

Copyright is owned by the Author of the thesis. Permission is given for a copy to be downloaded by an individual for the purpose of research and private study only. The thesis may not be reproduced elsewhere without the permission of the Author.

MASSEY UNIVERSITY

1. \* (a) I give permission for my thesis, entitled  
.....MIDDLE MANAGEMENT SUPERVISORS IN A STATUTORY.....  
.....SOCIAL WELFARE AGENCY.....  
.....A STUDY OF THE VIEWS OF SENIOR SOCIAL WORKERS.....  
to be made available to readers in the Library under the conditions  
determined by the Librarian.
- (b) I agree to my thesis, if asked for by another institution, being sent  
away on temporary loan under conditions determined by the Librarian.
- (c) I also agree that my thesis may be copied for Library use.

2. \* ~~I do not wish my thesis, entitled~~  
.....  
.....  
.....  
~~to be made available to readers or to be sent to other institutions~~  
~~without my written consent within the next two years.~~

Signed ... *Al Dwyer* .....  
Date SIXTH JUNE 1980 .....

\* Strike out the sentence or phrase which does not apply.

The Library  
Massey University  
Palmerston North, N.Z.

The copyright of this thesis belongs to the author. Readers must sign their name in  
the space below to show that they recognise this. They are asked to add their  
permanent address.

Name and Address	Date
.....	.....
.....	.....
.....	.....
.....	.....
.....	.....

MIDDLE MANAGEMENT SUPERVISORS  
IN A STATUTORY SOCIAL WELFARE AGENCY

A STUDY OF THE VIEWS OF SENIOR SOCIAL WORKERS

A. Roy Bowden

A Thesis presented to Massey University  
in partial fulfilment of the requirements  
for the Degree of Master of Social Work

1980

## TABLE OF CONTENTS

			Page No.	
ACKNOWLEDGEMENTS			v	
SECTION I	PART I	Introduction	1	
		Notes	8	
	PART II	Management terms in the Department of Social Welfare	9	
		PART III	The Department of Social Welfare in New Zealand	15
	Notes		22	
	PART IV	The position of the senior social worker in the Department of Social Welfare	23	
		Notes	32	
	SECTION II	PART I	Middle-management: the implications of the literature	33
			Notes	57
		PART II	Middle-management in social work organisations	60
			Notes	71
		PART III	Supervision in the social work literature	73
Notes			100	
SECTION III	PART I	The provincial office: a dramaturgical view	102	
		Notes	116	
	PART II	The study:senior social workers interviewed	117	
		Notes	123	

			Page No.
SECTION IV	PART I	Senior social work super- visors in provincial offices	124
	PART II	Preparation and support for the performance of senior social workers: the importance of the back region	158
		Notes	179
TABLES			180
BIBLIOGRAPHY			205
LIST OF APPENDICES			215
APPENDICES			216

## ACKNOWLEDGEMENTS

The Department of Social Welfare willingly gave permission for me to interview senior social workers in the central districts region and gave me access to information relevant to this study. I wish to acknowledge the support and encouragement I received from Mr Brian Manchester, Mr Raoul Ketko and Mrs Agnes Brabin, who received me as a social work colleague in the head office of the department in Wellington.

Departmental directors and assistant directors in the central districts region cooperated by asking their staff if they were willing to be interviewed. Mr Kelvin Menzies (Assistant Director, Social Work, Palmerston North), spent time assisting me to understand the structure of the department.

Miss Tanya Cumberland and Mr Colin Haynes, directors of the departmental training centres in Auckland and Wellington, sent me material which detailed their work. Their contributions were much appreciated.

The senior social workers who were interviewed discussed their role openly and those interviews gave me real insights into the nature of the supervisory role. I am grateful for the way in which senior social workers shared their feelings with me. Students on the course for social work supervisors at Massey University helped me to clarify the training issues that are appropriate for supervisors.

Mr Mervyn Hancock and Mrs Eve Hessey of the Social Work Unit at Massey University, provided insights and wise counsel throughout. During a project of this kind there are times when it is difficult to see the way forward and I have appreciated the imaginative guidance and firm encouragement I have received from Mr Hancock and Mrs Hessey.

The staff of the Department of University Extension at Massey University, members of the Sociology Department, the Social Work Unit, and other colleagues, assisted me in many ways.

The completion of this thesis was dependent upon the support and care given by my wife Pie, my sons Simon and Nathan, and my friends. They waited patiently and encouraged me.

Erin Temperton typed this thesis at relatively short notice and helped with the format. I have valued her experience and competence.

Mr Brian Dolan, senior social worker in the Department of Social Welfare in Napier, was one of the senior social workers interviewed for the study and was a member of the course for social work supervisors at Massey University. Mr Dolan died while this work was nearing completion.

I dedicate this thesis to his memory, for he was a committed social worker with a real understanding of the people who come to agencies asking for assistance.