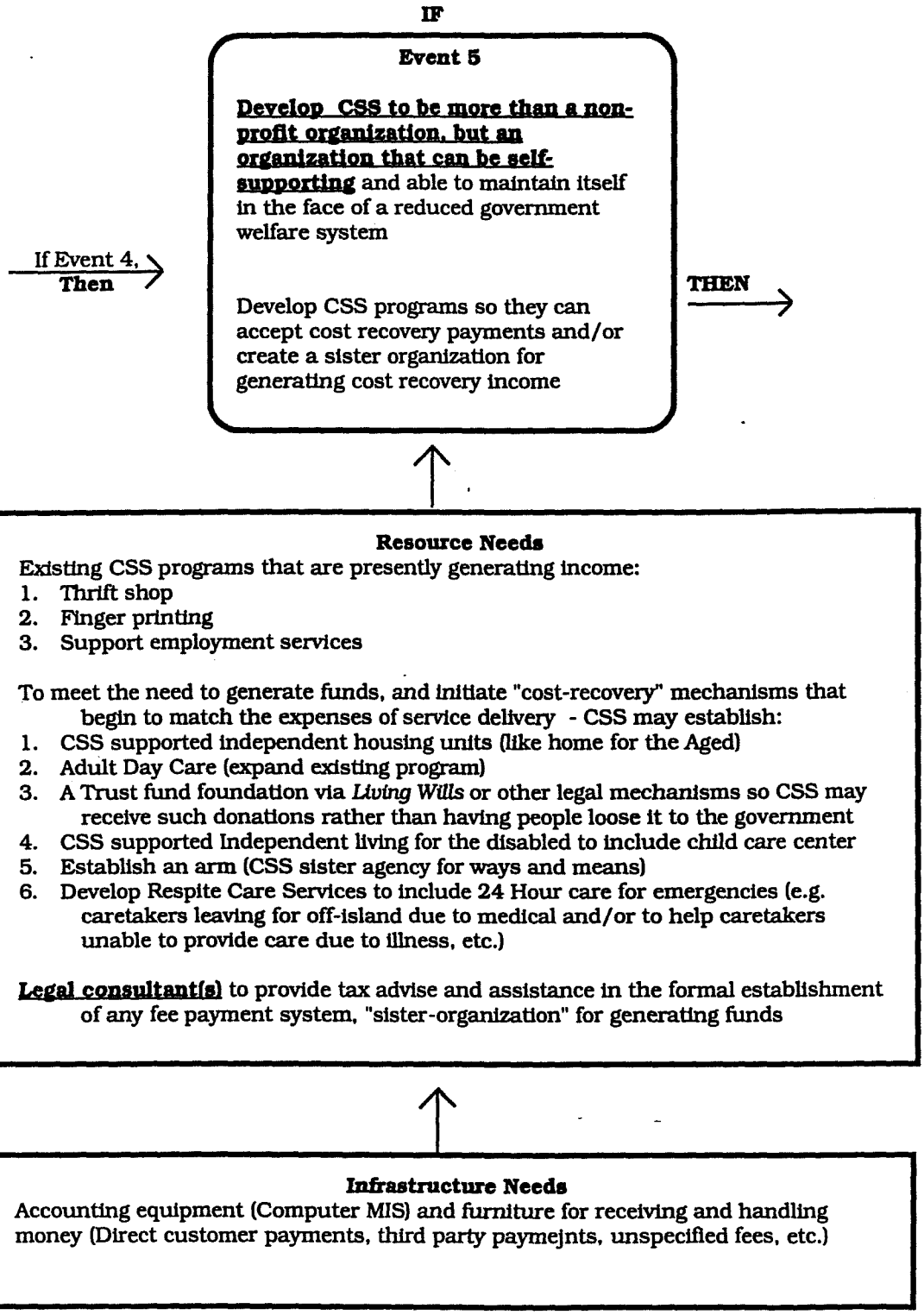

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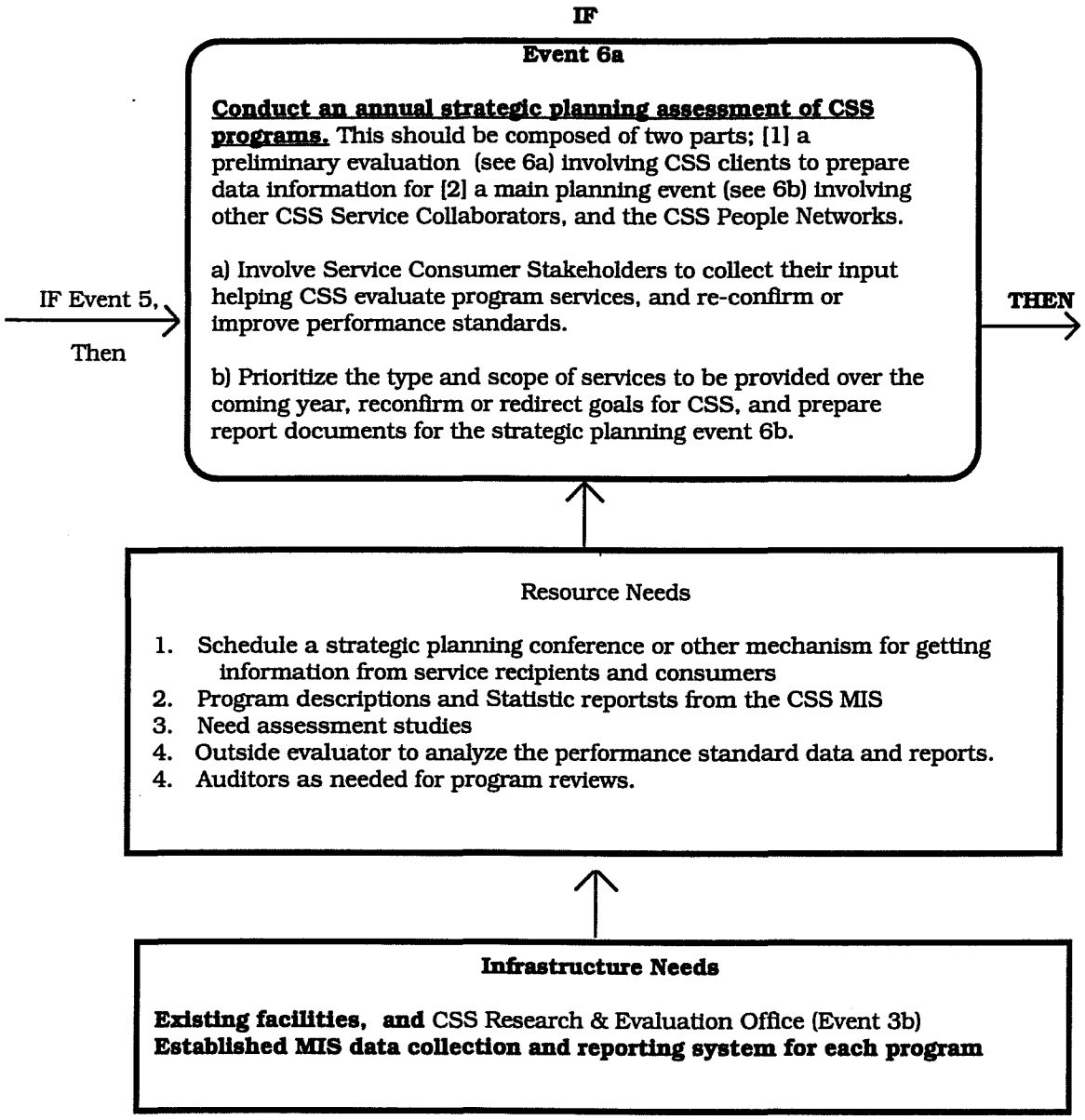

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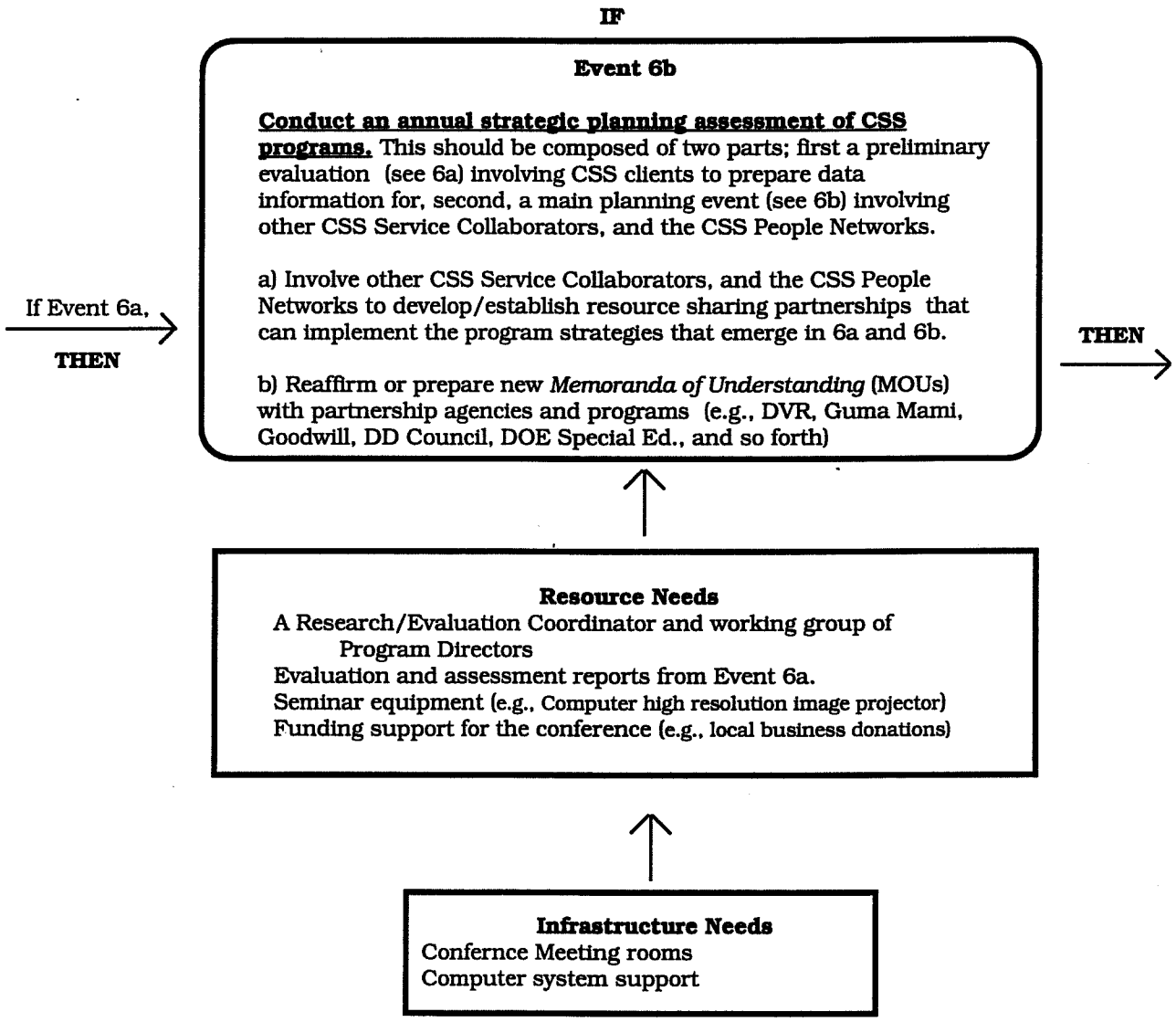

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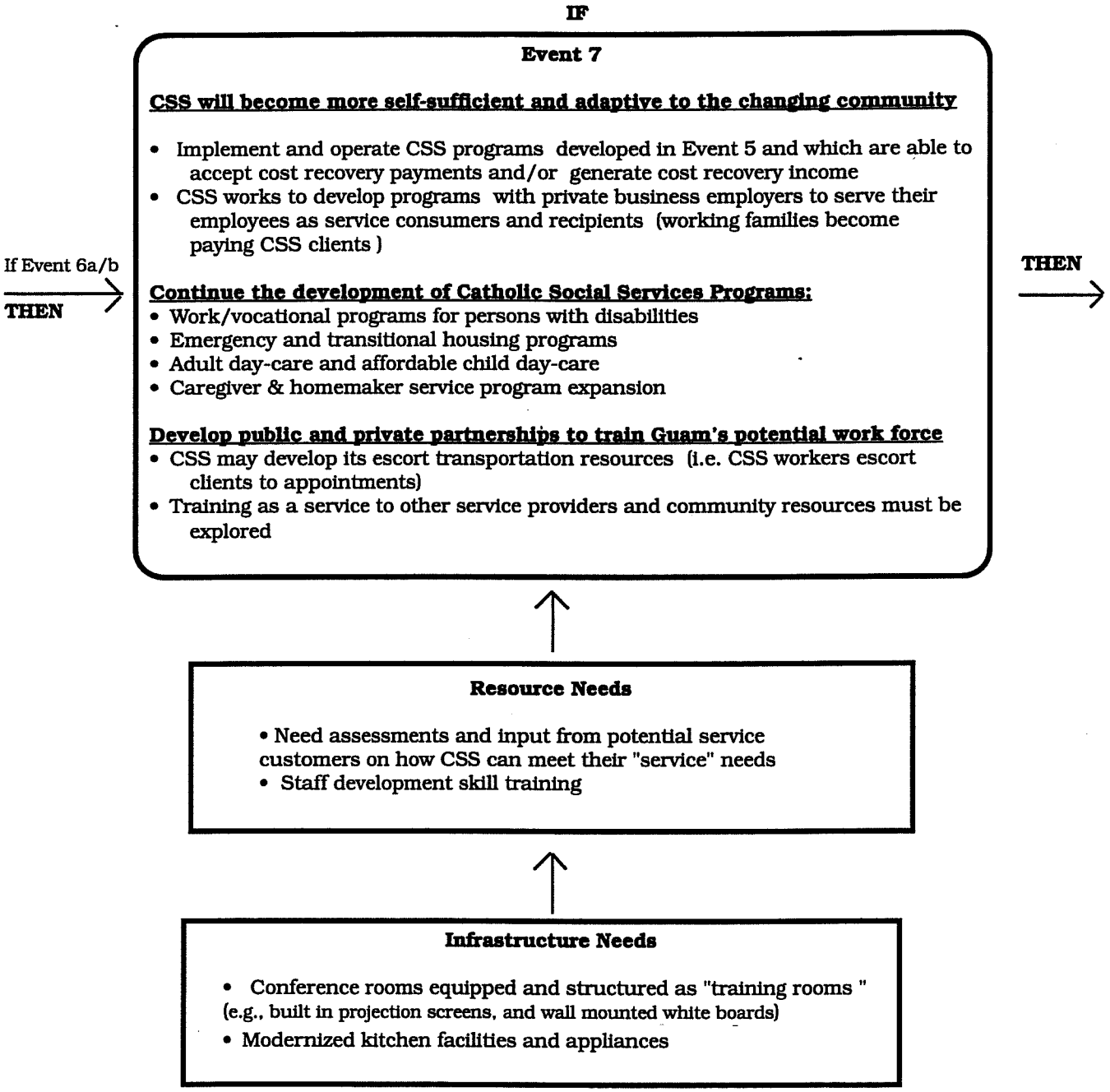

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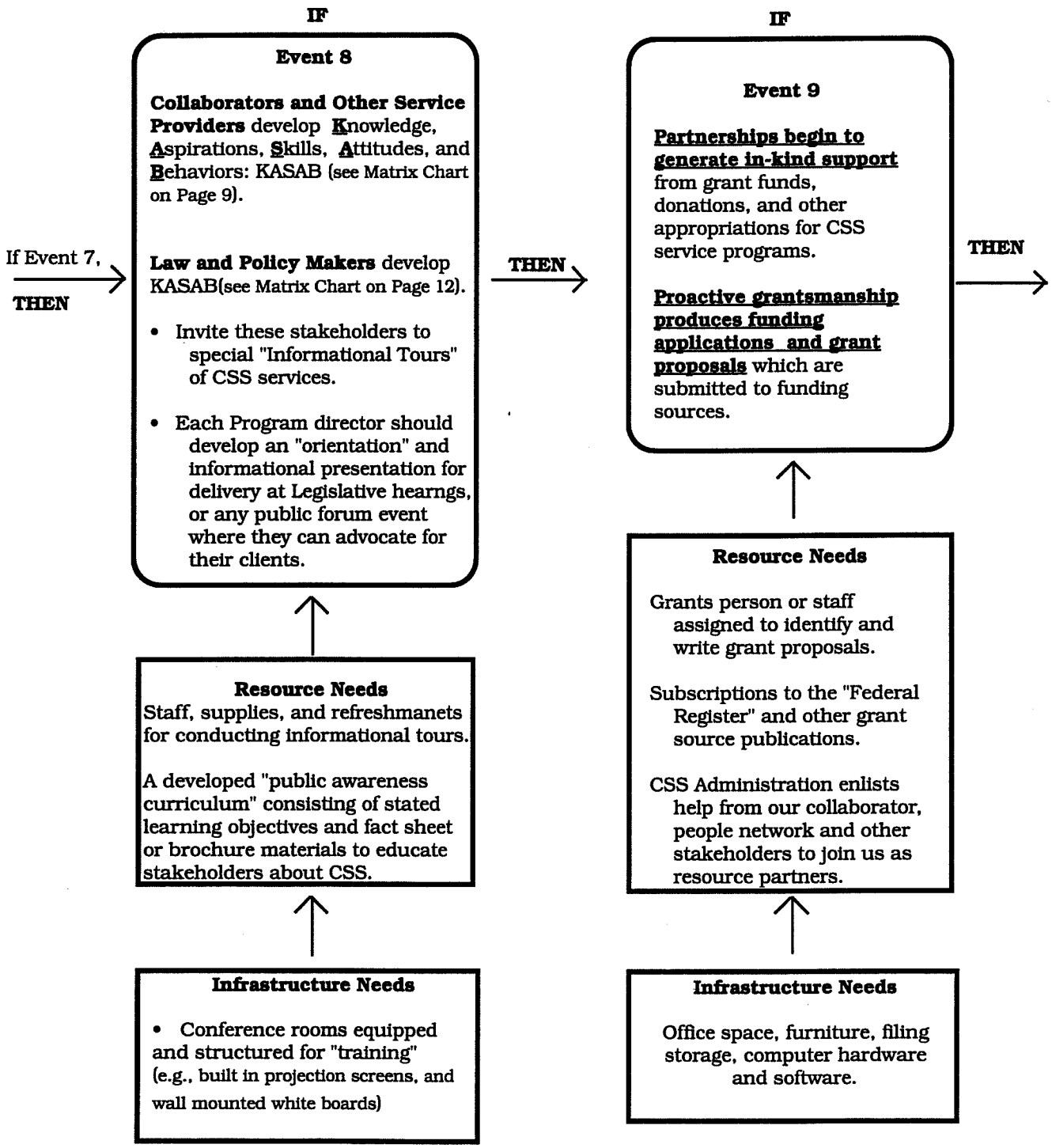

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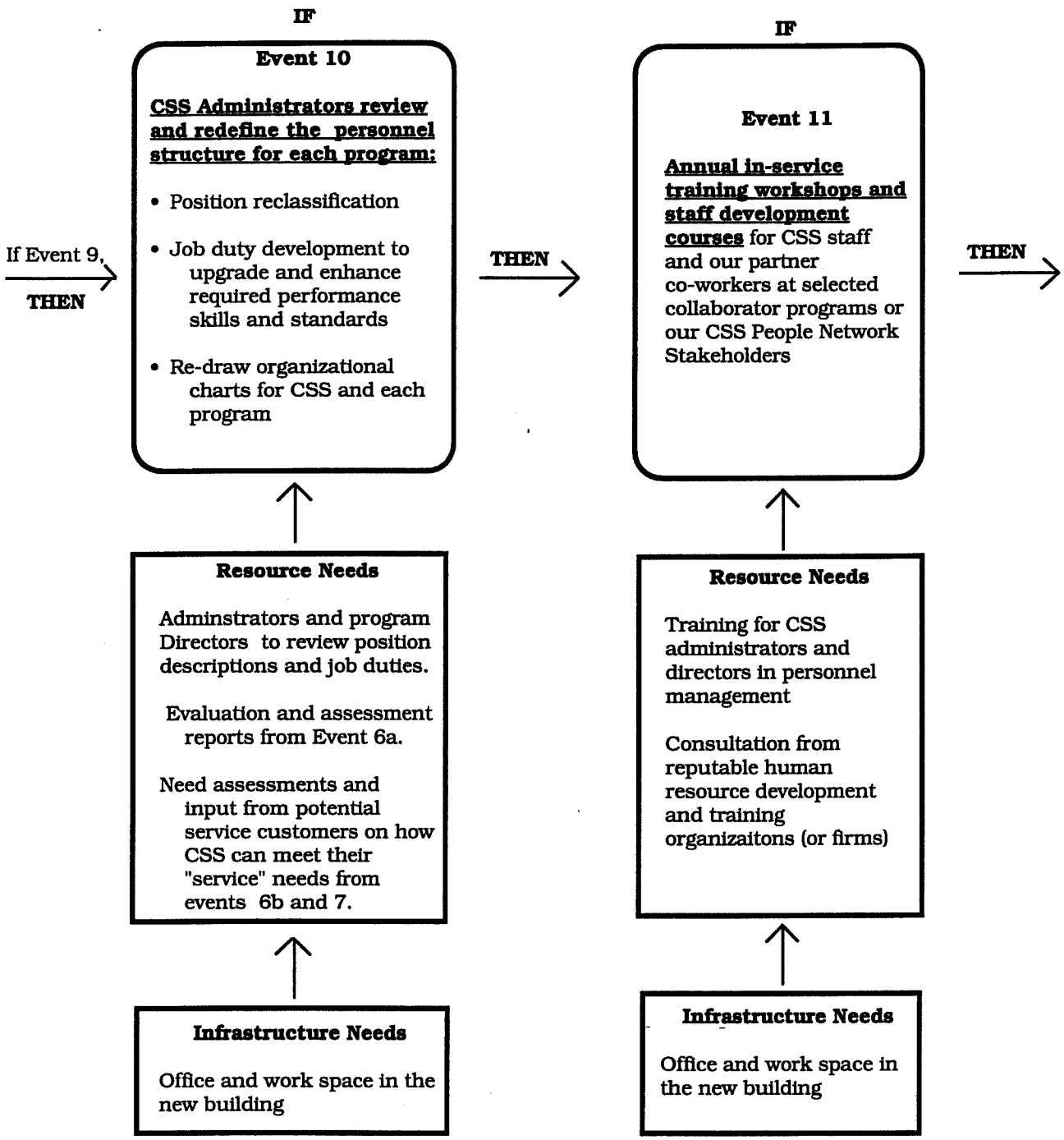

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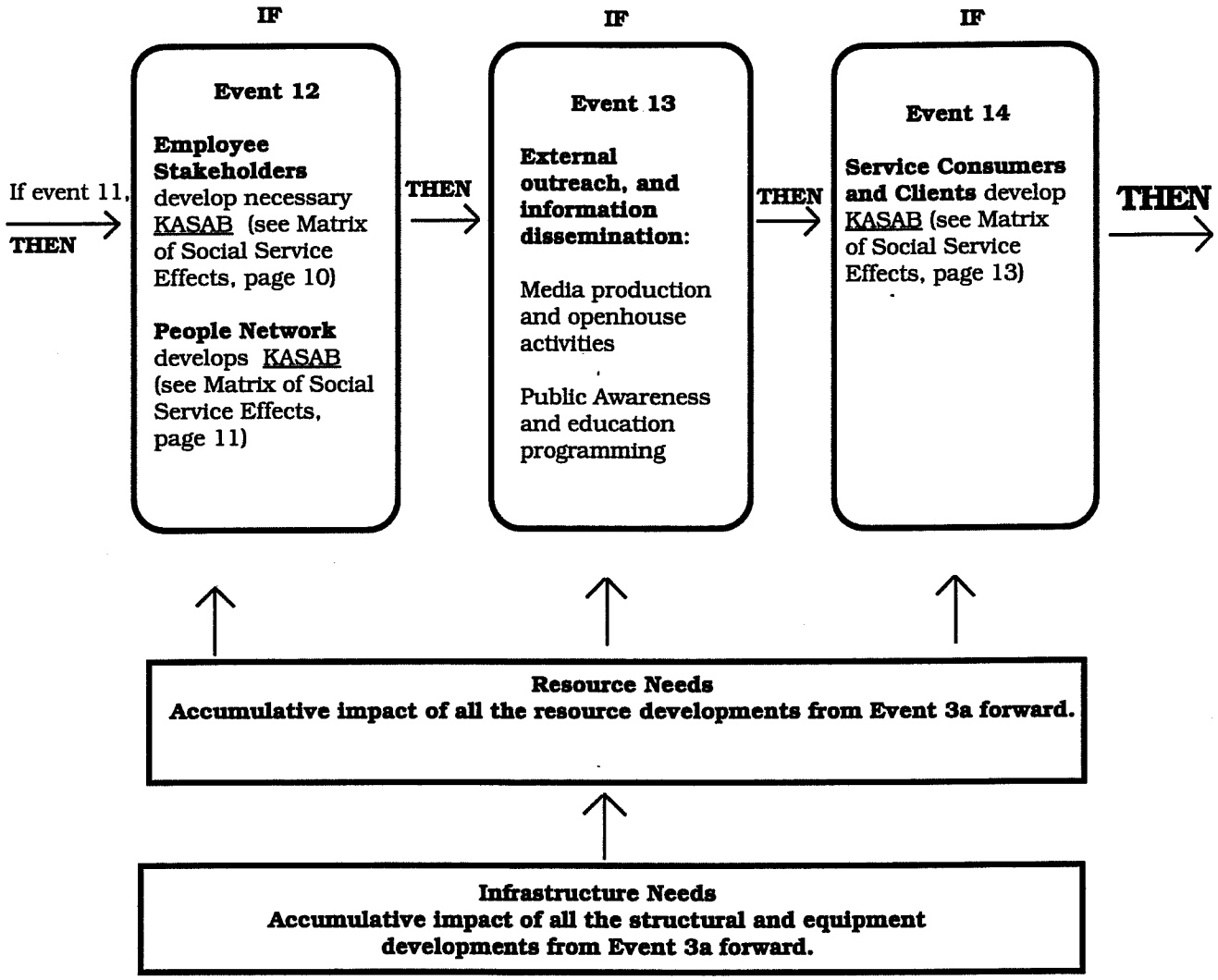

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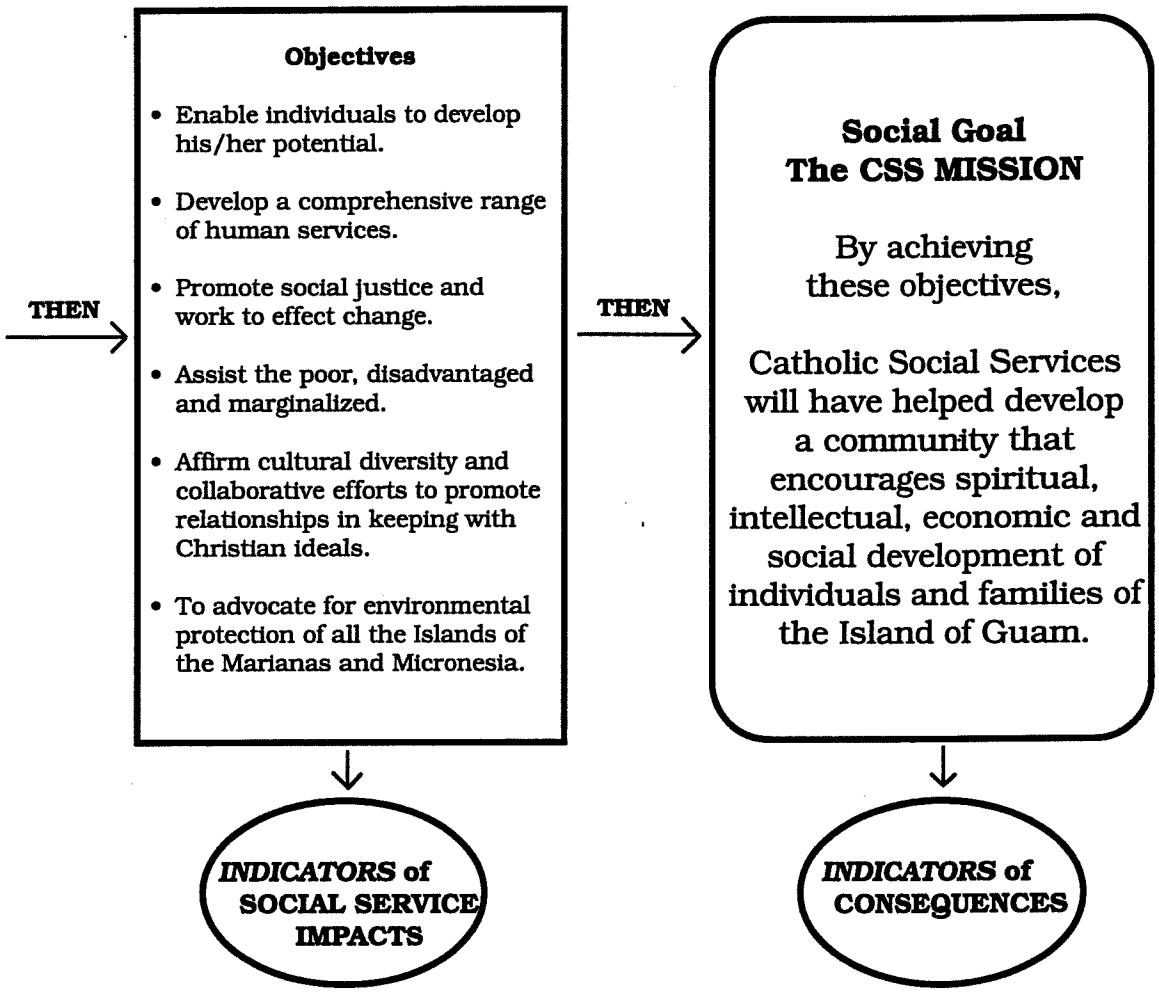

Appendix: Presentation for Catholic Social Services,

Social Service Needs And Client Demands in the 21st Century

by Professor Gerhard Schwab
University of Guam

When I accepted Dr. Workman's invitation to share some thoughts about Guam's Social Service Needs and Client Demands in the 21st Century, I first perceived this as a healthy challenge. When he later told me that 15 minutes is all I can get I realized that I just put myself into an impossible situation - oh, well, it is not the first time I said yes too quickly. However, as a good Catholic who celebrates Mass every Sunday, I know the best homilies are no longer than 15 minutes and have no more than 3 main points. Hence, I shall try my best and live up to my promise to Randy to talk no longer than 15 minutes and to make no more than 3 major points.

The points I am going to talk about are:

- **the population of Guam is changing**
- **the socio-political environment in Guam is changing**
- **organizational forms of service providers are changing**

I wish that these points with brief elaborations will be a useful contribution to your efforts to decide on the future direction of CSS. I chose these three points because I think they reflect trends that are already happening nationally and globally - and that they most likely will continue into the 21st century.

POPULATION CHANGE:

There are two important changes taking place in Guam's population. The first population change I want to mention is the current aging of the population, and the second population change I want to comment on is ethnic diversification.

Guam's increasing ethnic diversity is also associated with religious and class diversity. Only a couple of years ago there was hardly any non-Catholic church in Guam. Today, we not only have many Christian churches, we also have an increasing number of non-Christian religions. In addition, ethnic diversity in Guam is closely related to economic stratification. For example, the average Chuukese household earns about one third of what Chamorros earn.

In summary, Guam's population most likely will be older and even more diverse in a couple of years than it is now.

CHANGING SOCIO-POLITICAL ENVIRONMENT

The decline of the welfare state is the most significant current dynamic. Nationally, and locally it appears that individualism is pushing collective responsibilities further and further down the priority list of public policy makers. The fact that Rush Limbaugh is paid to surf the air waves in Guam for several hours a day is a strong indicator of the triumph of individualism over social responsibilities. This is not only a mainland phenomenon, but also a Guam reality.

Tightly coupled with this decline of the legitimacy of the welfare state is a significant rise of inequalities within the US, and Guam's society. Simply put, the rich get richer, the poor get poorer, a few of the middle class make the jump up the socio-economic ladder, but more and more of the middle class are sliding closer to poverty. A number of social scientists read current trends in a way that predict a bi-modal distribution of wealth in the near future.

And what does this mean for an organization like Catholic Social Services? Guam's organizational environment of funding sources, resource suppliers, client customers, service technologies, and political legitimization will be much more dynamic in the future than what we have experienced over the past several decades. If social weather forecasters are right, we better get ready for typhoon conditions.

CHANGING ORGANIZATIONAL FORMS

The third point I want to make pertains to organizational form. Study after study has demonstrated that organizations depend on their social environment. Organizations that don't adapt their organizational form to environmental changes in the community simply die. Organizations that are able to respond and change according to changes in socio-political environments manage to survive. However, the interesting thing is that it is not technical or even actual competence that best assures survival of an organization. Instead, it is the degree to which human service organizations are institutionalized in their environments which determines their survival rate. In other words, dominant moral systems influence and play a central role in justifying human service organizations.

Take the case of CSS. As we look at the history of CSS we recognize that Guam has been offering a very Catholic environment for this organization. The name "Catholic" has provided tremendous legitimization to this organization. For example; when your social workers go into homes, clients have trust because it is a Catholic organization. When your administrators compete for GovGuam money, financial decision makers agree with the social norms and values that the word "*Catholic*" stands for in the CSS title. And on a more self-critical note, this also means that we Catholics, as well institutionalized as we are in Guam's social environment, often get away with things that we could not get away with in not-so-Catholic environments.

To illustrate this point, I ask you to imagine what would happen if you would change your name from CSS to Christian Social Services, or to Guam Social Services. How would this change your interaction with your different environments, your clients, your funders, your organizational partners and competitors?

From my point of view, this is the most crucial challenge you have to face in the near future. You need to clarify what the Catholic means in CSS. And you need to do that in an environment that rapidly becomes more dynamic and more non-Catholic. From the way I read national, regional, and local trends, I expect that over the next 15 years, CSS become very different from what it has been over the past 15 years.

All the above mentioned broad trends; such as new population structures, significant reductions in public resources, and increased demands of new types of clients, are forcing agencies to commercialize, to sell their services in order to survive. This means that the entire organizational form needs to be adjusted; in terms of fiscal management, marketing and public relations, service technologies, internal monitoring and in terms of client relations.

CONCLUSION:

These current trends clearly indicate that we are moving toward a stratified human service system. Very good and very effective human services for those who can afford it or have some other means of accessing these services. At the same time, increased competition among human service organizations also will lead to more organizations that have to face larger and more complex client groups with less resources, with less and under trained staff, and with insufficient moral support from their environments.

In Closing, I thank you for giving me the opportunity to work with you as you set the goals and directions to address these challenges ahead of us.

E.) By prioritizing automation needs of the different CSS areas through:

1. the development of a centralized client base (inclusive of all programs and including all adults and minors serviced).

2. creation of data dictionary encompassing the:
   - A. structure of the data element (characteristics).
   - B. source and flow of data (flow of original data throughout the organization).
   - C. function of the data element (deritive and statistical potential, etc.).
   - D. descriptive definition of data elements and derived information.

3. production of reports for caseload and service management.

4. the production of administritive statistical abstract reports for personnel management, fiscal management, inventory/asset management, project management, and overall organizational management faciliated by customized and/or off-the-shelf software:
   - A. installment of an automated personnel system to handle reporting issues or schedules of probationary
   - B. installment of a payroll system linked to an accounting or financial management system handling reporting issues or schedules of automated time sheet processing, check writing, W2-Form processing, leave management, etc.
   - C. installment of a time-clock linked to a payroll and a security system.
   - D. installment of an inventory/asset management system linked to an accounting or financial management system for depreciation figures.

5. the re-evaluation and assessment of demand/exception reports, daily, weekly, monthly, bi-monthly, quarterly, annual and bi-annual reports, etc. (Internal & External) for their automation potential and applicability.

6. the implementation of E-mail accounts and internet access for CSS and it's programs and employees, in order to facilitate alternative communication methods with the public at large and for better information research.

7. the development and maintenance of CSS services and needs as well as other activities.