THE ROLE OF THE INDUSTRIAL SOCIAL WORKER IN CORPORATE COMMUNITY RELATIONS

THESIS

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ABSTRACT

This research study is a qualitative investigation of the role of the industrial social worker in corporate community relations.

The research study was undertaken by means of mailed questionnaires. Two different populations were utilized, namely corporations known to practice corporate social responsibility and corporations employing industrial social workers.

As a background to the research, corporate community relations is defined and its development traced. Furthermore, the contribution of corporate community relations in the realization of a government-business partnership to address community social problems, is discussed. Lastly, in an attempt to demonstrate that the social worker can indeed play a role in corporate community relations, the extent to which corporate community relations goals and approaches correspond with the community organization model of social work practice, is examined.

The purpose of the empirical part of the research study was to determine what form community relations has taken in South Africa and the role that the industrial social worker assumes in this regard. From the findings it appears that there is a focus on philanthropic activities and less direct corporate

involvement in creating new resources. Industrial social workers involvement in this function was limited. They primarily assumed the roles of consultant and expert. Although these social workers' have laid the ground work for expansion of the industrial social worker's role, it appears that development has been more serendipitous than rationally planned.

It appears from the findings that the potential does exist for industrial social workers to assist the corporation to expand its social responsibility programme, and in so doing expand their practice to include macro level intervention strategies. Based on these assumptions, it is suggested that further in-depth research is carried out to establish what strategies are being employed by industrial social workers to expand their roles, it appears that there is a need to assist the industrial social worker to adopt a rationally planned approach in order to assume a greater role in the corporation's social responsibility activities - both internally and externally.

CHAPTER 1

INTRODUCTION

1.1. BACKGROUND

The political, social and economic changes accompanying the transition to the New South Africa have had far reaching consequences for the provision of welfare services. In addition to highlighting the gross inequalities in the provision of welfare services, change has also stimulated the need to broaden these welfare services.

Changes are taking place in the method by which welfare services are being planned and dispersed. However, the government's capacity to fund welfare services is dwindling, thus thwarting further progress. Ironically, this has occurred largely as a result of the tactics employed to initiate political reform. Calls for disinvestment and sanctions have been counterproductive. The country is now faced with mass unemployment, national debt, and slow economic growth, aggravated by the high increase in the national population.

These factors warrant the extension of the current welfare system, this is the opinion expressed by the Margo Commission. The Commission envisages that the welfare system will have to provide assurances against poverty, unemployment, disability and illness (Snyman, 1990:143).

Despite this the government has made it emphatically clear in the current Social Welfare Policy that it is not the primary supplier or financier of welfare services (Getting to work on, 1990:7).

The government has, however, explored other alternatives, looking particularly at business and industry. For example, the South African Welfare Council and Interdepartmental Consultative Committee on Social Welfare Matters investigated the voluntary welfare initiative and the financing of the welfare system (Draft Report, October, 1990). This report proposes that the foundation for a government and business coalition in the provision of welfare services, could be laid in one or more of the following ways : privatisation, rationalisation, corporate social responsibility or a public-private sector partnership.

In terms of corporate social responsibility, business and industry have responded and are contributing to social problem solving on two fronts : social welfare services to employees (eg. employee assistance programmes), and enhancing the quality of life in the community (eg. community relations programmes).

According to Du Plessis (1990:235) the concept of corporate social responsibility had a positive impact on the employment of social workers in South Africa, particularly during 1984 and 1985. Business and industry became increasingly aware of the importance of their relationship with their workforce and

the outside community, hence the recruitment of social workers.

On first entering an organization the industrial social worker usually focuses on achieving the more person-oriented goals of the profession (Kurzman and Akabas, 1981:55). Thus, in terms of corporate social responsibility, the industrial social worker is initially involved in providing welfare services to individual employees. These services form part of what are known as Employee Assistance Programmes.

Ozawa (1980) and Googins (1986) note that in the early stages of industrial social work development, the industrial social worker concentrated on offering direct services to individuals in the workplace. Industrial social work has subsequently become synonymous with the clinical, micro level intervention strategies of the performance-focused employee assistance programme (Wyers and Kaulukukui, 1984:167). These programmes illustrated the industrial social workers competency and have given the profession recognition and credibility in the workplace (Googins and Godfrey, 1985:401).

Kurzman and Akabas (1981:55) believe that labour leaders impressed by these direct multiservice programmes, will be more likely to call upon social work staff for suggestions before a new round of collective bargaining, or management may invite social workers to serve as consultants regarding changes in benefits, personnel practices, or relationships

between their plants and the community

Unfortunately, industrial social workers have seldom availed themselves of the opportunities to become involved in these macro level functions, particularly to assist the corporation with issues relating to its relationship with the outside community. As a result many industrial social workers are primarily involved in activities characteristic of the early stages of development.

Googins, Reisner and Milton (1986:22) warn of the danger of "EAP foreclosure." Moreover, Googins and Godfrey (1985:401) say that if social workers continue to function within this narrow focus they will not be in a position to respond to the growing needs of the organization. This narrow focus, they say, could well freeze industrial social work into the traditional on-the-ground focus, leaving the "eagles's eye view" to others.

The concentration on employee assistance programmes is misleading and fuels the misconception that industrial social work is restricted to the narrow micro level of intervention. A more accurate perception of the situation is that social workers are hesitant to respond to the challenge to intervene on a broader scale. Social workers ambivalence toward and reluctance to confront these issues has resulted in industry and business restricting the industrial social worker's role to direct services to workers and their families.

Popple (1981:257) cites Fleming who is not very optimistic about social work's future in industry :

> "There is no future for social work in industry unless social work develops a product industry can use and aggressively sells that product. ... To date, I have seen no evidence that social work as a profession, social work educators, or social work leaders are willing or able to address that issue."

This statement is particularly relevant in regard to the industrial social workers role in corporate community relations.

Industrial social workers have certainly received enough counsel to expand their role to macro level intervention, if one looks at what is reflected in industrial social work definitions. In fact, Akabas and Kurzman (1981:59) believe the broader environment is more distinctly available to intervention by social workers in industrial settings than in most fields of practice. Likewise, Rothman (1982:152) believes that social workers need to recognize their broad range of professional skills and knowledge and the opportunities that exist to use these skill in an industrial setting. He states that :

> Social workers unlike other helping professionals, are particularly trained to work with the community linking individuals to resources they need. In other areas, in corporate social responsibility, affirmative action, organisational development, social workers bring appropriate, if not unique, skills in planning and programme development, organisational maintenance and community relations.

Googins in collaboration with Reisner and Milton (1986) undertook an investigation of the status of industrial social work in Europe. They found that these industrial social workers were involved in a wide spectrum of activities. Intervention occurred on individual, organization and community levels. They concluded that this occurred as a result of the level of organizational integration the industrial social worker had attained.

These authors found that a high level of organizational integration was reached as part of a "maturing process". Although, they also recognized that these industrial social workers actively tried to expand their role beyond the narrow focus of employee assistance programmes. They found in most cases organizational integration occurred as a result of "planned expansion" of the social work programme. Industrial social workers engaged in a "purposeful strategy" without which they were likely to occupy a less central role in the operation and life of the organization. Moreover, these authors found expansion of the industrial social workers role to be a "political process". Integration was achieved by fighting through turf battles, power struggles, organizational alliances and status issues.

In America, according to Godfrey and Googins (1985:401), there is still a gap between the social needs and problems occurring within the work environment and the perception by the organization of the industrial social workers skills and

knowledge to contribute to the resolution of these problems. This has also occurred in South Africa. Unless this gap is bridged the growth potential for industrial social work is limited. Intervention will be reduced to reactive responses and intervention will only focus on the least controversial problems. These industrial social workers need to follow the assertive approach adopted by the European industrial social workers, described by Googins, Milton and Reisner (1987).

Googins and Godfrey (1987:2) note that social work skills are in demand, but they must first be tried and tested before they are accepted. This appears to be what is beginning to happen in areas as diverse as corporate social responsibility, affirmative action, corporate foundations and human resources.

The corporate community relations function, in particular, offers an avenue for industrial social workers to expand their role into the outside community. Burke (1988:325) believes that the skills and knowledge that are now needed for community relations personnel are precisely those skills and knowledge that have long been advocated and taught for community-organization-trained social workers.

Involvement in corporate community relations places the industrial social worker in a unique position to ensure constructive corporate community involvement (Brilliant and

Rice, 1988:398). Kurzman and Akabas (1981:58) maintain that seldom before have social workers been employed in such powerful positions. Corporations have considerable social power, by virtue of their status as major employers and tax payers. They can also achieve influence as they make corporate grants to community welfare agencies. Here the opportunity for input from the industrial social worker is considerable.

Corporate community relations is an emerging and in many cases is an established component of the corporation's social responsibility programme. Balgopal (1989:138) do not underestimate the complexity of the development of a broader focus. He believes that, "if a strong, person-environment practice is to develop within the occupational sphere, the social work profession needs to find new expertise and work toward gaining a professional role that is broader than what is afforded by EAPs." This will depend largely on the industrial social worker's ability to negotiate his/her function in relation to the experts who control the organization (Kurzman, and Akabas, 1981:55)

Corporate community relations, in essence, is the challenge and the opportunity facing industrial social work as a field of practice.

1.2. OBJECTIVES OF THE RESEARCH

1. To determine to what extent business and industry in South Africa are involved in Corporate Community Relations.
2. To what extent are industrial social workers in South Africa involved in this function.

1.3. ANTICIPATED VALUE OF THE FINDINGS

It is anticipated that the exploration will lead to a better understanding of the role the industrial social worker can play in corporate community relations.

1.4. RESEARCH DESIGN AND METHODOLOGY

The research design applied was the exploratory-descriptive design, as the objectives of the study were to explore and describe the corporate community relations function in relation to business and industry, and the industrial social worker.

The goals of the research were achieved, firstly by doing an extensive literature review to trace the development of corporate community relations, particularly from business and industry's perspective. References were made to books on management ethics and principles. American, British and South African journal articles on the subject of Corporate

Social Responsibility were consulted. In addition literature on industrial social work was referred to, primarily material documenting the development of industrial social work in America. The literature study revealed the scope of the subject under investigation.

The second part of the study consisted of the empirical study. Two populations were utilized, namely, corporations and industrial social workers. The nonprobability sampling procedure of purposive sampling was utilized in this research study. Data was gathered from these two populations by means of a questionnaire.

1.5. SCOPE AND LIMITS OF THE STUDY

This research study has isolated one aspect of corporate social responsibility, namely corporate community relations. Corporate social responsibility is a very general term and encompasses a wide range of activities.

Industrial social work has to a large extent become synonymous with internal corporate social responsibility, particularly employee assistance programmes. This area of industrial social work was not covered in this research study. Rather attention was focused on the role of the industrial social worker in corporate community relations.

1.6. PROBLEMS EXPERIENCED WITH THE PROJECT

The literature available on the industrial social worker's role in corporate community relations was very limited. Although, American authors did refer to the community relations function of the industrial social worker, it is a largely unexplored area of industrial social work activity.

In regard to the research methodology, the particular way in which the samples were drawn could have affected the data collected.

1.7. DEFINITION OF CONCEPTS

Corporate Social Responsibility

Van den Heevers (1990:76) definition of this concept is a comprehensive description, encompassing both internal and external social responsibility :

> An acceptance of its (the company's) moral and ethical responsibility, which is realised in a positive attitude on the part of management towards programmes and action for the promotion and maintenance of the well-being of its employees and the quality of life of the communities within which it functions, with due regard to its financial abilities and resources, supported by a written policy that realises the mission, philosophy and strategy of the company.

Corporate Community Relations

Corporate Community Relations is part of the company's social responsibility mission. It is those programmes, projects and activities of a corporation designed to contribute to the

improvement of a community's health, welfare, culture and development.

Industrial Social Work

Googins and Godfrey's (1985:398) definition of occupational social (this term is often used interchangeably with industrial social work) work recognizes the larger client system, which is emphasised in this research study :

> ... field of practice in which social workers attend to the human and social needs of employees in the work milieu by designing and executing appropriate interventions to ensure healthier individuals and environments.

This definition reveals the dynamic field of industrial social work practice. The wide range of roles, functions, and programmes that can be developed to expand the scope and parameters of the field. This is particularly important considering the focus of this research study.

Industrial Social Worker

A registered social worker employed in a professional capacity in an industrial setting.

Community Organization

Dunham's (1970:4) definition of community organization describes how this term will be used in this research study:

> A conscious process of social interaction and a method of social work concerned with any or all of the following objectives : a) the meeting of broad needs and bringing about and maintaining adjustment between needs and resources in a community or other area; b) helping people to deal more effectively with their problems and objectives, by them develop, strengthen, and maintain qualities of participation, self-direction, and cooperation; c) bringing about changes in community and group relationship and in the distribution of decision-making power.

1.8. THE ORGANIZATION OF THIS STUDY

The rest of the dissertation is divided up into several chapters. Each chapter is related to a part of the research process.

Chapters 2, 3 and 4 review of the available literature on Corporate Community Relations. Chapter 2 traces the development of corporate community relations from business and industry's perspective. This is followed by a chapter which looks at a government-business partnership as a context for corporate community relations. In this chapter the researcher attempts to relate corporate community relations to the changes occurring in the current welfare system. Here, corporate community relations assumes greater significance for social workers, major game players in the social welfare system. The last chapter of the literature review focuses specifically on the role of the industrial social worker in corporate community relations. An attempt is made to link the roles and functions of the industrial social worker involved corporate community relations, with

those of associated with community organization practice.

Chapter 5 gives a detailed account of the research design and methodology of the research. In Chapter 6 the main results of the research are listed and described. Following this, in Chapter 7 the results are discussed and examined. Where appropriate, the results are related to the works of other authors referred to in the literature review. Finally, in chapter 8 conclusions and recommendations are made.

Several appendices and the bibliography follow the main body of the report.

CHAPTER 2

THE DEVELOPMENT OF CORPORATE COMMUNITY RELATIONS IN BUSINESS AND INDUSTRY

The number of projects in which social workers and business have cooperated for the social enhancement of mankind, are disappointingly few. Heineman (1967:108) considered that the misconceptions social work and business had of each other was the principal reason for this lack of cooperation. This appears to still be true today, to the detriment of both parties.

According to Heineman (1967:108), many social workers imagine that businessmen are "malefactors of great wealth who buy and sell and disregard the welfare of those who both produce and consume their goods." Heineman (1967:108) argues however, that businessmen have in fact sought the eradication of ghetto slums, the elimination of poverty, and physical and mental well-being of the individual. Despite the misconceptions that do exist, both businessmen and social workers alike fundamentally recognize the inherent worth, integrity and the dignity of the individual and strive to inculcate these in their planning and operations.

This chapter focuses on one aspect of Corporate Social Responsibility, namely Corporate Community Relations. In particular those programmes, projects, and activities of a corporation which are designed to contribute to the health,

welfare, culture, and development of the **community**.

2.1. DEFINING CORPORATE COMMUNITY RELATIONS

The concept of corporate community relations is a recent phenomenon. According to Burke (1988:315) Corporate Community Relations has had a long history in America, existing within the broad framework of corporate social responsibility. It describes broadly, " the social effects of all activities that a company undertakes, or the impact that any corporate activity has on quality of life in the community and society" (Brilliant and Rice, 1988:300).

One of the earliest authors on the subject of corporate social responsibility, Bowen (1953:63), highlights the corporation's responsibility in the community of operation:

> The corporation is regarded as a citizen and neighbor in the local community (or communities) in which its establishments are located; hence, it has the obligations and duties of a good citizen and a good neighbor. This involves participation by officials and employees in community activities pertaining to government, education, recreation and religion etc., and financial support of these activities and to support them from company funds. Businessmen feel that a good reputation in the community is good business. It enhances a favourable labor supply in the community and enlists the cooperation of community leaders and public officials.

A framework defining Corporate Social Responsibility formulated by Du Plessis (1987:12-13) is particularly helpful in defining and locating the position of the corporate community relations. She identifies three different levels

of corporate social responsibility :

1. Social responsibility as a function of the organisation's role as employer.
2. Social responsibility as a function of the organisation's role as a leading citizen in the community of operation.
3. Social responsibility as a function of the organisation's role as a good and concerned citizen of South Africa.

The first level refers to internal social responsibility. Employee Assistance Programmes dominate this level. These programmes focus on providing direct services aimed at enhancing the well-being of the employee.

The second level recognises that the employee is part of the larger geographic community. The fact that this directly or indirectly influences the employee's role as a worker is further acknowledged by the organization. Du Plessis (1987:12) observes that the majority of corporate social responsibility projects fall into this level. This reflects organizations attempts to participate proactively in communities in which they operate.

Finally, the third level in du Plessis's (1987:13) framework of corporate social responsibility refers to business ethics, namely the integrity of its operation.

The researcher deduces that du Plessis's (1987:13) second level of corporate social responsibility encompasses corporate community relations. This deduction is supported by Googins and Godfrey's (1987:8) definition of Corporate Community Relations : "those activities the company performs as a citizen of the community within which it operates."

Burke (1988:314) identifies such areas of responsibility as the community's health, welfare, culture. Community development is seen as a target for the corporate community relations function. The activities performed under this heading include among others : contributing money and in-kind services, loaning executives to community agencies, organizing and supporting neighbourhood youth programmes, developing business-education partnerships, engaging in community development, job training for the unemployed (Burke,1988:314).

The interdependence of corporation and community predominates in Corporate Community Relations. Rothman (1982:183) expands on the this notion. He identifies business and industry's requirements of the community : a place to locate; a source of employees; efficient local services that support economic operations; opportunity to participate in and influence local institutions to be responsive to the workplace's production needs.

In return, the general community expects, Rothman (1982:184)

the following of business and industry : to enhance the economic well-being of the community; meet and not evade its tax obligations; assume social responsibilities in the creation and support of community institutions, eg. school system.

Googins and Godfrey (1987:8) also highlight the interdependence of company and community. They refer to the company as a "guest, neighbor and force in the community" and who therefore would have much to gain from building a relationship of mutual respect with the community; who in turn is referred to as, "host, labor pool, and neighbor."

In drawing attention to the interdependence of corporation and community, Du Plessis (1987:12) believes that shareholders have become increasingly aware of the importance of investing in the community and view it as a catalyst in further business growth, "since the community of operation implies directly or indirectly a market place and source of employees."

The emphasis on profit maximisation has gradually shifted to an enlightened attempt to participate in the affairs of the community. New priorities reflect involvement in education, political life and the maintenance of the social environment.

Thus, corporate community relations, in essence, describes business and industry's "out-reach" programmes in the

community. This awareness of the interdependence of company and community has initiated encouraging and far greater concern for the well-being of the community. Innovative corporate community relations programmes focusing on education, health, job creation, welfare and community development have emerged.

Business and industry's commitment toward social problem solving has evolved from paternalistic philanthropic gestures to advanced community development programmes. We trace the development of corporate community relations in greater detail in the following section.

2.2. PHASES IN THE DEVELOPMENT OF CORPORATE COMMUNITY RELATIONS

South Africa has been largely influenced by the developments described in Burke's (1988) analysis of American corporate community relations. However, South Africa has to some extent lagged behind the United States. In the first place, the South African public took longer to react to a lack of social responsibility of business. However, mass action similar to the urban riots in America, during the 1960s, occurred in the 1970s in South Africa (Finnemore and van der Merwe, 1989). Secondly, Orpen (1987) observed that the South African public expected less support for corporate social involvement than the American public did.

In this section the development of corporate community relations from the initial phases up to the present status of corporate community relations function will be described. Burke's (1988:314-326) delineation of the different phases will be referred to liberally in this discussion.

2.2.1. Philanthropy

The philanthropy of the early industrialists marked the first phase of corporate community relations (Burke, 1988:315). During this phase business recognised that it should and could do more for society. However, these activities were purely voluntary and economic responsibilities still predominated (Chrisman and Carroll, 1984:62).

Burke (1988:315) links philanthropy to Protestantism. In this context it was seen as a personal form of corporate community relations, whereby the individual was seen as repaying the community for God's blessings.

Similarly, Strydom (Firms' Social Involvement, 1990:19) defines philanthropy as a cash payment of a charitable nature. This view dominated social responsibility activity prior to the Second World War . He notes that philanthropy was (and still is) highly paternalistic. For example, the community citizens' were seen as recipients or consumers of a service, and were not consulted or involved in the planning or implementation of a project.

In an analysis of contemporary philanthropy, Brilliant and Rice (1988:303) identify three factors influencing "corporate giving" :

1. The practice of corporate citizenship.
2. The desire to protect the environment in which the corporation functions.
3. Benefits to employees.

2.2.2. Federated Financing and Planning of Health and Welfare Services

Business's support of joint financing and planning of community health and welfare agencies marked the next phase of corporate community relations (Burke, 1988:315).

A host of problems (unemployment and poverty amongst many) accompanying industrialization and urbanization escalated the appeals received by business and industry to contribute to social problem solving. In Davis, Frederick and Blomstrom (1987:179) words, businesses were literally "flooded with requests for help from a multitude of social welfare agencies." At this stage businesses were not equipped or organised sufficiently to evaluate the merit of each request (Burke, 1988:316).

The emerging Community Chest movement soon provided an orderly vehicle through which business could shape philanthropic policy and participate responsibly in solving

community problems" (Davis, Frederick and Blomstrom, 1980:179). It also gave rise to the development of community planning programmes Burke (1988:316) elaborates further :

> The earliest forms of community planning, called councils of social agencies, were primarily social-agency-directed and controlled. Beginning in the 1950s and on into the 1960s, however, community planning agencies were restructured to encourage participation of citizen leaders. ... the community welfare councils in many cities provided opportunities for the involvement of business leaders in community planning.

2.2.3. Urban Turbulence in the 1960s

According to Burke (1988:317) the urban riots that shook America in the mid 1960s proved to be the stimulus for the next phase of corporate community relations. These riots were an outlet for society's outrage and frustration and were directed at private economic institutions (especially the large corporations). Sethi (1981:30) sums up the public's grievances :

> They felt their rightful share of opportunities, aspirations, and fruits of American society were being denied them by powerful vested economic interests supported and protected by a captive political system. Their rebellion was born out of desperation of those who had nothing to lose.

The initial response was an attempt to rally support from all segments of society - mayors, trade union presidents, civil rights leaders, and corporate executives - to begin working on urban problems (Burke,1988:317). In America organisations such as the Life Insurance Committee on Urban Problems

established in 1967, pledged one billion dollars from life insurance agencies to be invested in upgrading urban ghettos (Burke, 1988:317).

Albrook (1968:89) observed that for many executives involved, the intense new efforts by American business to deal with the problems of the cities was a "baffling phenomenon", there was some confusion as to just how far this process would be extended. Albrook (1968:90) noted that finally, business had to a large extent abandoned the idea that business responsibility should be restricted to maximising profits. In support of this, Albrook (1968:90) cites Thomas F. Murray of Equitable Life who stated that, "business and industry have a responsibility above and beyond strictly economic concern (though this alone may be compelling) to solve problems of our city core areas."

Furthermore, Albrook (1968:90) observed that within the previous two years a number of new private organisations had been established. The most important of which were Urban America, the Urban Coalition and the National Alliance of Businessmen. The Urban Coalition, for example, adopted a comprehensive three-pronged programme : (1) lobbying for federal aid to disadvantaged communities; (2) encouraging discussion to find solutions to issues such as unemployment, education, housing and race relations; (3) facilitating greater interaction between the citizens of disadvantaged communities and business and civic leaders.

South Africa too became the scene of social unrest and change. Driven by similar grievances as that of the American minority populations, the Black majority in South Africa rose up against discriminatory labour practices. Webster (1988:1) describes the situation :

> In 1960, in 1973, in 1976 and then in a period of prolonged rebellion between 1984 and 1987, the Black population disrupted the prevailing accommodation between the apartheid state and business. Civil disorders, strikes, boycotts and terrorism intruded on the apparent calm.

During this period the power of unregistered black trade unions grew steadily. In addition Finnemore and van der Merwe (1989:20), note that calls for disinvestment in South Africa, as well as the growing shortage of skilled workers were among the pressures to which government and business had to respond.

The social consciousness-raising strategies employed by trade unions and political organizations coerced government and big business into adopting a more socially responsible approach. Foreign disinvestment, aimed at bringing about social reform, proved counterproductive and resulted in mass unemployment. Furthermore, the effects of a poor education system influenced the availability of skilled labour to fulfil the technological needs of the 1990s.

Webster (1988:3) identifies the establishment of the Urban Foundation as a turning point in South African business history. In 1977, a year after the Soweto uprisings, the

Urban Foundation was established. Leading businessmen with the support of black community leaders set about raising money with which to develop disadvantaged communities.

In an Urban Foundation publication (Role and Achievements, 1990:3) the extent of the work done is described : The Urban Foundation had received R170 million up to June 1990 in donations from local and multinational companies. In partnership with black communities the Urban Foundation has initiated a 1000 social development programmes. In its efforts to alleviate the chronic housing shortage the Foundation has emerged as a leader in the field of low-cost housing. Furthermore, the Foundation has lobbied for changes in legislation.

The Urban Foundation's innovative and dynamic role in the community has served to encourage greater corporate involvement in the social welfare of the community.

2.2.4. Affirmative Action

Affirmative action, whereby corporations made efforts to eliminate discrimination and equalize employment for all, is reflected in the next phase in the development (Davis, Frederick and Blomstrom, 1980:396).

This approach was largely in response to government legislation. The Equal Pay Act (1963), Civil Rights Act

(1964), Equal Employment Act (1972) were amongst those laws aimed at promoting equal opportunity in America, a leader at the forefront of legalising and bringing to an end to the hold discrimination had on social development (Davis, Frederick and Blomstrom, 1980:396).

In South Africa, the post-Wiehahn period[1], referred to by Finnemore and van der Merwe (1989:84), saw increasing recognition of the rights of the black worker. In 1981 amendments were made, which besides altering the name of the Industrial Conciliation Act (1956) to the Labour Relations Act, extended full trade union rights to almost all workers in South Africa (Finnemore and van der Merwe, 1989:84). This legal recognition served to enhance the quality of life in the workplace.

Once trade unions took their positions as legitimate bargaining powers, widespread community problems were brought to the attention of corporate managements (Finnemore and van der Merwe, 1989:84). When confronted by a more powerful and organized workforce, managements were forced to expand their role in the community to include social responsibilities, which included amongst others, community development. As Finnemore and van der Merwe (1989:68) point out, community issues could no longer be seen as peripheral to the company as they directly affected sales, productivity and the company

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[1] The Wiehahn Commission - 1979 - was established to investigate and make recommendations regarding existing labour legislation for blacks.

image.

As already previously stated, affirmative action was not limited to the workplace. Burke (1988:317) notes that increasing power in the workplace granted to disadvantaged members of the community by means of nondiscriminatory legislation, prompted corporations to initiate programmes in the community. Similarly, in South Africa many employers have contributed towards education, health and sports facilities in local communities. Finnemore and van der Merwe (1989:68), for example, cite The Mobil Foundation who is administering a R40 million grant received from the United States for the purpose of community development.

Finnemore and van der Merwe (1989:23) comment on the significance of the unbanning of trade unions in South Africa. According to them it became essential to consult union officials and local community groups before initiating community projects. Consultation before action was rapidly gaining precedence and as Lodge and Glass (1982:63) point out that the residents of many disintegrated communities typically do not recognise the single decision making authority of local government. Instead, trade unions and local community groups function as sources of authority in these communities. Indeed, there was much criticism has been levelled at South African corporations for not consulting trade unions and their membership.

Trade unions are reported as saying that they simply want to know how the money is being spent and to express their views on it. With more consultation, they argue, money could be better spent - and the projects could be more value to both the workers and their communities (The Soul of the, 1987:16).

2.2.5. The Public's Disapproval of Business

Closely related to affirmative action the loss of approval of business further stimulated the need for a more enlightened approach to corporate community relations.

Orpen (1984:54) comments that most companies, during the 1970s, had a reputation for distancing themselves from the community. This he says applied to the United States as well as South Africa. Orpen (1984:54) notes further that, "the bottom-line first went awry when business began to forget it depended on the community - all of it - and therefore was duty bound to explain itself to everyone in the community."

In America the Yankelovich Organisation in 1971 reported that society's approval of business dropped from a high 58% in 1969 to 29% in 1979 (Burke, 1988:318). In addition to the loss of status and approval, Burke (1988:318) refers to the growing threat of regulations that businesses faced.

The Sullivan Code (1977) to which American companies in South Africa subscribe, is an example of the successful attempt by the public to pressure a government to impose regulations on business. Regardless of whether companies were responding to disinvestment pressure or wanting to make a significant contribution to change in South Africa. Many companies initially responded by voluntarily subscribing to the Sullivan Code. However, in 1986 in terms of the United States Congress Comprehensive Anti-Apartheid Act, American parent companies with South African subsidiaries had to uphold either The Statement of Principles (formerly the Sullivan Code), or the United States State Department Code (Travelling the Sullivan Route, 1987:17). The State Department evaluations of the participation in social reform of individual companies are kept confidential, however the aggregate figures are made public. Companies are rated on equal and fair employment practices, and their activities in four other areas : commitment to social justice, education for non-employees, community development and Black advancement and training. (Travelling the Sullivan Route, 1987:17).

To regain the public's approval, credibility enhancing management strategies were adopted. Corporations invested in community programmes to counterbalance their negative image (Davis, Frederick and Blomstrom, 1980:233). In December 1970 FORTUNE interviewed thirty-one top American executives, mostly chief executive officers, whose 1970 sales aggregated

$100 billion (Mc Donald, 1970:106). Mc Donald (1970:106) notes that their remarks reflected a deep concern about how to fulfil their social responsibilities. Furthermore, they regarded it as their fiduciary duty to try to cope with the instability of standards where they found evidence of it. Many of them called this search for a stable standard of behaviour "social responsibility". One of the views expressed in the FORTUNE survey is that of a chief executive of a diversified manufacturer :

> One of the big changes now under way is that we are being pushed, not reluctantly, into a wider role in the progress of society. We are putting our noses beyond the factory wall. It is not a question of do-good stuff, but that we are not as isolated as we used to be.

Amongst the South African businessmen working to change the negative image of business was O'Malley of MOBIL (South Africa), he said :

> We have to change some of the most deep-seated historical notions and structures in our society. That's what social responsibility is - doing things that will change beliefs, loyalties and structures in an enduring way that will last. ... The Black people of this country have to see and recognise for themselves that, despite its imperfections, the free enterprise system has something to offer them. This has no yet been achieved. (Orpen, 1984:81)

Acceptance of corporate social responsibility on a large scale is a recent and complex idea (Orpen, 1984:81). The amount spent on corporate social responsibility, however, reflects a gathering momentum. In 1983 the South African private sector organisations spent approximately R200 million

on corporate social responsibility programmes, at least 80% more than in 1982 (Orpen, 1984:82).

2.2.6. A Government-Business Partnership

In the late 1960s Hilkert (1966:163) called upon business to cooperate with government in the antipoverty programmes :

> Antipoverty business is big business. In this highly complex field, the insights, abilities, and skills required are many and varied. Among these executive and administrative abilities, business judgement and foresight, analytical talents, fiscal competence, and economic realism as well as social perspective and knowledge of history.

Yet, the need for a government-business partnership in social welfare, was only highlighted in America during the 1980s (Burke, 1988:319). The Reagan Administration's cutbacks in state funded social programmes pressured community agencies to look for new sources of financial assistance (Burke, 1988:319; Chrisman and Carroll, 1984:59). Calls for help also came from the state itself, President Reagan called upon the business community to become involved in alleviating social problems (Burke, 1988:319).

Corporations responded. In monetary terms, corporate contributions increased by $1.3 billion between 1979 and 1984 (Burke, 1988:319). Numerous efforts were initiated, organisations were established to deal with the "plight of the underclass" (Lodge and Glass, 1982:64).

Britain followed America's lead and widened her social responsibility. Skeel (1990:84) notes that the word "partnership" is featuring more frequently in debates on social responsibility :

> Just as corporations are turning to strategic alliances, society's various elements - government, private enterprise, educational institutions, voluntary groups and perhaps eventually even unions -are slowly re-drawing their territorial lines and finding means for symbiotic relationships.

The acceptance and response to calls for increasing business participation in social welfare programmes in Britain was partly initiated by Mrs Thatcher's introduction of a wide range of tax incentives (Skeel, 1990:83). This coupled with consumer demands on the issue of addressing social concerns, says Skeel (1990:84), appear to have brought about a "radical change in business."

However, Skeel (1990:82) is sceptical about the benefit of more handouts to the underprivileged and unemployed. The reason being that this may create further dependency and less incentive for the individual to be self-supporting. Nevertheless, she is optimistic that the tax incentives will ultimately boost the nation's wealth, and thus welfare resources.

The businesses suitability to shoulder some or more of the welfare burden and play a more active role in the welfare of the community is argued for by Skeel (1990:84) :

the community is argued for by Skeel (1990:84) :

> Companies are already an integral part of their community. They offer thousands of on-site offices intimately tied up with local residents. They are close to the immediate needs and again, have the strong incentive of self-interest in their area's well-being. Most importantly perhaps, because business acts voluntarily, the resources come from where they can most be offered and the attitude engendered is one of pride and concern, rather than resentment towards the taxman and the welfare recipient.

Although not as sophisticated and formal as that of America and Britain there are indications in South Africa that a government-business partnership is the objective of the present Social Welfare Policy. This will be discussed in greater detail in the following chapter.

2.2.7. Corporate Welfare

This next phase may not truly reflect the ethic of corporate community relations. However, it has evolved in response to the earlier phases of corporate community involvement.

The corporate sector assumes a larger and somewhat different role than in the past. Stoesz (1986:245) describes corporate welfare as a realization on the part of the business community that profit can be made in a growing human services market.

The demand for human services in America can be attributed to two factors, says Stoesz (1986:245) : the expanding service

sector economy that has accompanied post-industrialization. Secondly, the broadening of welfare state benefits during the 1970s to include the middle class, prompted the need for service. Much of this demand went unmet, when the state imposed welfare budget cuts. The human service market seized the opportunity to fulfil these needs, at a cost to the individual.

Corporate welfare coexists with the voluntary sector and the state, and aggressively competes to gain markets in human services. In America corporate activity in the new human services market - nursing homes, hospital management, health maintenance organizations, child care and home care - is characterised by rapid expansion and consolidation (Stoesz, 1986:246). Stoesz (1986:247) estimates that corporate revenues from health care alone is $118 billion per year.

The emergence of corporate welfare in South Africa is a distinct possibility, considering the trend toward privatisation. Indications that the welfare system is targeted for privatisation are found in the recommendations of the Working Committee of the South African Welfare Council and the Interdepartmental Consultative Committee on Social Welfare Matters, that was established to investigate the voluntary welfare initiative and the financing of the welfare system. (Draft Report, October 1990:22)

This draft report (1990:22) cites the White Paper on Privatisation and Deregulation in the Republic of South Africa (1987), which states, that it is to be determined whether or not the consumers of state funded welfare programmes are to be subsidised. The viability of the private sector undertaking to provide this service on profit or non-profit basis will need careful consideration.

A disturbing factor related to the emergence of corporate welfare, or privatization, is that there is a greater likelihood of more dysfunctional clients being subtly rejected in a competitive human services profit market (Stoesz, 1986:248). However, it must also be borne in mind that the corporate welfare sector may also fall subject to government regulations and public pressure to contribute to the welfare of underprivileged communities unable to afford their services. It is here that the industrial social worker can intervene to secure services for members of disadvantaged communities and ensure constructive community involvement. Clearly, corporate welfare poses new challenges for the industrial social work profession.

3. CONCLUSION

The increasing threat of government regulations, the escalating political support for anti-capitalist candidates, as well as, the possibility of a bleak economic future are factors that have contributed to the need for greater corporate community relations. History has shown that society can bring pressure to bare on the economic system to the extent that it has no alternative but to comply.

The complex cluster of socio-economic problems associated with the disintegrated communities has reached overwhelming levels, exhausting administrative capacities and resources of both cities and government. Consequently, the calls for business and industry's assistance to tackle social problems have also escalated.

Initially corporate philanthropy was considered adequate to placate the community's call for assistance. However, significant changes in society, government and business have provided impetus to increase and expand the corporate community relations function. For example, the idea of a government-business partnership is presently under consideration in South Africa. Furthermore, elements of corporate welfare are evident in the government's privatisation policy.

An efficient and systematic way of mobilizing corporate

community involvement to alleviate and assist with social problems has emerged in the developmental phase of a government-business partnership. If corporate community relations can be approached from this standpoint, in the researcher's opinion, its role in the total welfare system assumes greater significance. This will be discussed in greater detail in the following chapter.

CHAPTER 3

A GOVERNMENT-BUSINESS PARTNERSHIP AS A CONTEXT FOR CORPORATE COMMUNITY RELATIONS

Within the context of a business-government partnership, corporate community relations assumes greater significance in the total social welfare system. It is clear from the previous chapter that the community expects business and industry to contribute expertise and resources toward the amelioration of social problems.

Corporations have organizational abilities, research and development skills, finance and political influence that can be harnessed to ease the pressure of social problems. The government in turn has legitimizing authority and plays a facilitative role, providing incentives and establishing a national framework within which business can operate.

A government-business partnership will be defined and the following aspects of this partnership will be addressed : limitations of the social welfare policy which necessitate a "partnership"; government recommendations for developing a partnership; prerequisites to be met by business; organizations initiated on the basis of a business-government partnership.

3.1. A GOVERNMENT-BUSINESS PARTNERSHIP DEFINED

The necessity for a partnership arises when : "The public sector is either unable to undertake the responsibility of providing the service in its entirety, or where the nature or scope of a private sector undertaking requires the involvement of the government" (South African Welfare Council and Interdepartmental Consultative Committee on Welfare Matters, October 1990:25).

Major social institutions such as the government and the business sector, are only able to secure sufficient resources to perform their function by developing a joint venture between themselves and other groups (Davis, 1983:95). This describes too, the diffusion of power that arises in a pluralistic society.

Social problems occurring in a pluralistic society are complex in nature. To resolve his problem(s) the individual relies on many institutions. It is, therefore, essential that a cooperative and holistic approach dominates in social problem solving. Lodge and Glass (1982:63) describe the latter approach as "multiple reinforcing links from several directions have to be established for improvement to take place." For example, "providing jobs is an ineffective way to introduce change if training, day care, police protection, legal help, credit assistance, and other support systems are unavailable to make jobs realistic alternatives to welfare

dependency" (Lodge and Glass, 1982:63).

Skeel (1990:86) cites Rockefeller who asserts that "no one sector of our society is competent to deal with these problems. The only solution is that all sections must become involved, each in its own distinctive way, but in full and collaborative relationship with the others."

Finally, Lodge and Glass (1982:63) also concur that to ensure "permanent and irreversible change" in disintegrated urban communities, a socio-political and economic partnership is imperative.

3.2. GOVERNMENT SOCIAL WELFARE POLICY

The rhetoric surrounding the current social welfare policy stresses the need to involve the business sector in the bid to arrest the accumulation of social problems. The Government's hesitation to take full responsibility for social welfare is revealed in the following statements :

* The individual is primarily responsible for his own welfare;
* Government has an overarching responsibility, but is not the primary supplier of welfare services, or, in the first place, responsible for financing of welfare services. However, it does have and enabling function; and
* Co-operation between government and the private sector is essential. (Getting to work on, 1990:7)

In addition to the above, one of the objectives of the welfare policy is to "privatise social welfare services to

the highest possible degree provided that it will not be to the financial detriment of an individual or welfare organisation," and "to limit to a minimum financial support of welfare services" (Getting to work on, 1990:7-8). Furthermore, "it is the responsibility of the community to help meet the needs of the individual and his dependants who are unable to meet their own needs adequately" (Getting to work on, 1990:7-8).

According to Snyman (1990:143), "the realities of disinvestment, sanctions, debt problems, rising unemployment, a high increase in the national population, slow economic growth, etc. have led to rapidly rising public expenditure, and at the same time limiting the government's ability to finance this expenditure."

The government has responded to this dilemma by submitting the notion of a partnership with the business sector as a way to resolve the serious backlog of social problems that have arisen.

Therefore, while the government accepts responsibility for social welfare, it clearly expects the private sector to assist in providing for the community.

3.3. SHORTCOMINGS OF THE SOCIAL WELFARE POLICY

The shortcomings and criticisms directed at the current social welfare policy concentrate on the inefficient management and separate development policy adopted by the South African government:

i. Fragmentation and duplication of welfare services, in a separate development policy, has thwarted development.

ii. The inadequate social welfare budget and discriminatory funding of social welfare services entice further criticism. Based on comparative studies and their own findings the South African Welfare Council and Interdepartmental Consultative Committee on Social Welfare Matters (Draft Report, October 1990:116) relate the following : 3.2% of general government expenditure should be spent on social welfare services, however, during 1986/7 financial year this figure amounted to 1.6%. Furthermore, it found that the funds and services - from both the government and private sector - were spent mainly on Whites, Indians and Coloureds (in descending order) and that the amount allocated to the Black community amounted to 6% of the total expenditure of social welfare services.

The Margo Commission cited by Snyman (1990:143) considers that the current system of social welfare will have to be extended to "provide wider assurances against the effects of poverty, unemployment, illness and disability." This statement further endorses that social welfare services will have to be expanded, and more attention given to education, housing, economic development and job creation. Intervention into these areas, it is envisaged, will serve to reduce the need for social welfare services.

The following section describes how the government intends to form a partnership with the business sector to address social problems.

3.4. RECOMMENDATIONS TOWARD DEVELOPING A BUSINESS-GOVERNMENT PARTNERSHIP

The government stresses that the welfare system does not function in isolation, it is dependent upon other systems to support its initiatives. As a major social institution the corporation is under the obligation to participate in the drawing up of a social policy (Sethi, 1981:31). Business can offer expertise, resources, and possesses a significant amount of social power to actively contribute to the solving of social problems (Orpen, 1984; Davis, 1983; Skeel, 1990).

Guided by the government's objective to involve the business sector in meeting social problems and reducing state

expenditure on social welfare, the South African Welfare Council and Interdepartmental Consultative Committee on Social Welfare Matters while investigating the voluntary welfare initiative and the financing of the welfare system, have made a number recommendations (Draft Report, October 1990:22).

a. Privatisation

One way of sharing responsibility for the provision of social welfare services is by systematically transferring functions, activities or property from the public sector to the private sector, where services, production and consumption can be more efficiently regulated by the market and price mechanisms. The government clearly intends applying a policy of privatisation to bridge the deficit in welfare services.

b. Public-Private Sector Partnership

Here the combination of the private sector's management approach and the public sector's strategic interest in an undertaking is an effective means of meeting the demand and need for social welfare services.

c. Rationalisation

Rationalisation is a process which endeavours to make a service or undertaking more practical and economic by eliminating losses of time, unnecessary expenditure on labour and raw materials.

Rationalisation of the present welfare system is aimed at reducing the duplication and fragmentation of social welfare services. A recommendation advanced by the Interdepartmental Consultative Committee is a one-stop service with a multi-professional capacity. This would give the local authority the opportunity to involve the private sector in the process of meeting the social needs of the community.

d. Corporate Social Responsibility

The business sector cannot escape its responsibility toward the welfare of its employees and its obligations towards the community at large. The South African Welfare Council and Interdepartmental Consultative Committee on Social Welfare Matters (Draft Report, October 1990:178) refers to the business sector as an "important player in the welfare system should take its rightful place alongside the other players when services and the financing of services are planned and activated. This involvement does not apply to the services in local communities, but also to the regional and national levels."

In support of the corporation's interactive role in the community, van den Heever (1990:76) states that, "employees and community organizations are increasingly expecting the business community to become socially involved and to fulfil a specific role within the total welfare system." The

specific role van den Heever (1990:76) refers to is that of facilitating the "development of human potential and development aimed at the achievement of a level of efficiency for all members of the population." In this manner he believes the business community would be making a significant and more meaningful contribution toward a stable South Africa.

The efforts to involve the business sector in the social welfare system provides both opportunities and challenges for the industrial social work profession. The industrial social worker, having expertise in social welfare matters, is in a unique position to guide and influence constructive corporate involvement in social issues, whether it takes the form of privatisation, a government-business partnership, rationalisation or corporate social responsibility.

This research, however, is primarily concerned with corporate community relations as viewed within the context of a government-business coalition. Furthermore, corporate community relations is inherent in the corporation's social responsibility mission. It constitutes programmes, projects and activities of a corporation designed to contribute to the improvement of a community's health, welfare, culture and development (Burke, 1988:314).

The next chapter will show how the industrial social worker trained in community organization can contribute to and

assist business and industry to contribute constructively to the community's social welfare needs. A role with which it is not usually associated, or familiar with.

3.5. THE PREREQUISITES FOR BUSINESS INVOLVEMENT IN SOCIAL WELFARE

According to Lodge and Glass (1982:63) a number of prerequisites must be met before business can become a full partner and accepted member of the community in addressing its social welfare problems.

3.5.1. Cooperative and holistic approach

In a cooperative holistic approach improvement takes place by virtue of the links the private sector establishes with other government agencies and welfare organisations. Change can only occur if full use is made of this network of support systems. A holistic approach opens up communication channels and brings resources within reach of the underclass.

3.5.2. The competence necessary

"There must be the competence - that is, a collection of the skills, resources, capabilities, and understanding needed for penetrating the circle of problems effectively" (Lodge and Glass, 1982:63). To effect change, communication

channels need to be established with free access to resources. These resources should include jobs, training, political influence and funds.

Apart from making the resources of the private sector available to the underclass, significant levels of confidence and motivation on both sides are necessary for change to occur.

3.5.3. Acceptable authority

To alter the situation of the underclass the corporation must have the sanction of legitimate authority in the community. The government is usually a formal source of authority, however, in disintegrated communities this authority is nonexistent and has been usurped by groups ranging from youth gangs to religious organizations. Links need to be established with these sources of authority before any efforts will succeed.

3.6. ORGANIZATIONS INITIATED ON THE BASIS OF A BUSINESS - GOVERNMENT PARTNERSHIP

A number of efforts are presently underway, to establish organisations to deal with the dilemma facing disadvantaged communities. Lodge and Glass (1982:64) identified various types of organizations in America, that have been established in response to the needs of disintegrated communities. The

researcher will describe South African equivalents.

3.6.1. Neighbourhood organizations

In this category Lodge and Glass (1982:64) list the following: grass roots, self-help, private, nonprofit, and religious organizations. These organizations form the very substance of community development. They have the necessary authority, and have demonstrated their competence and commitment toward effecting change within the community.

Neighbourhood organizations play an important role in linking the community with larger structures in society, namely, the government and the business sector.

Government and business interact more readily with established neighbourhood organizations. The infrastructure and network established by these indigenous community organizations is utilised by government and business. Business and industry assist financially and with material support, while the government subsidises services offered by these organizations.

The Centre for Social Development (CSD), a

neighbourhood organization, affiliated to Rhodes University, has received considerable financial support from big business in South Africa and abroad (Bernard Van Leer Foundation). The CSD is a formidable force in the community and has contributed significantly to the upliftment and empowerment of the community. The CSD focuses on providing pre-school education to disadvantaged communities in the Albany area. It also administers a tertiary education scheme, which includes adult education programmes, and bursaries for university education. The CSD also assists other neighbourhood organisations to become established, eg. drawing up a constitution, budgeting. (Centre for Social Development Annual Report, 1990)

3.6.2. Funds - channelling organizations

Lodge and Glass (1982:64) refer to the Local Initiatives Support Corporation (LISC) in America to describe this type of organization. It directs corporate resources toward grass-roots neighbourhood organizations.

LISC operates by packaging its funds and making them available in the form of grants and loans to well established local organizations involved in development projects. A board of private,

nonprofit, and community leaders direct LISC in each locality in which it operates. It serves as an intermediary, directing funds raised from the private sector to support the development of activities of local organizations.

Similarly, the Urban Foundation in South Africa is a core organisation for many foreign and locally owned companies involved in social responsibility. Its board of directors and governors consists of the top three hundred business and community leaders. Grants to the Urban Foundation since its inception amount to R135 million (Financial Mail, January 30 1987:23).

Lodge and Glass (1982:65) identify the use of local organizations as the feature largely responsible for the success of this alternate type of organization. There are a number of advantages associated with this approach to community development : Firstly, by using the local organizations as intermediaries, competence is gained through three sources - "street-wise leadership within the community development organisation, access to the larger community's resources through the LISC staff, and liaison with private corporations and nonprofit foundations for funds and other resources such as jobs and

training" (Lodge and Glass, 1982:65).

LISC and the Urban Foundation assist corporate clients and revitalise communities by boosting the development process through the use of local agencies. More support will hopefully be forthcoming once corporations realize that their financial investment in the welfare of the community is being effectively used.

3.6.3. Government sponsored cooperative efforts

Lodge and Glass (1982:65) cite Private Industry Councils (PICs) in America as representative of this category. The objective of PICs is "to ensure private industry input into design and structure of government funded job training programmes." Furthermore, "government funds supplement wages during the training process and the initial period of employment, in return, private employers guarantee the graduates jobs" (Lodge and Glass, 1982:65)

The Small Business Development Corporation is representative of this type of organisation in South Africa. Its mission statement set out in the Small Business Corporation's Annual Report (1990:1) is as follows:

> Our mission is to harness the power of entrepreneurship by developing small business for the benefit of all South Africans.

The Small Business Development Corporation acts as a catalyst for further business development. Government support is harnessed to enable the Small Business Development Corporation to undertake development projects and offer finance where success is not always guaranteed and where risks involved are disproportionably high (Annual Report, 1990:1).

3.6.4. Direct Corporate Intervention

This for the most part was philanthropic. Resources were allocated to organization in the community who had the authority and competence to use them for community revitalisation (Lodge and Glass, 1982:67).

Alternatively, today, corporations have intervened in a more direct way and have become actively involved in community development. "Most of these efforts are applications of a single special competence (constructing a manufacturing facility, hiring employees, making investments) in a traditional business area where the company's authority is widely recognized (Lodge and Glass, 1982:67).

Corporate intervention in the form of donations, manpower and resources supplement government-supported social welfare services. This corporate involvement takes many forms : financial contributions, volunteers to providing services, membership and leadership on policy-making boards. This assistance by the business sector within the realm of a business-government partnership, has been channelled into various organizations such as the above-stated organizations, as identified by Lodge and Glass (1982).

These organizations contribute significantly to improving the quality of life in the community. Attention is given to housing, education, community development and job creation. Attempt are made to instil a sense of community in disintegrated communities, where little hope for a better future existed business and industry not only offer these communities "welfare" assistance but draw upon the "inner resources" of the community. Efforts are directed toward linking these communities, to enable them to successfully compete for, the resources and opportunities that are readily available to the mainstream society.

3.7. CONCLUSION

The government is facing a serious dilemma, it is unable to meet the social welfare requirements of the community. In addition, the situation has been made more complex by the suggestion that the Social Welfare system be extended to

include such issues as unemployment and poverty. The government has appealed to the business sector for assistance and it is envisaged that business and industry's intervention into areas, such as, education, housing and job creation will reduce the prevailing crisis in social welfare services.

The government-business "partnership" in Social Welfare implies a reciprocal relationship between the state and the business sector. In this coalition each party has resources and benefits that complement the other. A partnership is considered to be one way of uniting these two major social institutions to achieve a common purpose - the social well-being of the community.

Many innovative programmes and organizations have emerged during the implementation of a government-business partnership. These aim to foster less dependence on "welfare" assistance and facilitate community development and growth on a self-help basis.

As the business sector's contribution to social problem solving increases new avenues for industrial social work practice emerge. This is to be discussed in greater detail in the following chapter.

CHAPTER 4

THE INTERFACE BETWEEN CORPORATE COMMUNITY RELATIONS AND COMMUNITY ORGANIZATION PRACTICE

The purpose of the past two chapters was to enhance the industrial social worker's understanding of the nature and purpose of corporate community relations - as a first step in an effective approach to influencing it.

In this chapter the relationship between corporate community relations and the community organization process will be discussed. The researcher will endeavour to demonstrate how the goals and approaches of the community organization method correlate with those of corporate community relations.

It is within the context of corporate community relations association with community organization, that industrial social workers can begin to intervene to influence corporate community relations.

4.1. CORPORATE COMMUNITY RELATIONS - BUSINESS AND INDUSTRY'S INDUCTION INTO COMMUNITY ORGANIZATION

Community organization describes intervention occurring at the community level, orientated towards improving or changing community institutions and solving community problems.

Ross and Lappin (1967:17) define community organization as :

> ... the process of bringing about and maintaining a progressively more effective adjustment between social welfare needs within a geographic area or functional field. Its goals are consistent with all social work goals in that its primary focus is upon needs in a manner consistent with the precepts of democratic living.

Certain factors emerge from this definition. Firstly, this process, reflects a conscious, planned movement to achieve a specific outcome. Secondly, there is the expectation of change. The third component, focuses on community organization as a collaborative process in an effort to bring about social change (Archer, Kelly and Bisch, 1984:52).

Community organization encompases the following activities : "establishing community organizations or programs and facilitating relationships among them; or building the capacity of grass roots citizens groups to solve community problems " (Rothman and Tropman, 1987 : 5).

With the exception of a few large, well established corporations, business and industry have, to a large extent, evaded their obligations as citizens of the community and contributed limited resources toward social problem solving efforts. In fact, business and industry have not been prominent either as "beneficiaries of, or as participants in the community organization process" (Rothman, 1982:178).

Business and industry are increasingly paying more attention to social problems affecting the community, albeit initially from an enlightened self-interest perspective. The concept of corporate community relations has been used to describe business and industry's efforts to intervene in the community's social problem solving (Burke, 1988:314).

It is the researchers contention that corporate community relations programmes represent business and industry's induction into and contribution to the community organization process.

4.2. CORPORATE COMMUNITY RELATIONS - THE COMMUNITY ORGANIZATION COMPONENT IN THE OPERATION OF THE CORPORATION

Ross and Lappin (1967:41) distinguish between a functional community and a geographic community. A functional community consists of those individuals who by virtue of a "common interest or function" constitute a community. Rothman (1982:180) describes the workplace as a functional community in light of the fact that, "members of the workforce share specific functions, role relationships, norms and patterns of operation" (Rothman, 1982:180).

A geographic community, on the other hand, describes those individuals who occupy a specific geographic area (Ross and Lappin, 1967:41).

This research is concerned with the community organization process as employed by the workplace (functional community). According to Ross and Lappin (1967:43) within a functional community the task is full development of the community organization process. In the geographic community the task is advancement of a specialized programme which the functional community feels will benefit the geographic community. Ross and Lappin (1965:43) refer to the latter as community relations.

From a welfare perspective, community relations implies the methods or ways in which a welfare organization (functional community) relates itself to the geographic community. Ross and Lappin (1967:24) refer to such methods as the "community organization component" of the welfare organization.

Corporate community relations, by implication, refers to how the corporation relates itself to the community of operation. The chief concern of this chapter is whether the community organization strategies employed by the corporation correspond with the strategies traditionally associated with social welfare.

4.3. THREE APPROACHES TO CORPORATE COMMUNITY RELATIONS

Ross and Lappin (1967:26) describe three approaches that have emerged in community relations : public relations, community service and community participation. Similarly, Feinstein

and Brown (1982:89) describe three approaches adopted in outwardly directed corporate social responsibility programmes: support of community resources, social planning activities, and providing direct services.

In this section we also include a report on the corresponding community relations approaches that have emerged in South African business and industry, identified by the Urban Foundation's Chief Executive Officer, Sam van Coller (Fine and Baleta, 1990:1).

4.3.1. Public Relations

For some companies it is an exercise, carried out to enhance the company's image in the community, says van Coller (Fine and Baleta, 1990:1).

This approach, according to Ross and Lappin (1967:26) is based on an analysis of employees, consumers and the community at large in determining its strengths and weaknesses, and plan of action.

Business and industry respond by participating in direct funding of social and community services, supporting employee volunteer activities, and assigning employees to designated projects and company operated and sponsored recreation programmes (Feinstein and Brown, 1982:89).

4.3.2. Community Services

According to Feinstein and Brown (1982:89) this type of corporate involvement reflects a change in the manner in which business and industry usually operates. Van Coller notes a similar change occurring in South Africa. Outwardly directed social responsibility programmes are beginning to fulfil social welfare functions in the community (Fine and Baleta, 1990:1). For example, providing education programmes, supporting health care services and sponsoring recreational opportunities.

The benefits of this approach are twofold, the needs of the geographic community are met and at the same time the organization becomes a more accepted part of community life (Ross and Lappin, 1967:26).

4.3.3. Community Participation

In regard to community participation, Ross and Lappin (1967:26) observe that the functional community becomes increasingly conscious of the importance of its participation in the community, as well as, its responsibility towards the community.

Van Coller sees corporate community participation being carried out on three levels : local, which focuses on enhancing individual and community skills; regional and national development programmes, where participation takes the form of representation on committee or task forces; governmental level which includes lobbying for changes in

government policy (Fine and Baleta, 1990:1).

Ross and Lappin (1967:26), from a social work perspective, identify the objectives of community participation :

> (1) keeping the agency or association or council related to other important groups in the community, (2) maintaining contact with new developments, (3) keeping some control over plans for future developments in the community, (4) coordinating services with those of other agencies, (5) supporting cooperative planning and developments of new services in the community.

These objectives have application in the social planning category identified by Feinstein and Brown (1982:89). In this approach corporate representatives participate in the following activities : "establishing and altering community policy and procedures; collaborating in community planning; altering internal policies so that they are consistent with their external relations and viewpoints; and participating in social impact studies and other activities related to the quality of life for a given locale or region, or a national scope."

4.4. THE EXTENT TO WHICH OBJECTIVES OF THE COMMUNITY ORGANIZATION PROCESS AND CORPORATE COMMUNITY RELATIONS CORRESPOND

The previous section focused on the similarities between community relations approaches and the ways in which corporations are discharging their social responsibility in

the community. In this section we concentrate on the extent to which the goals of the community organization process correspond with those of corporate community relations.

4.4.1. Task and Process Objectives

In community organization two types of objectives predominate, namely, task and process. Task objectives are concerned with meeting specific needs, performing definite tasks and achieving certain concrete objectives (Dunham, 1970:86).

Process objectives focus on system maintenance and enhancement (Rothman and Tropman, 1987:9). They are concerned with strengthening qualities of participation, self-direction, and cooperation (Dunham, 1970:86).

Task objectives have dominated in corporate community relations, specifically in the areas of : education, health, housing and economic development. However, the more advanced corporate community relations programmes are now emphasizing process goals.

Confirmation of this trend lies in the emphasis on participant involvement. Consequently, Grosser's (1976:23) concept of "maximum feasible participation" is gaining greater impetus in corporate community relations programmes. The inclination toward "process" is also reflected in the goal of community empowerment.

The emphasis on the "process" of community organization reflects a move away from the paternalistic approaches of the past. This provides numerous opportunities for the community-organization-trained social worker. Under these conditions, the industrial social worker's knowledge and skill to involve the community in the community organization process can be utilized.

4.4.2. Social Change

Community organization seeks social change. Dunham (1970:4-5) identifies approaches that have been adopted to initiate social change : "education and promotion; planning and program development; the community development approach; emphasizing self-help and integration of effort; political or "procedural" social action; and "direct action" which usually implies a more militant approach and emphasis on conflict and confrontation." He notes that in practice these approaches are often intermingled.

The South African business sector appears committed to the process of social change. For example, Trustbank's senior General Manager for Strategic Planning and Communication, Kuhn, says the corporate sector in South Africa has become involved in society's efforts to encourage the evolutionary process toward a post-apartheid South Africa (Fine and Baleta, 1990:2). Likewise, Pincus (1985:30) believes that community projects should foster peace and bring about evolutionary change in South Africa.

In addition, Pincus (1985:30) identifies a number of criteria that South African business and industry take into account in their corporate community relations programmes. These reflect, to a large degree, business and industry's commitment to social change. The criteria are as follows : projects should tackle felt needs or grass roots level needs; community participation; thorough planning and responsible leaders/management; a project should have a multiplier and/or model potential (Pincus, 1985:30).

4.4.3. Empowerment

Community empowerment, an integral part of the community organization process, has increasingly become a goal of corporate community relations programmes. Empowerment, according to Taylor and Roberts (1985:52) occurs when people acquire access to a variety of opportunities : "jobs for those who wish to work, especially minority youth; income security; adequate housing; schools that educate; accessible health care that provides equitable quality care while teaching people to live in healthy ways; and environments free of oppression, pollution, and the threat of nuclear war."

Unemployment and poverty has become a way of life in many South African urban centres, particularly in the black communities. For these communities opportunities are limited, and 'welfare' and crime have become the only means of livelihood. Accelerated urbanisation is cited as one of

the root causes of this community disintegration (The Urban Foundation Annual Review, 1990:6). The vast majority of migrants are neither equipped or educated to cope with the multitude of responsibilities they are faced with in an urban environment. This leads to the main urban centres becoming "structurally fragile". Politically, economically and socially, they are incapable of coping with the demands of the rural-urban migration.

These disempowered and disintegrated communities are cut off from the legitimate economy, world of work and political power. As a result they are alienated, traumatized, angry and hopeless. Furthermore, they have fallen out of reach of schools and job training programmes, and face little opportunity for permanent employment. Consequently, these disadvantaged communities have little hope for the future.

Lodge and Glass (1982:62) see symptoms, such as the above, reflecting a more insidious aspect of poverty - the "poverty of alienation." Empowerment of these communities is a means of restoring a sense of community and re-establishing links with the mainstream of society. Corporate community relations programmes concentrating on education and training, community development facilitate community empowerment.

4.5. MODELS OF COMMUNITY ORGANIZATION AND THEIR APPLICATION IN CORPORATE COMMUNITY RELATIONS

Thus far we have discussed the extent to which the approaches of community relations and the goals of community organization correspond with corporate community relations. We now focus on the models of community organization and their application in corporate community relations.

Rothman and Tropman (1987) have identified three different models of community organization : community development, social planning and social action.

In light of the current objective of community empowerment in South Africa, corporate community relations relies heavily upon the community development model of community organization. The objective of social change, on the other hand, has been pursued primarily within the contexts of social planning. Housing, education facilities, amongst others, are areas that receive attention in social planning. With regard to the third community organization model, social action, business and industry have lobbied for changes in legislation. For example the abolition of the pass laws and the Group Areas Act.

4.5.1. The Role of South African Business Sector in Community Organization

The Urban Foundation, perceives the role of the South African business sector to be the following in regard to community organization and development, these incorporate the previously stated objectives of community organization :

1. Increased access to jobs, improved living conditions and educational opportunities must become available to the majority of the population. Economic growth will significantly increase the chances of achieving these goals. However, the expanding population of cities and towns, and the threat of political unrest pose tremendous challenges to the society's ability to deliver jobs, shelter, services and opportunities for individual and community self-improvement.
2. Rural "collapse" can be averted by expanding the national development budget. Successful strategies in the cities and towns implies expanding national wealth, which in turn means that expenditure and resources can be directed toward the rural sector. (The Urban Foundation Annual Review (1990:7)

In light of the above-stated areas that require intervention, the following components have been targeted in corporate community relations programmes :

a Creation of wealth, development of the informal business sector, especially Black Business.

b. Equal opportunities and equal standard of education.

c. Housing.

d. Health care, community medical services.

e. Community services, enhancing the quality of life.

f. Rural development.

Under the heading of corporate community relations the following section will describe how Rothman and Tropman's (1987) three models of community organization practice are employed by business and industry to address these areas of need.

4.5.2. The Community Development Model

Community development depends on widespread community participation, in a collaborative effort to bring about change. Community development assumes that communities have the capacity to define and address their own needs. It is essentially an uplifting process when the community discovers its capabilities (Biddle and Biddle, 1965:78).

According to Rothman and Tropman (1987:9) process goals receive heavy emphasis in community development :"the community's capacity to become functionally integrated, to engage in cooperative problem solving on a self-help basis,

and to utilize democratic processes is of central importance." Dunham (1970:366) stresses education as an additional objective of community development.

According to Rothman and Tropman (1987:11), the basic change strategy involves getting a broad cross section of people involved in studying and actively involved in solving their problems. Consensus seeking strategies are employed, involving small-group discussions and encouraging communication among community subparts. The social worker functions as an enabler and catalyst as well as a teacher of problem-solving skills and ethical values in this process. (Rothman and Tropman, 1987:10)

4.5.2.3. Certain Process Goals Emanate in the use of the Community Development Model in Corporate Community Relations

1. Problem Solving

   Community development emphasizes involvement of the total community, in every stage of the problem solving process. Grosser's (1976) concept of maximum feasible participation describes the problem solving process in community development. Community residents are hereby engaged in self-determined community organization activities so that they can shape the variety of services mounted on their behalf. Much of the planning is done by committees and representatives of community

groups (Feinstein and Brown, 1982:87).

Feinstein and Brown (1982:95) describe the stages of the problem solving process as seen within an industrial setting : "1) gaining recognition of the problem or need, 2) definition and analysis of the problem, 3) planning, 4) implementation, 5)evaluation, and 6) further application."

The Urban Foundation in its Community Enablement Programme has adopted a problem solving approach. "Resource centres are locally developed with the full involvement of the community concerned at every stage of planning and implementation. Organisational structures involve setting up working committees within the community, a board of trustees drawn from business and community leaders to guide day-to-day management" (The Urban Foundation Annual Review, 1990:17). This approach ensures response to real community needs, it encourages greater community initiative, and strengthens existing community institutions.

Likewise, AECI (a major chemical manufacturing company in South Africa) 'Quality of Life' projects adopt a "hand-in-hand" as opposed to a "hand-out" approach. "Liaison, consultation and extensive investigation occurs with the users and recipients of resources" (AECI, 1989:12).

2. Self-help

Empowerment is an integral part of self-help. It involves returning power to the people, rather than acknowledging that people have it and merely enabling them (Adams, 1990:24).

AECI aims to empower communities and institutions to become self-sufficient (AECI, 1989:8) by : developing community leadership skills; investing in programmes that are truly enabling, and that assist communties to increase their own capacity to analyze issues, identify priorities, set agendas, assume pragmatic leadership and developmental management and organisational skills.

The Gencor Development Trust (mining companies being the major contributors) support projects that promote self-sufficiency (The Gencor Development Trust Annual Review, 1989). Likewise, Anglo American and De Beers Chairman's Fund Special Projects Division, operates on a partnership basis. The Special Projects Division prefer to fund projects that "have a long-term, permanent or multiplier effect" (Financial Mail Corporate Report, May 18 1990:130). A typical project will involve the fund, representatives of people who will benefit, to ensure that the project meets a real need.

Small business development, Education and Rural Development are additional areas in which self-help is utilized as a means of empowering disadvantaged communities to respond to their own problems and needs, as well as promote long-term development. (Urban Foundation Annual Review, 1990; The Gencor Development Trust Review, 1989; AECI, 1989)

3. Education

Education is implicit in community organization and developmental activity. As the term is used here, it includes the attempt to help people to obtain knowledge and understanding in order to develop their abilities, powers and sense of values.

Dunham (1970:366) cites Knowles, who identifies five kinds of changes, sought in the educative process of community organization and community development : knowledge, skills, attitudes, appreciation and understanding.

In the context of community development, education, is held to be a form of citizenship, a training in which citizens work together to solve community problems. The community learns to value and appreciate cooperation as a problem solving method (Burke, 1975:197).

Burke (1975:198) utilizes participation in community

affairs as an educational device. Ross and Lappin (1967) explain that the aim of community organization is to help communities, through participation, develop their own capacities in solving problems. Planning goals and achieving these is considered secondary.

The Gencor Development Trust emphasises educating entrepreneurs, with a view to enhance bargaining power and economic self-sufficiency. For example, The Trust, sponsored a training programme : Basic Business and Free Market Principles which was offered by the Free Market Foundation for members of the African Council for Hawkers and Informal Business (The Gencor Development Trust Review, 1989:6).

Innovative corporate community relations programmes visualize community development as a collaborative process by which common objectives are identified and approached jointly. The community is engaged in a process of 'experiential' learning, where it becomes aware of its "inner resources", as well as ways to harness them in respect of solving community problems.

4.5.3. **Social Planning Model**

According to Rothman and Tropman (1987:6) this approach to community organization presumes that "change in a complex industrial environment requires expert planners who, through

the exercise of technical abilities, including the ability to manipulate large bureaucratic organizations can skilfully guide complex change processes."

Social planning is "a task-centred, problem-solving approach to addressing the community's substantive problems and needs" (Archer, Kelly and Bisch, 1984:56). However, social planning does not rely on community participation to the extent that community development does. Hence, the emphasis on task goals.

Change occurs in this model, largely as a result of consensus seeking strategies and/or conflict, and "manipulation of formal organizations and data" (Rothman and Tropman, 1987:10).

The social work practitioner assumes a central role, and acts as "fact gatherer and analyst, program implementer, facilitator", while the community's citizens are recipients and consumers of the service (Rothman and Tropman, 1987:10).

The Urban Foundation exemplifies this approach to corporate community relations in South Africa. It enhances the quality of life in the community by addressing substantive problems and needs, such as education and housing. The Urban Foundation has adopted a comprehensive approach to social planning, notable successes in this regard in this regard included :

* Housing
* Urbanisation
* Education
* Community Enablement (Community Resource Centres)

(Role and Achievements, 1990:5-7)

The Urban Foundation has adopted a comprehensive approach to social planning. It focuses on task goals, such as housing projects, building community resource centres. Although the community is consulted and involved the Foundation itself assumes the role of analyst, planner and programme implementer. The community citizens' have primarily been consumers of services as provided by the Foundation.

4.5.3. **Social Action Model**

Conflict, confrontation and direct action are social change strategies that characterise this model. Social action assumes that a disadvantaged segment of the community needs to be organized to bring about a redistribution of power and resources. It entails a consciousness raising process, in which the disadvantaged segment of the community, the victim, is organized against the power structure, who in turn is referred to as the enemy or oppressor (Rothman and Tropman, 1987:10). "Change is brought about through the actions of mass organizations and political processes" (Archer, Kelly and Bisch, 1984:56).

The social work practitioner assumes the roles of "activist advocate; agitator, broker, negotiator, partisan" (Rothman and Tropman, 1987:10). The community's citizens play a vital role in their membership of, and participation in mass organizations.

This model of community organization is employed by political organizations in South Africa as a means of bringing about political change. Business and industry is indirectly involved by contributing financially to these political organizations.

Certain aspects of the Urban Foundation's activities could be classified as social action. For example, with the support of leading businessmen it has played a leading role lobbying for change and opposing racially discriminatory laws. It has been instrumental in bringing about the following legislation: 99-year property leasehold rights (1978); Home Ownership (1978); Self-help housing and informal settlement (1980 onwards); Western Cape "coloured" labour preference area (1981), Positive urbanisation strategy (1985/86); Influx control (1986); Group Areas Act and informal settlement (1988/89) (Role and Achievements, 1990:5-7). These laws have facilitated the process of social and political change.

In summary, it is the intention of corporate community relations to restore a state of socio-economic equilibrium in the community. Corporate resources and manpower have

contributed toward the development of the informal sector, education, housing, health care, community services and rural development.

The community development model has been adopted in innovative corporate community relations programmes. **Community** problem solving and the preference given to self-help projects encouraging community initiative, are all aimed at enabling disintegrated communities to re-establish economic and social ties with the rest of the community.

The "structurally fragile" urban centres have received significant assistance from the business sector. Major corporations and foundations are involved social planning activities, such as, building education and training facilities, community resource centres, housing schemes, to enhance the quality of life in the community.

The Urban Foundation, more so than others, exhibits a holistic approach to community organization and is involved in all three models : community development, social planning and social action.

Social planning and community development activities, employed by the majority of corporations in their community relations programmes have usually not been accompanied by social action strategies. However, the Urban Foundation has adopted a comprehensive approach, for example, the success of

its housing schemes would have been limited had it not involved the community and lobbied for changes in legislation - Group Areas Act, right to property ownership, and access to housing loans.

4.6. THE COMMUNITY ORGANIZER ROLES ASSUMED BY THE INDUSTRIAL SOCIAL WORKER IN CORPORATE COMMUNITY RELATIONS

Currently the emphasis is on the building and developing of local community leadership, as well as citizen involvement in a wide range of social problems. Radical change strategies have not been encouraged and these have received limited support in corporate community relations. The community development and social planning models have dominated corporate community involvement.

The previously paternalistic approach to corporate community relations has been substituted by greater participant involvement. Consequently, the industrial social worker is presented with a number of opportunities.

The industrial social worker assumes a number of different roles in the community organization process in the community of operation. In a nutshell, however, the industrial social worker should be able to provide data and advice on a number of community issues and problems; serve as an expert in community analysis and diagnosis, and the evaluation of community and corporate community programmes (Burke,

1988:325). Futhermore, he associates the following community organization skills with corporate community relations personnel :

1. The ability to locate and work with community leaders.
2. An understanding and working knowledge of social welfare and housing, community development, health, recreation, and other community organizations.
3. Knowledge of health and welfare needs.
4. The ability to conduct a community needs assessment.
5. The ability to analyze agency and organization budgets and requests for contributions.
6. The ability to recruit and involve volunteers both within and outside the corporation in community projects.
7. The ability to facilitate and to act as a catalyst for the involvement of company executive - line and staff -in community programs and projects.
8. Knowledge of the community organisation process.

The community organization roles assumed by the industrial social worker are primarily activated as part of the different models of community organization.

1. Enabler

The role of enabler is predominately used in the community development model (Rothman and Tropman, 1987:10). Ross and Lappin (1967:215) describe the enabler as a "catalytic agent", who catalyses citizen awareness and community action.

As a representative of the corporation the industrial social worker assumes the role of enabler in corporate community relations in : assisting the general community to identify needs/problems and common objectives; facilitating a good relationship between the corporation and the outside community; emphasizing common objectives, for example, social change and community upliftment; and encouraging community development.

2. The Consultant

The industrial social worker assumes this role primarily as part of the social planning model of community organization. Here the industrial social worker advises the corporation on the social welfare needs of the community. According to Morris (1980:111), the consultant requires some knowledge of the "local culture as well as the external culture and acts a bridge between the two" (Morris, 1980:111).

Morris (1980:111) notes that the consultant's advice may take the form of educating the decision makers. In the case of corporate community relations the industrial social worker informs the corporation of welfare needs and makes suggestions regarding the content of corporate community relations programmes.

Googins and Godfrey (1987:93-95) cite a case study in which and industrial social worker was employed as a

consultant on urban and social issues for a large technology firm in America. The industrial social worker advised them on "cultural, educational, affirmative action, human resource policy, and local political issues of concern to the community" (Googins and Godfrey, 1987:93). This industrial social worker saw her goal as facilitating purposeful interaction between the company and the community (Godfrey and Googins, 187:94).

3. The Expert Role

As an expert in community organization, the industrial social worker provides "research data, technical experience, resource material, advice on methods, which the organization may need and require in its operation" (Ross and Lappin, 1967:221).

Referring, again to Ross and Lappin (1967:222-224), the industrial social worker as an expert engages in : community diagnosis and research, and provides information about other communities, advice on methods of organization and procedure, technical information, and evaluation. In this role the industrial social worker exercises expert knowledge of the problem solving process as well as how to engage the community in this process.

Rothman (1982:191) describes the industrial social worker's role in the philanthropic aspect of corporate community relations as involving the reviewing of project proposals for their appropriateness and merit. Brilliant and Rice (1988:309) suggest that industrial social workers can influence corporate philanthropists by, making recommendations concerning the disbursement of corporate funds, which are earmarked as contributions to community health, education and welfare.

4. The Planner

It can be deduced from the description of the activities of the planner that this role is associated with the social planning model. Rothman and Tropman (1987:10) refer to the roles in social planning as fact gatherer and analyst, program implementer, facilitator. According to Morris (1980:111) the planner usually functions at the external agent level and designs the details of projects aimed at changing a situation existing either at local or national levels. The combines technician and advocate skills.

Googins and Godfrey (1987:8) recognise the following activities as being part of the industrial social worker's role in corporate community relations: "assessing plant-community problems, developing programs that help the organization better understand the community, and working with minority communities to

introduce new manufacturing operations within their borders." These tasks appear to be related to those tasks associated with the planner.

Feinstein and Brown (1982:92) cite a case study in which human-relations professionals were involved, planning a new uranium mine site. The following issues were tackled : housing, transportation, utilities and water, education, health services, police and fire protection, recreation potential, job training for local employees. In the effort to address these issues, the human-relations professionals employed the following community organization skills :

> (1) conducting needs assessments to determine citizen's expectations and needs regarding living arrangements and the quality of life, (2) collecting additional demographic data on the community and establishing their impact on productivity and turnover rates at the mine and mill, (3) creating advisory, planning, and service groups within the community, (4) assisting in the development of specific programs to meet identified needs, (5) meeting with local government officials and decision-making bodies to plan for community growth in such areas as schools, health care, etc., (6) facilitating communication between citizens and decision-makers from the community, the government, and the company, (7) training volunteers, and (8) conducting employee orientation and training.

5. The Advocate

This role is associated with the social action model of community organization (Rothman and Tropman, 1987:10). In this role, the worker "directly represents or persuades other members of professional and elite groups to represent the interests of an estranged, deviant, or less powerful and usually less articulate sector of the population" (Burke, 1975:316).

The industrial social worker is an advocate and acts on behalf of the disadvantaged segment of the community. As Morris (1980:111) says, the main function of the advocate is "to press the views of local needs upon the external agency in order to secure a response, favorable and helpful." The industrial social worker, a member of the external agency, is in a position to secure corporate resources to enhance the quality of life in the community. Rothman (1982:191) notes that the industrial social worker is involved in : "advising on the disbursement of investments, so that minority and poor communities are given economic consideration or advantage."

Seldom before have social workers been employed by such powerful organizations (Kurzman and Akabas, 1987:58). The opportunity for input from the industrial social worker concerning decisions on social welfare issues and corporate community relations programming is considerable.

The effectiveness of industrial social workers depends ultimately on their ability to do what social workers customarily do : "document unmet needs, unresponsive service systems, and discriminatory practice or legislation and then to harness this information on behalf of the needs of a client population (Kurzman and Akabas, 1981:58).

Several models of community organization dominate in corporate community relations - community development and social planning. The industrial social worker assuming a multitude of roles can influence the resources that business and industry allocates to the social service sector. The industrial social worker focuses on achieving the more developmental goals of corporate community relations - helping communities enlarge their competence, increase their problem solving ability and obtain much needed resources.

4.7. CONCLUSION

Corporate community relations programmes compare favourably with the community organization process. Corporate community relations does, to a large extent, incorporate the goals, strategies and models of the community organization process.

An emerging trend in corporate community relations favours community development strategies. A hand-in-hand approach is receiving greater impetus in corporate circles. However,

participation in social planning activities and corporate philanthropy - the customary hand-out - has remained, and continues to fulfil an important need.

Some companies attach importance to task and process goals. For example, while the task goal of establishing better educational facilities is paramount, involving the community in making the decision to build a training centre or school, is equally important to sustain the development. The importance of participant involvement is gradually being acknowledged by business and industry . A paternalistic approach is no longer acceptable in the changing political climate.

The goals of empowerment and social change are receiving considerable attention. Empowerment is sought through adult education (eg. leadership skills, business skills). Empowerment also occurs as part of the process of the process of experiential learning. Involving the community in the planning for and implementing of a community project is considered to be a learning and empowering experience.

Social change arises as disadvantaged communities are able to gain access to a wider range of resources and opportunities. This occurs during the process of empowerment. It is in this context that the industrial social worker assumes a number of important roles.

The community-organization trained industrial social worker has the skill and knowledge to assume roles of enabler, consultant, the expert role, the planner and advocate. The industrial social worker in these roles attempts to promote growth and development. The industrial social worker concentrates on helping communities enlarge their competence, increase their problem solving ability, and obtain resources.

Rarely before have social workers been employed by such powerful organisations and entrusted with such important issues as in the role of corporate community relations professional. In essence the challenge and opportunity facing the industrial social work profession, is twofold : influencing the allocation of corporate resources to help ensure constructive participation in the community, and securing corporate support for socially responsible community projects.

CHAPTER 5

RESEARCH DESIGN AND METHODOLOGY

A detailed description of the research design and methodology is found in this chapter.

5.1. RESEARCH DESIGN

The investigation documented in this thesis can best be described as exploratory-descriptive. In light of the limited attention afforded corporate community relations in industrial social work, this research design was regarded as appropriate for the goals of this research.

Although corporate community relations is a relatively modern concept it has, for some time, existed within the broad framework of corporate social responsibility. In addition, the industrial social worker's role is usually associated with the corporation's internal social responsibility. Consequently, very little information has been recorded on corporate community relations, from either business and industry's or industrial social work's perspective.

Corporate community relations has, therefore, seldom been investigated separately. The purpose of this research study is to isolate this aspect of corporate social responsibility and examine it from two perspectives - the corporation's and the industrial social worker's.

The literature review formed a large part of the research process. The development of corporate community relations, from business and industry's perspective, was traced. Reference to books, American, British and South African journal articles on the subject of corporate social responsibility provided the researcher with information in this regard. The literature review includes a description of the current developments in the Social Welfare Policy, which have grave implications for business and industry, and social workers alike. Furthermore, a review of the literature on community organization provided the researcher with a framework to assess the practice of community relations by industrial social workers in South Africa.

The literature survey revealed the scope of the subject under investigation.

5.2. METHODOLOGY

5.2.1. Sampling procedure

Two samples were chosen using the **purposive sampling procedure**. These were corporations known to be involved in the community and social workers employed by corporations in South Africa.

Corporations involved in Corporate Social Responsibility

In the process of selecting a sample of corporations the intention was not to determine whether or not these corporations were involved in external corporate social responsibility, but rather, how and to what extent they were involved. Consequently, a sample consisting of the participants of two surveys on corporate social responsibility were selected, conducted by The Financial Mail (March 2, 1990) and The Business Day (May 18, 1990). These particular surveys were selected, as they provided the researcher with names of South African corporations **currently** involved in corporate social responsibility.

The researcher was able to extract the names of seventy corporations in this manner. Twenty companies were used to pre-test the questionnaire. After minor changes, the final questionnaire was mailed the remaining fifty corporations.

Social work practitioners employed by industry

The second sample consisted of industrial social workers employed by corporations. The researcher experienced some difficulty obtaining a record of social workers employed by corporations in South Africa. Unfortunately, there are no formal records of social workers employed by industry and business in South Africa. The most reliable source, The South African Council for Social Work does not register social workers in terms of practice setting.

The researcher obtained the names of industrial social workers for this research from the mailing list of the **Forum for Industrial Social Workers**, located in the PWV area (Pretoria, Witwatersrand and Vereeniging). A pilot questionnaire was sent to twenty individuals on this mailing list. The final questionnaire was mailed to the remaining fifty industrial social workers on the mailing list.

5.3. THE INSTRUMENTS OF DATA COLLECTION

No standardized data collection instrument existed that could be used in this study. It was therefore necessary to design questionnaires (Appendix B & D). In the effort to identify what areas of inquiry were crucial to this field, the researcher interviewed an authority on Industrial Social Work, Mrs A. du Plessis. She has published a number of papers on industrial social work in South Africa, and is a lecturer at the University of the Witwatersrand, as well as an industrial social work consultant for Anglo-Alpha. The literature also provided useful insights in this regard.

Different questionnaires were drawn up for each sample, pretested with twenty members of each sample. After a few minor alterations, the final questionnaire was mailed to each sample. Each sample consisted of fifty respondents.

Two samples were utilized in this research study primarily for the following reason : the researcher anticipated that

very few industrial social workers would indeed be involved in corporate community relations. The data collected from industrial social workers would therefore not be an accurate representation of the extent of corporate community relations in South Africa. Consequently, questionnaires were sent to corporations to gain a more accurate representation of the status of community relations in South Africa and the potential for social work involvement.

The questionnaire mailed to the sample of corporations aimed to determine in what areas in the community corporations were involved in, eg. education, self-help projects. Secondly, to determine what form their involvement took, eg. philanthropic activities, implementing community projects. Thirdly, to ascertain what role corporate social responsibility personnel played in community relations. This information would enable the researcher to suggest in what way(s) industrial social workers could become involved.

The questionnaire mailed to the second sample, industrial social workers, focused on the same areas mentioned above. However, in pursuit of a description of the role of the industrial social worker, more attention was paid to the specific roles they fulfilled.

The mailed questionnaire was cost-effective and time saving means of collecting data from the above samples. Furthermore, the questionnaire could be completed at

respondents convenience, greater assurance of anonymity, standardized wording, and no interviewer bias was likely to occur. Alternatively, a number of disadvantages arose when using the mailed questionnaire : the response rate was less that fifty percent in both samples. Furthermore, the researcher was unable to probe respondents for more information which is a disadvantage associated with this kind of enquiry.

The questionnaires sent to both samples contained predominantly closed-ended questions, with a minimal number of open-ended questions. In the majority of close-ended questions the respondents could choose between **one or more** of the response categories. The researcher's intention in providing close-ended questions was to reduce the time the respondents would have to spend completing the questionnaire, thus increasing the likelihood that the questionnaire would be returned.

5.4. ANALYSIS OF DATA

The data was analyzed by hand, due to the manageable number of respondents in each sample. The data is presented in the form of tables.

5.5. LIMITATIONS

The chief limitation in this research process was the method of sampling. For example, the location of The Forum for Industrial Social Workers in the PWV area could bring the representativeness of the findings into question. In mitigation, however, the likelihood of corporations in this highly industrialised area employing industrial social workers was greater than elsewhere in the country. Since the location and number of industrial social workers employed in South Africa was of secondary concern, it was considered that the primary concern - to what extent they were involved in the community relations function - could be determined from this sample.

CHAPTER 6

RESEARCH FINDINGS

The data collected from the sample of corporations and industrial social workers is presented separately in this chapter.

6.1. Corporate social responsibility community projects vs Corporate Community Relations

The questionnaires mailed to corporations contained the term **corporate social responsibility community projects**, while the term **corporate community relations** was utilized in the questionnaire devised for industrial social workers.

Although the wording of these two terms differed the researcher intended that they should refer to the same corporate function. Corporations are more familiar with the term **social responsibility**, and it was for this reason that "corporate social responsibility community project" was utilized. On the other hand, the researcher found that in industrial social work (Googins and Godfrey, 1987:8) and community organization theory (Ross and Lappin, 1969:24) the term corporate community relations was utilized, hence the use of this term in questionnaire designed for the industrial social worker.

To ensure that the data collected from these different samples corresponded, even though alternate terms were used, a definition of corporate community relations was attached to the questionnaires mailed to industrial social workers (Appendix D).

Respondents could answer more than one response category in each question, therefore the percentages in the tables do not total a 100%.

6.2. DATA OBTAINED FROM CORPORATIONS

6.2.1. Sample Profile

A total of 21 corporations (42%) responded to the mailed questionnaire. These respondents were all South African owned corporations.

Table 1
Business Sectors to which the Respondent Corporations Belonged

SECTOR	*n*	PERCENTAGE
Manufacturing	5	24
Retail	5	24
Finance	5	24
Mining	3	14
Agriculture	1	5
Electricity	1	5
Non Profit	1	5

Different sectors were thus fairly evenly represented.

Table 2
Number of Employees

EMPLOYEES			*n*	PERCENTAGE
500	_	999	1	5
1000	-	4999	7	33
5000	-	9999	3	14
10 000	-	+	10	48

The greatest percentage of the respondents' employees numbered over ten thousand. The respondents were therefore major employers in the community, making it increasingly important for them to have a corporate social responsibility programme.

6.2.2. Fiscal formula determining Corporate Social Responsibility Budget

Table 3
Pre-tax Profit Range

PRE-TAX PROFIT			*n*	PERCENTAGE
R O	-	R 500 000	-	-
R 500 000	-	R 2 million	-	-
R 2 mil	-	R 5 mil	-	-
R 5 mil	-	R 10 mil	1	5
R 10 mil	-	R 20 mil	-	-
R 20 mil	-	R 30 mil	2	10
R 30 mil	-	R 50 mil	1	5
R 50 mil	-	R 100 mil	-	-
R 100 mil	-	R 150 mil	2	10
R 150 mil	-	R 250 mil	5	24
R 250 mil	-	R 500 mil	1	5
R 500 mil	-	+	5	24

According to Table 3, the majority of respondents (48%) fell into the R500 million and over pre-tax profit bracket. Viewed against this background the fiscal formula used to determine the respondents' social responsibility budget assumes greater significance. Firstly, it is a more precise way to determine the percentage of the budget allocated for social responsibility. Secondly, it also reflects a business-like attitude to social responsibility.

The fiscal formula of percentage of pre-tax profit, was used by 19% of the respondents. While a percentage of after-tax profit, was utilized by 14% of the respondents. One respondent determined its social responsibility budget using the formula of percentage of dividends declared. Even though these fiscal formulae differ, they indicate that these respondents had a framework within which to structure their social responsibility effort. This signifies a consistent policy and planning, which in turn increases the likelihood of a proactive response to community social problem solving. Furthermore, this suggests that these respondents acknowledged that their business strategy could not be built solely on economic considerations.

In particular, one corporation exhibited a generous social responsibility budget, contributing a percentage of pre-tax profit, R1 million to the Urban Foundation (which focuses on education and housing) and R1 million to universities and technicons. Thus this respondent is making a considerable social investment in the future. At the same time it serves as an indicator of the issues regarded as important by the company.

In contrast, ten percent of the respondents used no specific formula. Five percent of the respondents stated that funds were allocated on an ad hoc need basis, while a further five percent reported that each operation set its own budget. Fourteen percent reported that a certain sum was set aside

for the purposes of social responsibility. The unstructured approach adopted by these respondents would undoubtedly restrict planning, which in turn points to a reactive approach to corporate social responsibility. This approach reflects a conservative attitude toward social and economic development.

From the above it becomes clear that different approaches regarding the financing of social responsibility efforts existed.

6.2.3. Staff Dealing with Social Responsibility Activities

The greatest number of the respondents (62%) reported that they had a department specifically for social responsibility purposes. Out of these respondents only three corporations referred to it as the Corporate Social Responsibility department. One respondent had a foundation specifically for this purpose. These respondents hereby revealed that they afforded corporate social responsibility a high profile, indicating that they factored social considerations into their strategic plans.

Of the remaining respondents, who indicated that they had a separate department coordinating corporate social responsibility, three referred to it as Corporate Commuications and six respondents called it Public

Relations/Affairs. This suggests the possibility that these respondents hoped to gain a public relations spin-off from their social responsibility programmes.

Thirty-eight percent of the respondents utilised personnel, manpower or industrial relations departments for this purpose, which indicates that corporate social responsibility was only one of the functions performed in these departments.

Table 4
Top Management Consulted in Social Responsibility Decision Making

CORPORATE EXECUTIVE	*n*	PERCENTAGE
Managing Director	3	23
Executive Chairman	3	23
Board of Directors	2	15
Senior General Manager	2	15
General Manager : Human Resources	2	15
Deputy Managing Director	1	8

The respondents with a department coordinating corporate social responsibility (62%) had either a director, head or manager in charge. This could lend a greater degree of legitimacy to corporate social responsibility. Table 4 shows the corporate executives to whom these individuals were accountable to. It appears from these findings that the majority of respondents gave corporate social responsibility

sufficient prominence to warrant the concern of top management.

Table 5
Manpower Allocated to the Social Responsibility Function

EMPLOYEES			*n*	PERCENTAGE
1	-	5	5	38
6	-	10	6	46
11	-	15	-	-
16	-	20	-	-
21	-	30	1	8
31	-	50	-	-
50	-	+	1	8

Although the manpower allocated to social responsibility function varied amongst the respondents (Table 5), it appears that the trend is not to allocate too many staff members to this function.

6.2.4. Job titles assumed by Corporate Social Responsibility Personnel

The job titles assigned to corporate social responsibility personnel were primarily that of personnel officer or public relations officer. These job titles imply that corporate social responsibility was not the only function that they

were involved in. Notably, no mention was made of any industrial social workers, therefore corporate social responsibility was not an area to which social workers were assigned in these corporations. It could indicate that very few of these corporations employ social workers.

Other titles included : media liaison officer, marketing director, and external communications manager. Although these job titles differed from respondent to respondent, the general impression is that corporate social responsibility is closely linked with the corporation's public relations. Yet, titles such as manager of quality of life, and manager:projects, leave little doubt that these respondents primarily focus on social responsibility.

6.2.5. Areas of Corporate Social Responsibility

Table 6
Corporate Social Responsibility Activities

AREAS OF CORPORATE SOCIAL RESPONSIBILITY	*n*	PERCENTAGE
In house, eg. employee assistance programmes	19	90
Financial assistance and donations in kind to welfare organizations, eg. Child Welfare	18	86
Donations to the Urban Foundation	17	81
Financial assistance to existing community projects in the community of operation, on an ongoing basis	16	76
Financial assistance to existing community projects in the community at large, on an ongoing basis	15	71
Donations to "good causes", eg. flood relief	15	71
Contribution of staff members time	15	71
Donations to the Small Business Development Corporation	10	48
Corporate managed social responsibility community projects in the area of operation	9	43
Corporate managed social responsibility community projects in the community at large	5	24

Table 6 ranks the areas of corporate social responsibility in which respondent corporations reported involvement. In-house corporate social responsibility, such as employee assistance programmes, was an area in which the respondent corporations were the most involved (90%). This is a reflection that these corporations tended to give prominence to inwardly directed social responsibility programmes.

The greatest percentage of respondents contributed funds towards existing community projects, welfare organizations and funds-channelling organizations. This seems to reflect a trend to support existing structures and bodies in the community rather than creating new projects. It could perhaps be argued that companies should be more creative in establishing new social resources.

The fact that comparitively few of the respondents were involved in implementing and managing projects, creates the impression that they do not regard it as their field of expertise.

The questionnaire made a distinction between community projects in the community of operation and the community at large. However, this did not significantly affect the response. It therefore appears as if there is no particular priority in this regard.

Social investment incurred greater support than economic development did, for example, the promotion of small business development received less support than internal social responsibility and philanthropic activities did. Only 48% of the respondents supported small business development, which is comparatively small percentage. The considerable financial risk that must be taken in promoting entrepreneurial advancement seems to discourage corporations.

6.2.6. Corporate Social Responsibility Issues

Table 7
Corporate Social Responsibility Issues

ISSUES	*n*	PERCENTAGE
Tertiary education (technicons)	19	90
Teacher training programmes (upgrading teaching skills)	19	90
Social services to employees (social work)	17	81
Housing	14	67
Training and advancement of employees	14	67
Tertiary education (university)	10	48
Wildlife	10	48
Community development projects	10	48
Child Welfare	9	43
Primary school education	8	38
Pre-school education	6	29
Sport sponsorship	6	29
Revolving loans to entrepreneurs	5	24
Preventative health programmes	4	19
Small business development	1	16

Considering the predominantly unskilled labour force and the technological needs of the 1990s the majority of respondents demonstrated that they have responded in their own best interests and invested in education, particularly technical

education.

Social services to employees followed closely with 81% of the respondents reportedly offering these services. Housing, training and advancement of employees also captured 67% of the respondents support. The focus of social responsibility programmes appears to be influenced by the interests and needs of the corporation and its immediate employees.

Just under half, 48%, of the respondents were involved in community development projects. The word "development" implies a gradual growth. Community development projects generally benefit the whole community and contribute to the long term goals of the corporation. However, it would appear from Table 7 that the respondents favoured social investments that produced visible results in a short period of time, for example, education, housing and employee assistance programmes.

Small business development and revolving loans to entrepreneurs received less support than most areas of social responsibility. This would indicate that the majority of respondents are unwilling to take risk associated with entrepeneurial development.

6.2.7. Corporate Social Responsibility Personnel Functions

Table 8
Corporate Social Responsibility Personnel Functions

FUNCTIONS	*n*	PERCENTAGE
Make recommendations concerning distribution of corporate funds	16	76
Review proposals	15	71
Evaluate community projects	13	62
Advising on the disbursement of investments	8	38
Plan and implement community projects	8	38
Manage and monitor community projects	7	33

Table 8 indicates what functions the respondents' social responsibility personnel performed in corporate community relations. A large proportion of the respondents' social responsibility personnel assumed functions indicative of the roles of expert (Ross and Lappin, 1967) and consultant (Morris, 1980). For example, 76% of the respondents indicated that the corporate social responsibility personnel were occupied with making recommendations concerning the distribution of corporate funds earmarked for contributions to health, welfare and education. Secondly, advising on the

disbursement of investments so that the community is given economic and social consideration or advantage, although only 38% of the respondents reported involvement in this area, points to the role of consultant.

A function suggestive of the expert role was that of reviewing proposals accompanying requests for financial assistance, which was performed by 71% of the respondents. Sixty-two percent of the respondents' involvement also extended beyond this to include evaluation of community projects.

However, very few of the respondent's involvement extended beyond reviewing project proposals and project evaluation. Only 38% reported that social responsibility personnel were involved in the planning and implementation of community projects. Managing and monitoring of community projects received even less support at 33%. Thus the respondents seem reluctant to get directly involved in community social problem solving. This could be an indication that the respondents were lacking in the skills to perform these tasks or that they did not regard it as their task.

Here, the opportunities for the community-organization trained industrial social worker are twofold, either to coordinate corporate community involvement or to train corporate social responsibility personnel to perform these community organization functions.

6.2.8. Identification of areas for Corporate Community Involvement

Table 9
Means of Identification of Areas for Corporate Community Involvement

MEANS OF IDENTIFICATION	*n*	PERCENTAGE
Community welfare organizations	17	81
Community representatives	15	71
Branch managers	12	57
The corporation itself	8	38
Employees	5	24

The tendency to adopt a decentralised approach in identifying areas for corporate community involvement emerged in two respects in this survey. Firstly, in terms of involving the general community, the majority of respondents reported that they relied on community welfare organizations and/or representatives to approach the corporation with a need. Secondly, in terms of the functional community (the corporation), 67% of the respondents were in favour of branch managers making suggestions of areas for community involvement. Of this 67%, 29% of the respondents indicated that the corporation offered training with regard to social responsibility. This training reportedly took the form of conferences, courses, workshops or seminars. This reflects a responsible and professional approach.

The trend toward decentralisation is indicative of a proactive approach to corporate community relations. The respondents were paying attention to needs at a local level, establishing positive links with the local community. This also projects a positive image to the community and gives the corporate social responsibility function a high profile in the corporation. The trend toward decentralisation counteracts the paternalistic approach of the past, where descision making was mostly centralised.

Only 38% of the respondents' social responsibility personnel were involved in determining areas for corporate community involvement. It is possible that areas had already been identified, or that head office decided on the areas to be supported. This creates an opportunity for the industrial social workers to act as consultants.

Although branch managers were utilized in the functional community to make suggestions regarding areas for community involvement, employees, also members of the functional community, were seldom involved. Only 24% consulted their employees in an attempt to identify areas for corporate community involvement. This reveals that the respondents either doubted the contribution employees could make or this is an indication of a particular management approach adopted by the respondents.

6.2.9. Needs assessment tools

Table 10
Needs Assessment Tools

NEEDS ASSESSMENT TOOLS	*n*	PERCENTAGE
Key informants interviewed	15	71
Social indicators, eg. government census data	11	52
Surveys	9	43
Interview other service providers	9	43
Community meetings	9	43

Table 10 reflects to what extent the community was involved in shaping corporate community involvement. Generally it appears that the respondents did consult the community. Most respondents (71%) relied on key informants in the community to assist them in assessing the extent of the need/problem. Following this, 52% of the respondents used social data, such as demographic information and census data, in determining the extent of the social problem or need.

Needs assessment tools such as surveys, interviewing other service providers and organising community meetings all received a positive response of 43%. It would therefore appear that the respondents regard knowledge of the community as important.

6.2.10. Selection criteria

Table 11
Selection Criteria for Community Projects

SELECTION CRITERIA	*n*	PERCENTAGE
Favoured social issue	18	86
Community support	16	76
The community involvement	16	76
Proposal submitted	16	76
The cost of the project	12	57
Community representatives will manage the project	11	52
The project will benefit a number of individuals	9	43
Good publicity venture	5	24

It appears that the majority (86%) of respondents had a favoured social issue to which they were most likely to contribute funds.

Community support for, and involvement in the proposed community project(s) was also considered important by the majority of respondents. Furthermore, 76% of the respondents preferred a community project proposal being drawn up by those requesting assistance. Thus reemphasizing that the onus was on the community to approach the respondents for assistance.

However, less emphasis (52%) was placed on the community representatives or community welfare organization managing the project themselves. Whether or not the project would benefit a number of individuals was considered by 43% of the respondents to be a determining factor.

A further determinant in the selection of community projects was the cost of the project, with 57% of the respondents considered this a deciding factor.

The public relations value of community projects was not considered important by many, only 5% of the respondents considered this factor in selecting community projects. This questions earlier findings, where corporate social responsibility was performed by personnel officers and/or in the public relations department of the corporation, which could suggest the use of corporate social responsibility as a marketing tool.

6.2.11. Decision Making Process

The route along which a welfare organization or community project's request for assistance travelled in the corporate hierarchy of authority, varied from respondent to respondent. However, three categories were discernable :

1. Decentralised

Decentralised decision making characterises corporations in this category. Here requests were handled by a branch or regional manager. Thereafter, the requests that had met with approval were assessed by the department concerned with social responsibility. The final go-ahead was given by either the group managing director, board of directors or the head office committee.

2. Social Responsibility Department

In this category the request went directly to the department dealing with social responsibility issues. Here requests were assessed and approval granted or denied. From here approved requests went directly to senior top management for endorsement. At this level it was dealt with by one of the following executives : Managing Director, the Chief Executive Officer, General Manager. Or the request went to various boards or committees : Board of Trustees, Management Committee or Community Development Committee.

3. Directly to Top Management

In some cases the respondents reported that approval for a request for assistance was obtained from one source. These included : the Director, Director of Communication, Appeals Committee, or the Group Administration Director.

In all three categories the requests eventually received top management's attention, which undoubtedly lent corporate social responsibility greater legitimacy in the overall functioning of the corporation.

6.3. DATA OBTAINED FROM THE INDUSTRIAL SOCIAL WORK

6.3.1. Sample Profile

The survey of industrial social workers registered a 44% response rate. The majority of respondents were employed by South African owned corporations (86%), while 5% were employed by foreign owned corporations and 9% worked for corporations which were jointly owned by South African and foreign corporations. There was too small a number of foreign owned corporations to determine whether it made any difference in the findings.

Table 12
Type of business respondents are involved in

TYPE OF BUSINESS	*n*	PERCENTAGE
Agriculture, forestry or related activities.	-	-
Mining or quarrying.	5	23
Manufacturing of chemical, mineral, rubber or metal and allied products.	7	32
Manufacturing of other goods.	2	9
Construction or engineering.	2	9
Wholesale or retail trade.	-	-
Finance.	-	-
Transport, storage, communication.	-	-
Other business for profit	5	23
Other non-profit business	1	5

The majority of industrial social workers in the sample belonged to the mining and manufacturing sectors. These sectors typically employ large numbers of workers as evidenced below in Table 13.

Table 13
Number of Employees

NUMBER OF EMPLOYEES			*n*	PERCENTAGE
0	-	99	-	-
100	-	299	1	5
300	-	499	2	9
500	-	999	3	14
1000	-	4999	4	18
5000	-	9999	5	23
10 000	-	+	7	32

Table 13 shows that a large proportion of the corporations, for which the respondents worked, employees numbered over 10 000. This would in all likelihood increase the need for these corporations to project a socially responsible image to its workforce and the outside community.

6.3.2. Department of Employment

Table 14
Department in which Respondents were Employment

DEPARTMENT	*n*	PERCENTAGE
Personnel	6	27
Industrial Social Work	4	18
Human Resources	3	14
Personnel : Social Work Section	2	9
Employee Assistance Resources	2	9
Medical Department	2	9
Manpower : Employee Wellbeing	2	9
Industrial Relations	1	5

As shown in Table 14, the majority of respondents were employed in departments such as Personnel, Human Resources and Manpower. However, these departments have functions related to social work and deal with "people" issues. Furthermore, a distinction was made between the industrial social work function and other personnel functions, in the departments where there were separate sections.

However, the respondents' placement in these departments could result in their role being defined by other professionals, thus blurring the image of the profession.

Thus it appears that the majority of respondents were absorbed into other departments. A comparitively low percentage (18%) of the corporations which employed the respondents, had a separate social work unit. An interesting question would be whether social workers were involved in corporate community relations because of their skills, or because they were employed in departments associated with corporate social responsibility.

Yet, despite the absence of an Industrial Social Work department, the majority of respondents maintained their professional identity as industrial social workers. Job titles assumed by the respondents outlined Table 15 verifies this.

6.3.3. Job Title Assumed by the Respondents

Table 15
Job Titles of Respondents

JOB TITLE	*n*	PERCENTAGE
Employee Assistance Programme Coordinator	7	32
Industrial Social Worker	6	27
Personnel Officer : Social Services	4	18
Employee Wellbeing Officer	4	18
Manager : Projects	1	5

The job titles assumed by respondents pointed towards a focus on internal corporate social responsibility programmes. Only one respondent was clearly involved in community relations, which suggests that these respondents still identified strongly with micro level intervention strategies.

6.3.4. Qualifications of the Respondents

Table 16
Qualifications of Respondents

QUALIFICATION	*n*	PERCENTAGE
Bachelor of Arts (Social Work)	7	32
Social Work Diploma	5	23
Master of Social Science (Social Work)	4	18
Bachelor of Social Science (Social Work)	3	14
Bachelor of Social Science (Social Work) Honours	3	14

The extent of the respondents' qualifications is reflected in Table 16. The highest percentage, 32%, was recorded by respondents with a Bachelor of Arts (Social Work). In terms of the response it appears that the majority of respondents' had not had the opportunity to specialise, as post-graduate qualifications usually point to the opportunity for specialization in a particular field.

Only two respondents reported that they had an Honours degree in industrial social work, and one had a Masters degree in industrial social work. There were no indications that their responses varied significantly from that of other social workers.

As the majority of the respondents had Social Work degrees it would therefore seem that the generic training received in the initial social work degree is **acceptable** for industrial social work practice. However, it still remains to be established whether these qualifications **adequately equipped** the industrial social worker to respond to, and meet the demands of the corporation's social responsibility programmes.

6.3.5. Community issues

Table 17
Community Issues in which the Respondents were involved

COMMUNITY ISSUES	*n*	PERCENTAGE
Education	17	77
Housing	16	73
Social Welfare	13	59
Community Development	10	45
Tertiary Education	9	41
Hospitals and medical facilities	7	32
Small business development	6	27
Conservation	3	14
Agriculture	2	9
Historical preservation	1	5

The majority of respondents in this sample, as well as the respondents in the first sample, stated they were involved in education, housing and provided social welfare services to employees. These areas concur with current trends in corporate social responsibility programming (Du Plessis, 1987). Education, housing and social welfare services are key elements in the effort to improve the quality of life in the community and ensure a healthier workforce.

Community development received a relatively low response in the first sample. In the second sample community development was comparatively well supported by the respondents. This suggests that the industrial social worker could have had an influence on the corporation's social responsibility programming. A focus on community development is indicative of a proactive approach.

In this sample the respondents involvement was concentrated on a few areas, while the respondents in the first sample were involved in a wider array of social responsibility areas. This could raise questions about quality of involvement. The next section reveals to what extent the respondents in the second sample were involved in the community.

6.3.6. Community Relations Activities

Table 18
Community Relations Activities

COMMUNITY RELATIONS ACTIVITIES	*n*	PERCENTAGE
Loaning personnel to community welfare organizations and/or projects	18	82
Financial assistance and donations in kind to welfare organizations	13	59
Financial assistance to existing community projects in the community of operation, on an ongoing basis	11	50
Assist in the development of self-help projects	10	45
Financial assistance to existing community projects in the community at large, on an ongoing basis	10	45
Corporate managed community projects, in the community of operation	8	36
Corporate managed projects, in the community at large	7	32
Donations to the Small Business Development Corporation	3	14
Donations to the Urban Foundation	1	5

Philanthropic activities attracted the vast majority of the respondents support. Respondents in both samples were hesitant to commit themselves beyond this level, the first sample more so than the second sample.

The respondents' in the second sample's greater emphasis on community development was borne out in the extent to which these respondents' corporations were involved in the community. Community relations programmes were characterised by an active involvement in the community. Firstly, there was greater interaction with the community, as the largest percentage of respondents indicated that corporate personnel gave advice and expertise to community welfare organizations and/or projects. Secondly, comparatively more respondents reported that they managed (i.e. involved in the day-to-day running of the project) community projects in the community of operation. Thirdly, these respondents supported self-help projects.

The respondents in the second sample relied less on funds-channelling organizations, however, a large proportion rendered financial assistance to existing community welfare organizations and/or projects.

The loaning of personnel to give advice and expertise to community welfare organizations, mentioned earlier, raises questions about the training and orientation of these individuals. This could provide opportunities for industrial

social work involvement, particularly to familiarise these individuals with the needs of the community. Additional community relations functions in which these respondents were engaged, will be presented in the ensuing section.

6.3.7. Functions Performed by the Industrial Social Worker

Table 19
Functions Performed by the Industrial Social Worker

FUNCTIONS	*n*	PERCENTAGE
Building awareness within the company on social issues	13	59
Making recommendations concerning distribution of corporate funds	12	55
Meeting with local government officials and decision making bodies to plan for community growth	11	50
Creating advisory, planning and service groups within the community	11	50
Conducting needs assessments	10	45
Review project proposals	7	32
Collect demographic data on the community	6	27
Planning and designing community projects	6	27
Evaluate and submit reports to the Managing Director, or board of directors re. community project(s) progress	6	27
Monitor the community project(s)	4	18
Manage the community project(s)	3	14

Table 20
Number of Corporate Community Relations Functions Performed by a Single Respondent

FUNCTIONS	*n*	PERCENTAGE
0 - 2	10	45
3 - 5	6	27
6 - 8	4	18
9 - 12	2	9

None of the functions outlined in Table 19 secured more than 60% of the respondents' involvement. This raises questions about the respondents' fulfiling their professional obligations as social workers. The narrow focus of micro-level intervention strategies is no longer viewed as acceptable. Multi-level (i.e. individual, organizational and community) intervention strategies are now considered essential in Industrial Social Work practice (Frank and Streeter, 1985).

The respondents indicated that they are broadening their focus to include macro level functions. Although, this seems to be in the early stages of development as the majority (45%) of respondents reported that they performed up to two functions. Only 9% of the respondents reportedly were involved in the majority (9-12) of the functions listed in Table 19. This is a poor reflection of the potential role social workers can fulfil. At worst, it could also suggest

that these industrial social workers are neglecting to fulfil their professional role.

The conscious-raising function of building awareness within the company on social issues of local or national concern, recorded the largest proportion of the respondents' involvement. This function could be associated with the loaning of personnel to community welfare organizations and/or projects. Here the industrial social worker could play an important role in orientating and familiarising corporate personnel to enable them to contribute to community growth and development.

Closely linked to the emphasis on philanthropic activities, a large proportion of the respondents made recommendations concerning the distribution of corporate funds earmarked as contributions to community health, education and welfare. This suggests that the respondents fulfilled functions associated with the roles of consultant (Morris, 1980) and expert (Ross and Lappin, 1969).

In line with the focus on community development, half (50%) of the respondents liaised with government officials and decision making bodies to plan for community growth. The respondents therefore adhered to a basic community development principle of involving the community in the planning process. There by ensuring greater commitment and acceptance of the corporate community project(s). This

signifies a move away from the paternalistic approach adopted by corporations in the past. The industrial social worker's influence could account for this.

A further 50% of the respondents declared that they were involved in the creation of advisory, planning and service groups within the community. In this manner the respondents facilitated the development of support and self-help groups in the community, thereby promoting community growth and development using the community's "inner resources".

A relatively large percentage of the respondents, 45%, conducted needs assessments to determine the needs of the geographic community and its expectations of the corporation in addressing these needs or social problems. Yet, on the other hand only 27% of respondents confirmed that they collected demographic data to establish the impact of these social problems on employee productivity and turnover rates of the work community. One assumes that this would be considered equally important information in the quest to determine areas for corporate community relations projects. This could suggest an inadequate focus on the needs of the work community.

A greater percentage of the respondents reviewed community proposals accompanying requests for financial assistance (32%), as opposed to planning and designing the community project themselves (27%). The same percentage of respondents

were involved in following up the progress of the project and regularly evaluating it with the intention of submitting a progress report to senior top management. Less of the respondents (18%) monitored the progress of community projects. From this it appears that follow-up and maintaining projects is not considered as important as reviewing proposals. This gives one the impression that the giving of assistance is given preference over the corporation implementing a project itself.

Remarkably few of the respondents (14%), yet comparatively more than the respondents in the first sample, managed the community projects which they had established or contributed funds to. It appears that the managing or the day-to-day running of the project became the community's responsibility.

It would appear after surveying the respondents' role in corporate community relations, that the majority overlooked the opportunity to use their community organization skills to the advantage of both the community and the corporation.

6.3.8. Additional Individuals/Departments involved in Corporate Community Relations

From the data obtained it appears that community relations was considered to be a corporate function demanding a multidisciplinary approach. Respondents were assisted by different and in some cases more than one department and/or

different and in some cases more than one department and/or individual. This indicates that the respondents were adopting a "generalist" approach, whereby specialised tasks were handed over to specialists.

Respondents reported that corporate community relations teams comprised of senior management, such as directors and personnel managers. As well as, departments such as, industrial relations, personnel, manpower and human resources were frequently identified by the respondents as be involved in corporate community relations. Specialised departments, such as education and training were also involved in the implementation of community relations projects.

One respondent reported that an outside consultant was utilized for the purposes of community relations. This may reflect that the corporation was sceptical about the industrial social worker's competence to fulfil this role, or ignorance of the role of the industrial social worker could account for this.

6.3.9. Participants in the Process of Planning and Setting Priorities for Corporate Community Involvement

Figure 1
Parties involved in the of Setting Priorities and Planning for Corporate Community Relations

	FREQUENCY					
	Always		Sometimes		Never	
	n	%	*n*	%	*n*	%
Management	16	73	6	27	-	-
Industrial Social Work Department	7	32	15	68	-	-
Employees	4	18	12	55	6	27
Community Representatives	8	36	9	41	5	23
Trade Union Officials	6	27	10	45	6	27

Here respondents were asked to rate at what frequency management, the industrial social work department, employees, community representatives, and trade union officials were involved in the planning and setting priorities for corporate community relations.

The extent to which the respondents involved the above-mentioned parties in corporate community relations is depicted in Figure 1. It is evident that management was the party most frequently involved in corporate community relations, this was confirmed by 73% of the respondents. This provides the industrial social worker with the opportunity to act as a consultant to top management and

thereby influence policies toward this aspect of corporate functioning.

The frequency at which the industrial social work department was involved varied. Only 32% of the respondents noted that this department was consistently involved. The remaining 68% of the respondents reported that the industrial social work department was sometimes involved. This confirms the low frequencies recorded by the respondents in Table 19 indicating which corporate community relations functions they performed.

Comparatively few respondents reported involvement of employees in this level of corporate community relations. The fear that their involvement could result in a greater visibility of the corporation's community relations programme, thereby attracting critism from employees, may account for this. It may also be possible that this is the result of a particular management philosophy.

There are arguments for and against a prominent community relations profile. Trade unions on the other hand place the corporation under a lot of pressure to operate on a more socially responsible basis. Not surprisingly, a greater number of respondents reported that they consulted trade unions during the process of setting priorities and planning for community development.

A comparatively large proportion (36%) of the respondents reported that community representatives were always consulted in regard to setting priorities and planning community projects, while 41% said they sometimes consulted community representatives. In terms of community development, this is a reflection of proactive involvement, because it represents an effort to respond to the real needs of the community.

6.3.10. Identification of Areas for Corporate Community Involvement

Table 21
How community projects are identified by the corporation

MEANS OF IDENTIFICATION	*n*	PERCENTAGE
Community representatives	15	68
Community welfare organizations	15	68
Employees	7	32
Industrial social worker	6	27
Branch managers	6	27
Trade Unions	2	9

Table 21 indicates how areas for corporate community involvement were identified. Some of the respondents' corporations relied on more than one source. Twenty-seven percent of the respondents, i.e. industrial social workers, personally undertook the task of identifying areas for corporate community involvement. Similarly, the respondents

in the first sample seldom indicated that the corporation was involved in identifying areas for community involvement.

A relatively low percentage (27%) of the respondents (i.e. industrial social workers) reported involvement in identifying areas for corporate community involvement. This role provides the respondents with the chance to ensure constructive community involvement. The low percentage of respondents involved in this function indicates that they were under utilised to a great extent. This raises questions about the role definition of the industrial social worker in the corporations employing the respondents.

Considerable reliance was placed on community representatives and community welfare organizations to submit areas for corporate community involvement. Sixty-eight percent of the respondents reported that they relied upon community organizations and representatives in determining areas for corporate community involvement.

A fair proportion, 32%, of the respondents encouraged employees to suggest areas for corporate community involvement. However, trade unions were seldom consulted in determining the corporations community relations programme. Only 9% of the respondents reported that they involved trade unions. This could indicate suspicion and lack of trust in the corporations' relationship with trade unions. This is perhaps an indication of the adverserial relationship between

industry and trade unions, especially in contemporary South Africa.

In the questionnaire mailed to corporations, 57% of the respondents reported that branch managers suggested areas for corporate community involvement. In comparison, corporations employing the industrial social workers to whom questionnaires were sent, only 27% relied upon their branch managers to submit suggestions for community involvement. This indicates that community relations was centralised in the corporations employing the respondents. It would account for the respondents' corporations involvement in narrower array of community projects, as in a centralised approach the resources would usually be concentrated on a limited number of projects and restricted to direct communities of operation.

6.3.10. Needs Assessment Tools

Table 22
Means of Assessing the Extent of Community Need

ASSESSMENT TOOL	*n*	PERCENTAGE
Key informant interviews	11	50
Community meetings	9	41
Interview other service providers in the community	9	41
Surveys	7	32
Social indicators, eg. demographic information, government census data	4	18

Table 22 reveals to what extent the respondents consulted the community in assessing a need/problem, and consequently how committed they were in determining felt needs. Greater community involvement in this phase of corporate community relations also reflects to what extent the community shaped corporate community relations.

The data indicates that the respondents used more than one method in compiling a needs assessment. Half the respondents (50%) reported that key informants were interviewed. A further 41% relied on community meetings/forums as a way of determining the extent of the need(s). Another 41% interviewed other service provider in the community. These figures imply that corporations used more than one method of

needs assessment.

Surveys were utilised by 32% of the respondents to assess community needs and/or social problems. Existing data in the form of social indicators, such as demographic information and government census data was employed in the task of assessing the extent of the need.

6.3.11. Selection Criteria

Table 23
Criteria Determining the Selection of Community Projects

SELECTION CRITERIA	*n*	PERCENTAGE
A social issue the corporation prefers to become involved in, eg. education	14	64
The cost of the community project is within the Social Responsibility budget	11	50
Long-term spin-off for the community	10	45
A proposal has been drawn up by those requesting assistance	10	45
The project will eventually become self-funding	8	36
The project will benefit a number of individuals	7	32
It will be a good publicity venture for the corporation	7	32
The project has the support of the community	6	27
The community is/will be involved	6	27
Community representatives will manage the community project	4	18

Table 23 ranks the criteria influencing the selection of areas for corporate community involvement. Sixty-four percent of the respondents stated that a favoured social

issue was given preference in the selection of community projects. The cost of the community project was considered a determinant by 50% of the respondents.

The criteria that the respondents in the second sample, utilised in selecting community projects was distressing. The industrial social workers in the sample over identification with business principles was also reflected in the responses. It emerged from the findings that the needs of the corporation were paramount. For example, the publicity value of the project attracted greater response than whether the community supported the project.

6.4. CONCLUSION

The respondents of these two samples did not exhibit significant differences in their approaches to corporate community relations. In some instances the respondents in the sample of corporations revealed a more comprehensive approach to this corporate function. For example, in terms of community development, efforts were made to involve the community in identifying needs and areas for corporate community involvement. The community's support for the final decision taken was also considered important. Furthermore, greater emphasis was placed on the community support for, and/or involvement in a project (Table 11 and Table 23).

The majority of industrial social workers responding to the

questionnaire did not demonstrate significant involvement in this function. Sporadic would describe the extent of their involvement, considering the number of corporate community relations functions they performed (Table 20).

However, the functions that the greatest number of respondents reported involvement in, revealed that they assumed the roles of consultant and expert.

It can be deduced from the findings that industrial social workers have made a limited contribution to corporate community relations. Furthermore, it appears that they have little confidence in advocating for the needs of the community but are largely influenced by the agenda of the corporation. The role of the industrial social worker in corporate community relations is in the early stages of development.

Evidence of opportunities for the industrial social work profession to exercise its community organization skills, was reflected in the findings of the survey of corporations. These respondents exhibited a comprehensive approach to corporate community relations.

CHAPTER 7

DISCUSSION OF FINDINGS

Corporations appear to be leaning toward wider corporate social responsibility. This is largely due to business and industry's realization that a company should not only benefit shareholders, customers and employees, but also those who belong to the outside community.

The corporation as a leading citizen in the community is under increasing pressure to fulfil its social obligations and conduct its business in a responsible manner (Du Plessis, 1987). There are indications that business and industry are responding, as evidenced by the empirical findings in this study.

7.1. FACTORS REFLECTING THE RESPONDENTS EXTERNAL CORPORATE SOCIAL RESPONSIBILITY POLICY

The respondents' corporate social responsibility policy was characterised by the following factors : a prescribed fiscal formula determining the social responsibility budget; involvement of various kinds of social responsibility personnel; and a centralised or decentralised approach to corporate social responsibility.

7.1.1.1 Fiscal formula determining the social responsibility budget

The manner in which resources were allocated to the respondents social responsibility programmes could be indicative of the extent to which the respondents fulfilled their obligations as citizens of the community. A fiscal formula implies that a certain percentage profit is channelled into community projects. Those respondents who indicated that they had a fiscal formula gave the impression of a consistent, well organized approach to social responsibility. On the whole, this suggests that these respondents recognised that their business strategy could not be built solely on economic considerations.

Those respondents reporting an absence of a fiscal formula and allocating resources on an ad hoc basis could imply that they had a different approach to social responsibility. This suggests further that these respondents did not have a tightly defined corporate social responsibility programme.

There are advantages of having an established fiscal formula determining the budget for corporate social responsibility : it provides a framework within which to structure corporate community involvement; it increases the likelihood of a proactive, as opposed to a reactive response to community problem solving; a standard procedure guides the allocation of funds in a manner consistent with the corporate social

responsibility philosophy; the corporation is able to maintain its present efforts and build on to the community projects it has already undertaken; expenditure on social investments are more easily justified in terms of their potential contribution toward the long term goals of the corporation.

7.1.2. Corporate Social Responsibility Personnel

The largest number of respondents in the first sample had a department coordinating the social responsibility function. This suggests that corporate social responsibility received a high profile in the operation of the corporation. It is also an indication that the respondents considered social responsibility a specialised function, necessitating a separate department and personnel. Furthermore, this gives the social responsibility staff the opportunity to refine their social responsibility skills.

However, respondents also indicated that corporate social responsibility was dealt with in departments such as Public Relations/Affairs, Personnel or Corporate Communications. This suggests that it was only one of the functions performed by these departments. This could also mean that corporate social responsibility was effectively dealt with by existing staff and was in line with the goals of these various departments. Alternatively, it could have a detrimental effect in terms of the resources, manpower and time allocated

to this function by the respondents.

Most of the industrial social workers in the second sample were employed in the Personnel and Human Resources divisions of their corporation. In these departments they assumed such job titles as employee well-being officer or employee assistance coordinator. Community relations could possibly then be only one of the tasks performed by the industrial social worker employed in these departments. Social responsibility programmes are either outwardly directed, such as community projects, or inwardly directed which means the programmes are focused on employees and the organization itself (Feinstein and Brown, 1982:103). Outwardly directed programmes are characteristic of the community relations function.

Expansion into the outside community to meet the needs of the client (employee) could give rise to greater insight into the potential for external social responsibility programmes. This could then point to an expanded clinical perspective, advocated by Balgopal (1989). According to Balgopal (1989:437) the expanded clinical perspective of occupational social work is based on an ecological and eclectic orientation. He argues that to treat clients' environments in more tangible ways, social work skills should be used more innovatively, and newer skills developed.

The industrial social workers' involvement in community

relations from both an outward or inward perspective could be indicative of multi-level industrial social work practice, described by Frank and Streeter (1985). Here the industrial social worker intervenes on the individual, organizational and community levels. At the community level the problem is defined as a community problem which has impact, either directly or indirectly on the corporation. Here the role of the industrial social worker is to help bring about changes which are beneficial to both the corporation and the community. This may also imply organizational intervention as the social worker may act as a consultant as far as policies are concerned.

The industrial social workers' involvement in community relations from either perspective, i.e. the general community or the functional community, could confirm the development of their role beyond the narrow clinical perspective. It could suggest that they have progressed to the later stages of industrial social work development, described by Ozawa (1980) and Googins and Godfrey (1987).

Industrial social workers trained in community organization practice are able to make a valuable contribution to community relations programmes (Burke,1988). However, the respondents involvement has been limited, with the majority of social work respondents reporting that they were involved in not more than two of the community relations functions listed. The functions that the greatest number of

respondents reported involvement in were, building awareness within the company on issues of local and national concern, and making recommendations concerning distribution of corporate funds.

Industrial social workers are traditionally associated with direct service programmes. It appears that it is from this platform that the respondents are beginning to broaden their roles. Involvement in the community relations function could initially occur by providing services to their employees in the community. In this regard Rothman (1982:189) states that: "the general community becomes the target for obtaining resources and for providing services to it by the corporation." Provision of such services while enhancing the social functioning of employees, also improves the outside receptivity toward the corporation.

Thus it appears as though expansion into the community relations function is being achieved through an evolutionary process. Akabas and Kurzman (1981:55) predict that labour leaders impressed by the industrial social workers involvement at the micro level of intervention, will call upon the industrial social worker to assume tasks at organizational and community levels.

7.1.3. Centralised or Decentralised Approach to Corporate Social Responsibility

The status of people endorsing major decisions on social responsibility programmes discloses the corporation's attitude and philosophy towards social responsibility. Without exception the respondents' social responsibility programmes received the attention of senior management, lending the social responsibility function legitimacy.

Decisions regarding social responsibility were made at a number of levels. Both centralised and decentralised approaches to community relations were evident in the research findings. Respondents in some instances encouraged branch managers to assume responsibility for identifying areas for community involvement. Skeel (1990) noted that branch managers are close to the immediate needs and have a strong incentive of self-interest in their area's well-being. The corporation hereby establishes positive links with the local community. This also reflects the involvement of the entire corporation in the corporate social responsibility effort.

On the other hand decisions that were made by one source, which in most cases was senior management, reflected a centralised approach to social responsibility. In which case resources could then be concentrated on a limited amount of projects.

7.2. THE FOCUS OF THE RESPONDENTS SOCIAL RESPONSIBILITY PROGRAMMES

Outwardly directed social responsibility programmes either lead to change or maintain the status quo. Ross and Lappin (1969) identified three different approaches to community relations : public relations, community services and community participation. The first two approaches tend to maintain the status quo, as support is limited to a short period and the sponsor expects visible and immediate results. The contribution to social change in the long term is therefore accorded less priority. However, in the community participation approach, corporate social responsibility programmes endeavour to create new resources and empower the community in order to bring about social change.

In terms of the findings, the respondents programmes can be described as either belonging to the public relations or community service approaches. Involvement seldom extended beyond short term social investment. The second largest number of respondents supported community welfare organizations and projects financially. This points to an increasing awareness by the respondents of the needs of the community, and an expansion of their social responsibility programmes to include the needs of the outside community. The public relations and community services approaches that have tended to dominate may then reflect the early stages of corporate social responsibility development, where corporations are typically involved in philanthropic activities.

Donations on an ongoing basis could mean that the respondents' employees were also benefitting from this service. By maintaining a service in the community the respondents could enhance the social functioning of their employees as well as contribute to the well being of the community in general. Furthermore a large percentage of the respondents reported that they loaned personnel to community welfare organizations and projects. Thus the respondents combined financial "giving" with the personal involvement of employee expertise in addressing social needs and community concerns. This could establish a base for a formal contract with community welfare agencies to render services to the workforce.

Direct corporate community involvement indicative of the community participation approach, was rarely reported by the respondents. The long term commitment social change will demand, has apparently not been readily accepted by the majority of respondents, who arguably may be fighting for economic survival, in the midst of the social deterioration of the community.

Philanthropic activities where the respondents could be assured of immediate results and which at the same time served to enhance the image of the company predominated in the findings. This could be accounted for by the respondents' hesitancy to commit themselves to the considerable outlay in time and resources that community participation would demand.

Corporations can use and are using corporate community involvement as major marketing tool. However, this is where the industrial social worker could play a vital role. Brilliant and Rice (1988) believe the industrial social worker can influence the constructive corporate involvement.

The public relations and community services approaches that dominated the respondents' community relations programmes could suggest that the respondents' skills were confined to making recommendations and evaluating proposals to determine who to support. It would appear from the small number of respondents who implemented and managed community projects that in general corporate social responsibility personnel either did not have the knowledge and expertise to do so, or that philanthropic activities fulfilled the goals of their social responsibility programmes. The considerable reliance on community welfare organizations and existing projects to implement corporate resources could also mean, according to Lodge and Glass (1982:64), that the respondents were establishing links with sources that had already achieved acceptable levels of credibility and demonstrated their competence.

Enlightened self interest was clearly operating in the majority of the respondents corporate social responsibility programmes. This is reflected in the type of activities the respondents indicated that they were involved in. Support of issues such as education can be viewed in the light of the

need for skilled labour; housing which would improve the quality of life experienced by their employees; and social services which would enhance the social functioning of the individual employees. Thus the issues that received the most attention were those issues which had a direct impact on the corporation.

Support of existing social welfare infrastructure implies a cooperative and holistic approach to community relations, emphasized by Lodge and Glass (1982). The respondents, particularly in the first sample, attacked social problems in a wide arc. The respondents were involved in a broad range of activities, such as education, housing and social services.

Change is more likely to be permanent and irreversible if several groups cooperate. The extent that the respondents involved the community ensured this to a large extent. The respondents support of welfare organizations and funds-channelling organizations is further indicative of a cooperative and holistic approach. Interaction with the social welfare structure already in the community, reduces the chances of duplication, while providing the corporation with the necessary authority to implement corporate community relations programmes.

7.3. FUNCTIONS OF CORPORATE COMMUNITY RELATIONS PERSONNEL

The functions performed and the roles assumed by the respondents in the above-mentioned activities varied in each sample, and between each sample.

In the first sample the majority of respondents made recommendations concerning the distribution of corporate funds. This is an indication that the corporate social responsibility personnel were involved at the policy making level. This could provide social responsibility professionals with the opportunity to advocate for the needs of the community. In order to ensure constructive corporate community involvement the corporate social responsibility personnel would need to have expert knowledge of complex social-economic issues (Feinstein and Brown, 1982:101).

The industrial social worker has knowledge of the community organization process upon which to base recommendations regarding the focus of social responsiblity programmes. Although the respondents in the first sample did not employ industrial social workers to perform this function, the second largest number of respondents in the second sample reported that they did perform this function. Therefore industrial social workers expertise in this sphere has been acknowledged to some extent. Although the respondents in the first sample, it appears, had confidence in their corporate social responsibility professionals' ability to contribute at this level, it could provide greater scope for industrial social workers in which demonstrate their skill.

The second largest number of respondents in the first sample reported that they evaluated requests and programmes for philanthropic grants. In the second sample comparatively few respondents reported involvement in this area. This could mean that these industrial social workers relied less on proposals to determine where to allocate philanthropic grants, while the respondents in the first sample primarily used this method.

Human relations professionals, according to Feinstein and Brown (1982:101) will need the following skills to enable them to evaluate requests and programmes for philanthropic grants : knowledge of complex social issues, knowledge of funding and complimentary service resources, knowledge of programme design and knowledge of techniques and methods of effective service delivery. This points to the corporate social responsiblity professional assuming the role of expert. The industrial social worker's knowledge and training in the community organization process would provide them with skills and expertise enabling them to fulfil this function. (Ross and Lappin, 1967:221, Burke, 1988:319).

A comparatively large number of the respondents in the first sample evaluated projects. Viewed in a problem solving perspective, evaluation is a vital component of community organization. Thus by adhering to the stages in the problem solving process, there would be a greater likelihood of these respondents making an effective contribution to the community

organization process. This could also increase the interaction between the community and the corporation, and thereby enhance the image of corporation as a concerned "citizen" of the community.

The respondents in both samples reported comparatively limited involvement in corporate community relations functions that primarily focused on the community i.e. advising on the disbursement of investments and the planning and implementation, as well as the managing of community projects. This level of involvement would most likely demand liaisons and mediation with the community and could therefore require the ability to perform, according to Feinstein and Brown (1982:101), the following skills: conducting needs assessments, planning and designing systems and programmes to address complex social problems, communicating with and eliciting community support, mediation, organizing coalitions, clarifying and developing goals and objectives, identifying and mobilizing resources. The corporate social responsibility personnel limited involvement in the above-mentioned functions could imply that they lacked the skill and expertise to become involved at this level of community organization. Alternatively, the goals of the social responsibility programmes could have been achieved by means of philanthropic grants, in which, as it has been already noted, a large number of the respondents reported involvement.

The majority of respondents in the second sample, were involved in interpreting the effect of social issues on the corporation. This would most likely include the identification, analysis of public and governmental policies which have a bearing upon the workplace. Here the industrial social worker could use his/her knowledge of the community organization process and understanding of social welfare, housing, community development, health, recreation and other community organizations (Burke, 1988:325).

Comparatively less of the respondents in the second sample were involved in evaluating requests and programmes for philanthropic grants. This could be due to their interaction with the community in the initial stages of planning and setting priorities for corporate community relations programmes. A relatively large percentage of the respondents in the second sample met with local government officials and decision making bodies to plan for community growth. Furthermore, a large percentage of the respondents conducted needs assessments to determine, firstly, the needs of the community, and secondly, their expectations of the corporation in meeting these needs. Thus it would appear that the respondents in the second sample selected areas for corporate community involvement during this stage and relied less upon programme proposals which accompanied requests for assistance.

The respondents in the second sample's focus on interaction

with the community in the effort to determine which social issues to address, simultaneously serves to strengthen the relationship between the corporation and the community. During his/her interaction with the community the industrial social worker assumes the role characteristic of enabler. Rothman and Tropman (1987:3) describe the role of enabler as helping people to express their discontents, nourishing good relationships and emphasizing common objectives.

A comparatively large number of respondents reported creating advisory, planning and service groups in the community. This function could also be indicative of the role of enabler, as in this manner these industrial social workers act as "catalytic agents", catalyzing citizen awareness and community action.

Planning and designing projects received a greater response by the respondents in the second sample than the implementation and the managing of projects. This could mean, judging from their interaction with the community that they planned projects in consultation with the community, but expected the community itself to implement and manage the project.

In effect the respondents in the second sample primarily assumed the roles of expert and consultant where they were able to provide the corporation with data and advice on community issues and problems. Furthermore, these

respondents also assumed the role of enabler in assisting the community to identify its needs and facilitating the development of a good relationship between the corporation and community in addressing these social issues. It would thus appear that the corproations employing the respondents in the second sample, had to a great extent utilized the industrial social worker's skills and expertise in the implementation of their community relations programmes.

The corporate social responsiblity personnel in the first sample acted as consultants and experts in order to ensure constructive corporate community involvement in the administration of philanthropic grants.

7.4. PARTICIPANTS IN THE PROCESS OF PLANNING AND SETTING PRIORITIES FOR CORPORATE COMMUNITY INVOLVEMENT

The majority of respondents identified management as being the most frequently involved in determining corporate social responsibility policy. This could suggest a centralised emphasis. A centralised corporate community relations programme suggests an efficient and consolidated approach. At this centralised level the corporate community relations programme could be seen as a vehicle through with the philosophy and values of the corporation are given concrete expression.

Industrial social workers were also frequently involved, it would appear from the functions performed by the respondents in the previous section that they assumed the roles of consultant and expert and enabler during the planning and setting of priorities.

However, although to a lesser extent, the respondents in the first sample also involved other sources, such as community representatives, employees and trade unions, in planning and setting priorities for corporate community involvement. This could increase the likelihood of the corporation setting realistic goals and maintaining realistic expectations. This could also contribute towards greater acceptance of corporate community relations efforts. The recipients (community representatives) would be involved in setting goals for

community change and could thereby determine the course and speed to be followed in this regard.

The community's involvement during the planning stages of problem solving could facilitate the achievement of the process goals of community organization. The involvement of the above-mentioned parties in the planning process suggests an inclination toward Grosser's (1976:23) concept of "maximum feasible participation."

7.5. IDENTIFICATION OF AREAS FOR CORPORATE COMMUNITY INVOLVEMENT

The respondents in the both samples in general relied on more than one source to identify areas for corporate community involvement. This implies that an effort was made on the part of the respondents to consult and to take cognizance of the views of the community.

Comparatively few of the respondents i.e. industrial social workers or corporate social responsibility personnel, personally undertook the task of identifing areas for community involvement. This could mean that they considered the needs expressed by community welfare organizations and community representatives as an accurate means of determining where the corporation could best be involved in the community. Thus existing community welfare organizations played an important role in linking communities with

corporate resources. Consequently, from the corporation's perspective this could ensure that felt needs at a grass roots level would be addressed.

The respondents in the first sample adopted a decentralised approach in identifying areas for corporate community involvement. Branch managers were encouraged, and in most instances received training, to participate in the corporation's community relations programme. The content of these training programmes is not known, however.

Relatively few of the respondents in both samples involved employees at this level. Rather, they consulted the external community where existing networks of information were utilized. The possibility of corporate community relations efforts tying into the social fabric of the community could be greatly enhanced in this manner.

7.6. MEANS OF ASSESSING THE EXTENT OF THE NEED

To measure the extent of the need the respondents consulted the community to a large extent. Consulting key informants and other welfare service providers in the community the respondents increased the likelihood of a cooperative and holistic relationship with the community, emphasized by Lodge and Glass (1982:63). Community meetings and surveys could bring the respondents into closer contact with the community. This interaction with the community gives a high profile to

the community relations programme. It also increases the likelihood of the corporation addressing real and felt needs.

The respondents in the second sample tended to have comparatively greater contact with the community than their counterparts in the first sample. This could be accounted for by the industrial social workers knowledge of the community organization process as well as his/her ability to locate and work with community leaders (Burke (1988:325).

The extent to which the respondents consulted a number of sources in community could reflect that the respondents adopted a community development model in their community relations programmes. Community development is based upon the assumption that communities have the ability to define and address their own needs (Biddle and Biddle, 65:78). In addition, Dunham (1970:366) notes that community development is a democratic process. Furthermore, according to Rothman and Tropman (1987:11) communication between the various community subparts should be encouraged in community development. The majority of respondents did make a concerted effort to get a broad section of the community involved in studying the problem.

7.7. SELECTION CRITERIA

The selection criteria could to some extent reveal the motive

behind the respondents community relations programmes. For example, the majority of respondents in both samples favoured certain issues which influenced their choice of which community welfare organizations or projects to sponsor. Use of this selection criterion could suggest an element of self-interest in corporate community relations. It could also mean, however, that the corporation was guided by a certain policy. It is perhaps also a case of making an investment that will pay the biggest dividends.

The second largest number of respondents in the first sample supported projects which firstly had the acceptance of the community, and secondly projects in which the community were involved. The respondents use of these two criterion suggests that their community relations programmes were aimed at facilitating community development and empowerment, through what Grosser (1976:23) refers to as "maximum feasible participation" of the community members at all stages of the problem solving process.

A large proportion of the respondents in the first sample considered that if those requesting assistance had drawn up a proposal they would receive preference. This suggests that not only were the respondents encouraging the community to identify areas for corporate community involvement and participate in the community project. They also wanted the community to plan the project. The corporate social responsibility personnel's involvement, as already noted,

focused on evaluating these proposals. The respondents encouragement of the community to participate in the problem solving process suggests that these respondents had adopted a community development approach in the implementation of their community relations efforts.

Comparatively less of the repondents required that the community manage the project themselves. This could suggest that the community were recipients of a service which was managed by an existing community welfare organization or funds-channelling organization.

The minority of respondents used corporate community relations programmes as publicity seeking ventures. This suggests that community relations was not used to benefit the corporation but the needs of the community dominated.

The respondents in the second sample tended to be influenced by the needs of the corporation to a greater extent. This may have occurred due to the industrial social worker's need to justify community involvement in terms of the benefit it had for the corporation. This to some degree could reflect an overidentification with the needs of the corporation. This suggests that industrial social workers will need to be more assertive in advocating for the needs of the community. Furthermore, this could indicate a need for the industrial social worker to "educate" the corporation to appreciate the long term benefits social investments could have for the

corporation.

Comparatively few of the respondents in the second sample considered that the community's support for and involvement in the community project a factor when selecting community projects to sponsor. Yet a relatively large number of respondents regarded the long-term spin off of the project an important factor. This appears to be contradictory if examined from a community development perspective. The long-term value of a project is seen to be in the development and empowerment of the recipients of a community service or project. This could jeopardize the effectiveness of the respondents community relations programmes. It could also mean that the respondents gave hand-outs and did not encourage a hand-in-hand approach to community development. This may also suggest that the respondents were primarily involved in philanthropic activities where the need for community participation and involvement could be significantly less.

CHAPTER 8

CONCLUSIONS AND RECOMMENDATIONS

8.1. CONCLUSIONS

1. The findings indicate that the respondents are broadening their social responsibility programmes to intervene beyond the boundaries of the corporation to enhance the quality of life in the general community. This creates opportunities for social workers to expand their role beyond direct social services to employees. It also provides opportunities for the social worker wanting to enter an industrial setting.

2. In general the findings suggest that the respondents are adopting an organized and consistent approach to corporate social responsibility : a fiscal formula determining the allocation of resources for social responsibility; senior top management's endorsement of social responsibility policy; corporate social responsibility personnel. The high profile accorded social responsibility by these corporations increases their receptivity to the industrial social workers knowledge and skill in community organization. In order for industrial social workers to assume positions in community relations they will have to inform and demonstrate their skills to business and industry.

3. The findings suggest that the majority of respondents adopted a philanthropic approach in external social responsibility programmes. This could be an indication that corporate community relations is emerging and is still in the early stages of development. It could also mean that philanthropic activities fulfilled the goals of the respondents social responsibility programmes, considering the resources set aside for this function. The industrial social worker, who has an understanding and working knowledge of social welfare, housing, community development, health and other community organizations, could assist the corporation to make the most cost-effective contribution toward community development.

4. The primarily philanthropic approach taken by the respondents necessitated that the corporation communicate with social welfare organizations and projects in the community, the chief applicants for corporate philanthropic grants. Selection of projects and the allocation of philanthropic grants followed an evaluation of programmes proposals and/or direct liaison with the community. The industrial social worker is and could play a vital role in fostering a harmonious and mutually beneficial relationship with the general community.

5. Decentralisation of the corporate community relations function, exhibited by some of the respondents, resulted in corporate social responsibility personnel assumed the role of consultant. They assisted branch/regional managers to perform the corporate community relations function in their area. Corporate social responsibility personnel played a similar role where corporate social responsibility was coordinated centrally.

Employers of social workers adopted a primarily centralised approach to social responsibility. As a result the industrial social worker assumed a consultancy role and was called upon to interpret current social welfare policy and suggest ways to respond to social concerns. This also resulted in the industrial social worker intervening at the organizational level, reflecting an expansion of the industrial social workers role beyond individual level.

6. Considering the nature of the tasks of community relations, community organization theory and skills could be considered relevant. The findings support the notion that the respondents had adopted the Community Development model of community organization : maximum feasible participation by the community in determing where corporate resources should be allocated; liaison with the community in analysing the extent of the need;

building a relationship with the community by supporting and sponsoring existing social welfare structures in the community. In terms of community development the respondents were primarily involved in maintaining and improving existing welfare services rather than creating new resources to expand social service delivery. The industrial social worker has the skill and knowledge to assist the corporation to make a greater and more effective contribution by directly participating in the community and create new resources.

7. The industrial social worker's involvement in corporate community relations appears to have been prompted by the needs of the organization and the employee. This was evident in the greatest majority of respondents involvement in analysing social welfare policy and its effect on the corporation, the focus on social welfare services to employees, and the limited number of activities performed by the respondents. Thus corporate community relations efforts were inwardly as well as outwardly directed i.e. social services benefited the members of the work community in addition to the general community.

8. The industrial social worker is expanding his/her role to include intervention on all levels : individual, organizational and community. Social services to employees occurred at the individual level.

Intervention at the organizational level occurred when the industrial social worker assumed the role of consultant, interpreting and building awareness within the corporation of issues of local and national concern. Intervention at the community level occurred when the corporation made philanthropic grants to welfare organizations in an attempt to build a cooperative partnership with these welfare organizations.

9. The industrial social worker assumed the role of enabler, helping the community to analyze problems and linking corporate resources to social needs arising in the community. The industrial social work respondents relied less upon proposals and requests from welfare organizations, instead they communicated with community leaders and other service providers to identify needs within the community. This cooperation of corporate leaders, social workers and community welfare organizations will to a great extent increase community coordination in both the delivery and effective utilization of social services.

10. Industrial social work respondents rarely reported that they implemented projects. While they contributed to the improvement and maintenance of social services, the respondents were seldom directly involved in the implementation of new projects in the community. The industrial social worker could have input and influence

in assisting the corporation to participate directly in community development.

However, it appears that a gap exists between the needs of the corporation and the perception by management of the abilities and appropriateness of industrial social workers to contribute to community relations. The industrial social workers problem solving skills have been utilized at the individual level, industrial social workers should now concentrate on demonstrating the value of their skills for community social problem solving.

11. The respondents involvement at the community level appears to have been sporadic and confined to philanthropic activities. While this may represent the development of this function, it behooves both industrial social worker and educators to adapt to this new direction emerging in corporate social responsibility programmes as up until now development in this sphere had been more serendipitous than rationally planned and executed.

12. Corporate community relations invites the kind of contribution that the industrial social work profession is capable of making, for it holds promise of influencing the quality of life of the members of the work community as well as the quality of life in the

outside community. Seldom before have social workers had the opportunity to assume such powerful positions in the distribution of much sought after resources.

8.2. RECOMMENDATIONS

1. In order for business and industry to make a proactive and more effective contribution to community development they will increasingly need to go beyond philanthropic grants and actively participate in providing and creating social services in the community. This is already occurring, but on a comparatively small scale. When corporations begin to expand their contributions in terms of both money and human resources they will need guidance and advice. The industrial social worker guided by the ethics and values of the profession will be able to assist the corporation to expand and refine its social responsibility policies and practice in a manner consistent with needs of the community. If Industrial Social Work is to fulfill such a role in business and industry the profession will need to develop a rationally planned approach to commmunity relations.

2. Initially the industrial social worker may have to demonstrate his/her competance by offering social services to employees. However, the industrial social

worker must adopt an assertive approach and persistently seek opportunities to expand into the community and convince the corporation of the value of an ecological approach to social responsibility. This will require piloting and replicating of community programmes before they are accepted into the mainstream industrial social work practice. This will also require that the social worker takes a total view of the organization and acquires a good knowledge of the geographic community.

3. The social worker should not attach him/herself too closley to intervention on a micro level. This would give rise to a perception that this should be the only role of the social worker. Not tying themselves into a particular treatment plan, such as an Employee Assistance Programme, will serve to open the role of the industrial social worker to view intervention from an ecological perspective, relating micro issues to macro policy concerns.

4. For the industrial social worker to achieve the role legitimacy and level of organizational integration to address issues at a macro level, he/she should participate on interdisciplinary teams and offer his/her services on a consultative basis. In order to participate on these teams the industrial social worker should foster a social marketing focus, educating the corporation of the role that he/she can play in the

execution of its social responsibility. The ultimate goal the industrial social worker should be to move to other levels of intervention.

5. A broad conceptualisation of the client system will enable the industrial social worker to take a proactive approach to problem solving. When the organization is perceived as the client more macro interventions will be feasible and it should make involvement in social responsibility easier. The social worker can play a critical role in identifying, analyzing and working with the organization around the solution of a social problem. This would occur at the policy making level, especially in the process of setting priorities for corporate social responsibility programmes. In order to influence the corporation at this level the industrial social worker would need to have a good knowledge of the organization's power structure and actively endeavour to form alliances with influential member(s) of the organization.

6. There seems to be a strong relationship between programme impact and effectiveness and the degree of integration of the social work programme in the organization. Industrial social workers should actively seek opportunities and not wait for clients to bring their problems to the door. For example, the industrial social worker must, preferably upon entry, undertake a

thorough analysis of the total sphere of the corporation's social responsibility. This would entail making a thorough analysis of the broader environment, forming alliances with the outside welfare organizations and projects.

7. The industrial social worker should adopt a marketing focus and specifically offer services to corporate social responsibility personnel. They should foster a proactive approach and leadership role in offering and creating programmes. In this manner the industrial social worker's skill and value to the corporation will become better understood and more appreciated.

8. The development of corporate community relations has implications for social work training, particularly in community organization. Students must be made aware of the opportunities and understand the importance of business and industry's increasing participation in social issues and concerns in the community. With the decline in the public sector's support of social programmes, the private sector is exploring new strategies and programmes to assist the community in social problem solving. Thus social workers will increasingly have to turn to the business sector to finance programmes. It is therefore imperative that the social workers operating in community welfare organizations are knowledgeable on how to approach and

apply for funds. The industrial social worker could help welfare organizations to formulate their proposals for assistance from industry.

9. The increasing receptivity of business and industry to the needs of the community offers the industrial social worker employment opportunities. Social work must therefore market their skills and knowledge, offering the corporation a viable product. There is scarcity of literature on the industrial social worker's role in community relations, which could account for both industry and the social work profession's ignorance of the value of social work skills in this sphere of activity. Publishing is one way of educating business and industry as well as the social work profession of the application of the social work skills and knowledge in corporate community relations.

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25 June 1990

Dear Sir / Madam

Questionnaire re. Corporate Social Responsibility (CSR)

I am presently registered for a M Soc Sc (Social Work) at Rhodes University, Grahamstown. In fulfillment of this degree I am researching the Role of the Industrial Social Worker in Corporate Social Responsibility Community Projects. My questionnaire is directed at establishing what processes your company follows when implementing a community project. Your assistance and co - operation in this research will be greatly valued. Copies of the enclosed questionnaire have been posted to a sample of com - panies in South Africa.

I am fully aware of the possible sensitivity of my research, should it be desired no reference will be made to the name of your company.

In order to complete my research within the specified time, I will greatly appreciate it if you would return the completed questionnaire by the I August 1990. I realise that completing the questionnaire will encroach upon your time, however, research in this field will highlight the value of Social Work skills in corporate involvement in community projects.

Yours faithfully

C. Harnett

C.F. Harnett (Miss)

SOCIAL WORK DEPT. RHODES UNIVERSITY, GRAHAMSTOWN

QUESTIONNAIRE : CORPORATE SOCIAL RESPONSIBILITY

1. Name of the company (OPTIONAL) _____

2. Under which SECTOR is your company classified ?
   (eg. Mining, Retail etc.)
   _____

3. Is your organisation South African owned ☐
   OR
   Foreign controlled company ☐

4. Range of pre-tax profit 1989
   (tick one)

R 0	-	R 500 000	☐
R 500 000	-	R 2 million	☐
R 2 mil	-	R 5 mil	☐
R 5 mil	-	R 10 mil	☐
R 10 mil	-	R 20 mil	☐
R 20 mil	-	R 30 mil	☐
R 30 mil	-	R 50 mil	☐
R 50 mil	-	R 100 mil	☐
R 100 mil	-	R 150 mil	☐
R 150 mil	-	R 250 mil	☐
R 250 mil	-	R 500 mil	☐
R 500 mil	-	+	☐

5. Number of employees :
   (tick one)

0 - 99	☐
100 - 299	☐
300 - 499	☐
500 - 999	☐
1000 - 4999	☐
5000 - 9999	☐
10 000 - +	☐

6. Does your organisation practice Corporate Social Responsibility ?
   Yes ☐ No ☐

7. In which areas of Corporate Social Responsibility is your corporation active ? (Please tick those applicable)

a. In-house eg. Employee Assistance Programmes. ☐

b. Financial assistance to existing community projects in the community of operation on an ongoing basis. ☐

c. Financial assistance to existing community projects in the community at large on an ongoing basis. ☐

d. Corporate managed social responsibility community projects in the area of operation i.e. the corporation initiated the project, implemented the project and continues to monitor it. ☐

e. Corporate managed social responsibility community projects in the community at large. ☐

f. Financial assistance and donations in kind to welfare organisations, eg. Child Welfare. ☐

g. Donations to "good causes" eg. flood relief fund. ☐

h. Contribution of staff members time i.e. giving advice and expertise to communities, welfare organisations, etc. ☐

i. Donations to the Urban Foundation. ☐

j. Donations to the Small Business Development Corporation. ☐

k. Other. (please state) ☐

_____

_____

_____

8. Does your organisation have a specific department co-ordinating Social Responsibility ?

YES ☐ NO ☐

8.1. If NO.

a. Who deals with social issues ?

_____

_____

8.2. If YES.

a. What is this department called ?

_____

b. Who is the head of this department eg. Director of Personnel ? _____

c. Who does the head of this department report to ?

_____

e. How many people are employed in this department ?

_____

f. What job title is given to each of the above people eg. Director, accountant, social worker etc.

_____

_____

_____

_____

_____

_____

9. On which issues does your organisation prefer to concentrate its Social Responsibility efforts ? (tick those applicable)

a.Housing ☐
b.Pre-school education ☐
c.Primary School education ☐
d.Secondary School education ☐
e.Tertiary education (universities) ☐
f.Tertiary education (technicons) ☐
g.Teacher training programmes (upgrading teaching skills) ☐
h.Wildlife ☐
i.Sport sponsorship ☐
j.Preventative health programmes ☐
k.Child Welfare ☐
l.Revolving loans to entrepeneurs ☐
m.Small business development ☐
n.Community development projects ☐
o.Training and advancement of employees ☐
p.Social services to employees (social work) ☐
q.Other (please specify) ☐

_____

_____

10. What fiscal formula is used to determine the organisation's Social Responsibility budget ? eg. % of pre-tax profit

_____

11. Has your organisation adopted a policy of decentralisation of Social Responsibility i.e. does the organisation encourage operating managers to assume responsibility for Social Responsibility in their areas of operation ?
YES ☐ NO ☐

12. If YES, does your company have any form of management training in regard to Social Responsibility ?
YES ☐ NO ☐

13. If YES, what does this include eg. conferences, courses, workshops or seminars ?

_____

COMMUNITY PROJECTS

14. What functions does your Social Responsibility department perform with regard to the community of operation or the community at large ? (Please tick those applicable)

a. Advising on the disbursement of investments, so that the community is given economic and social consideration or advantage. ☐

b. Review proposals received by the corporation for financial assistance, for their appro - priateness and merit. ☐

c. Make recommendations concerning distribution of corporate funds, which are earmarked as contributions to community health, education and welfare. ☐

d. Plan and implement community projects. ☐

e. Manage and monitor these community projects. ☐

f. Evaluate the success of community projects. ☐

g. Other (please state) ☐

_____

_____

_____

15. Could you give some examples of community projects your organisation is involved in ?

_____

_____

_____

_____

16. How does your organisation identify community projects in which to invest ? (Please tick those applicable)

a. A representative from the organisation personally goes to a community and identifies areas where the organisation can become involved. ☐

b. Branch managers are encouraged to identify areas in their regions which the corporation could become involved in, eg. building a clinic for the community. ☐

c. The corporation is approached by welfare organisations. ☐

d. The corporation is approached by representatives of a community. ☐

e. Employees are invited to make suggestions for for possible areas of involvement. ☐

f. Other. (please state) ☐

_____

_____

_____

_____

17. Your organisation has been approached by a community representative to fund a community project. Through which channels does this request pass before it is finally accepted, eg. Branch manager - Director of the Foundation - Board of Directors.

_____

_____

_____

_____

_____

18. How does your organisation assess the extent of the need / problem and consequently whether the corporation has the resources to address the need ? (tick those applicable)

a. Social indicators, eg. demographic information, government census data. ☐
b. Key informants interviewed. ☐
c. Surveys are conducted. ☐
d. Community meetings. ☐
e. Interview other service providers in the community. ☐
f. Other. (please state) ☐

_____

_____

_____

19. In terms of what criteria does your organisation select community projects to become involved in ? (Please tick those applicable)

a. The project will benefit a number of individuals. ☐
b. The project has the support of the community. ☐
c. The community is/will be involved. ☐
d. Community representatives will manage the community project. ☐
e. Long-term spin-off for the community. ☐
f. Will be a good publicity venture for the corporation. ☐
g. A proposal has been drawn up by those requesting assistance. ☐
h. A social issue your corporation prefers to become involved in, eg. education. ☐
i. The cost of the community project is within the Social Responsibility budget. ☐
j. Other. (please state) ☐

_____

_____

_____

_____

20. Please use this space to comment on any other aspects of your Social Responsibility community projects not covered or not covered adequately by the questionnaire.

THE NAME OF THE COMPANY MUST REMAIN CONFIDENTIAL

YES ☐ NO ☐

THANK YOU

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26 April 1991

Dear Sir/Madam

QUESTIONNAIRE : THE ROLE OF THE INDUSTRIAL SOCIAL WORKER IN CORPORATE COMMUNITY RELATIONS

I am presently studying for a Masters degree in Social Work at Rhodes University. In fulfillment of this degree I am researching the role of the Industrial Social Worker in Corporate Community Relations. I regret having to encroach upon your time and will greatly appreciate and value your assistance in highlighting the importance and value of Social Work skills in relation to Corporate Community Relations.

My questionnaire is directed, firstly, at establishing to what extent the corporation for which you work, is involved in Community Relations. Secondly, to what extent are you, as an industrial social worker, involved in this corporate function.

Copies of the enclosed questionnaire have been posted to a sample of industrial social workers in South Africa. I am fully aware of the possible sensitivity of my research, should it be desired no reference will be made to the name of the corporation.

In order to complete my research within the specified time, I will greatly appreciate it if you would return the completed questionnaire by 31 May 1991.

Yours faithfully

C. Harnett

C. Harnett (Miss)

SOCIAL WORK DEPARTMENT, RHODES UNIVERSITY, GRAHAMSTOWN

QUESTIONNAIRE: THE ROLE OF THE INDUSTRIAL SOCIAL WORKER IN CORPORATE COMMUNITY RELATIONS

OFFICIAL USE ONLY

RESPONDENT NUMBER 1-2 ☐☐

To answer the questions below, please make a cross in the appropriate square(s) or fill in where applicable.

SECTION A:

1. Name of the corporation (optional)

   _____

2. What is the main business of the corporation ?

1. Agriculture, forestry or related activities	
2. Mining or quarrying	
3. Manufacturing consumer goods	
4. Manufacturing of chemical, mineral, rubber or metal and allied products	
5. Manufacturing of other goods	
6. Construction or engineering	
7. Wholesale or retail trade	
8. Finance (banks, building societys, insurance)	
9. Transport, storage, communication	
10. Other business for profit	
11. Other non-profit business	

3-4 ☐☐

3. Ownership :

1. South African	
2. Foreign	
3. Foreign and S.A.	

5 ☐

4. Number of employees :

1. 0 - 99	
2. 100 - 299	
3. 300 - 499	
4. 500 - 999	
5. 1000 - 4999	
6. 5000 - 9999	
7. 10 000 - +	

6 ☐

5. In which department do you work ? (eg. industrial social work department or personnel.) 7-8 ☐☐

_____

_____

6. Under which title do you practice ? (eg. industrial social worker, corporate community relations consultant, employee counselor, etc.)

_____ 9-10 ☐☐

_____

7. What qualifications do you have ?

_____ 11-12 ☐☐

_____

SECTION B: THE CORPORATE COMMUNITY RELATIONS FUNCTION

The aim of this section is firstly, to determine to what extent your corporation is involved in community relations. Secondly, to what extent are you, as an industrial social worker involved in this function.

1. In which community issue(s) is your organisation involved ?

1. Education		13 ☐
2. Tertiary education		14 ☐
3. Housing		15 ☐
4. Recreation		16 ☐
5. Social Welfare		17 ☐
6. Hospitals and medical facilities		18 ☐
7. Agriculture		19 ☐
8. Conservation		20 ☐
9. Historical preservation		21 ☐
10. Small business development		22 ☐
11. Community Development		23 ☐
12. Other (please state)		24 ☐

2. In which area(s) of Community Relations is your organisation active ?

1. Financial assistance to existing community projects in the community(s) of operation on an ongoing basis.		25 ☐
2. Financial assistance to existing community projects in the community at large on an ongoing basis.		26 ☐
3. Corporate managed community projects (i.e. the corporation initiated the project, implemented the project and continues to monitor it), in the community of operation.		27 ☐
4. Corporate managed community projects in the community at large.		28 ☐
5. Financial assistance and donations in kind to welfare organisations, eg. Child Welfare.		29 ☐
6. Contribution of staff members time i.e. giving advice and expertise to community welfare organisations.		30 ☐
7. Donations to "good causes" eg. Flood Relief Fund.		31 ☐
8. Donations to the Urban Foundation.		32 ☐
9. Donations to the Small Business Development Corporation.		33 ☐
10. Assist in the development of self-help projects.		34 ☐
11. Other. (Please state)		35 ☐

3. What functions do you perform in regard to the corporation's Community Relations Function ?

1. Conducting a needs assessment to determine the community(s) needs regarding quality of life, as well as, the community's expectations of the corporation in this respect.		36 ☐
2. Collecting demographic data on the community and establishing its impact on productivity and turnover rates of corporation.		37 ☐
3. Meeting with local government officials and decision making bodies to plan for community growth in such areas as education, health-care etc.		38 ☐
4. Creating advisory, planning and service groups within the community.		39 ☐
5. Make recommendations concerning distribution of corporate funds, which are earmarked as contributions to community health, education and welfare.		40 ☐
6. Review project proposals from community organisations requesting financial assistance, for their appropriateness and merit.		41 ☐
7. Planning and designing community projects to meet identified needs of the community.		42 ☐
8. Manage the community project(s) (oversee the day-to-day running).		43 ☐
9. Monitor the community project(s), (running of the community project is left to the community, regular progress reports are sent to you).		44 ☐
10. Regularly evaluate the project(s) progress and submit reports to the Managing Director or the Board of Directors.		45 ☐
11. Building awareness within the company on issues of local or national concern.		46 ☐
12. Other. (please state)		47 ☐

4. In addition to you (the industrial social worker) who else is involved in the Corporate Community Relations function ?

_____

_____

_____ 48-49 ☐☐

5. To what extent are the following parties involved in the planning of community projects and setting priorities ?

	Always 1	Sometimes 2	Never 3	
Management				50 ☐
Industrial Social Work Department				51 ☐
Employees				52 ☐
Community representatives				53 ☐
Trade union officials				54 ☐
Other (please state)				55 ☐

6. How does your organisation identify community projects in which to invest ?

1. The industrial social worker personally goes to a community and identifies areas where the corporation can become involved.	56 ☐
2. Branch managers are encouraged to identify areas in their region which the corporation could become involved in	57 ☐
3. The corporation is approached by welfare organisations in the community(s).	58 ☐

4. The corporation is approached by representatives from a particular community.		59 ☐
5. Employees are encouraged to make suggestions for possible areas of involvement.		60 ☐
6. Trade unions are consulted.		61 ☐
7. Other. (please state)		62 ☐

7. How do you assess the extent of the need/problem and consequently whether the corporation has the resources to address the need ?

1. Social indicators, eg. demographic information, government census data.		63 ☐
2. Key informants interviewed.		64 ☐
3. Surveys are conducted.		65 ☐
4. Community meetings/forums.		66 ☐
5. Interview other service providers in the community.		67 ☐
6. Other. (Please state)		68 ☐

8. In terms of what criteria does your organisation select community projects to become involved in ?

1. The project will benefit a number of individuals.		69 ☐
2. The project has the support of the community.		70 ☐
3. The community is/will be involved.		71 ☐
4. Community representatives will manage the community project.		72 ☐
5. Long-term spin-off for the community.		73 ☐
6. It will be a good publicity venture for the corporation - high visibility projects.		74 ☐

7. A proposal has been drawn up by those requesting assistance.		75 ☐
8. The project will eventually become self-funding.		76 ☐
9. A social issue your corporation prefers to become involved in, eg. education.		77 ☐
10. The cost of the community project is within the Social Responsibility budget.		78 ☐
11. Other. (Please state)		79 ☐

9. Please use this space to comment on any other aspects of your role in the Corporate Community Relations function, not covered or not adequately covered by the questionnaire.

THE NAME OF THE COMPANY MUST REMAIN CONFIDENTIAL

YES **NO**

THANK YOU

To prevent any confusion in regard to Corporate Community Relations, the following is a definition of the concept

Corporate Community Relations is part of the company's social responsibility mission. It is those programmes, projects and activities of a corporation designed to contribute to the improvement of a community's health welfare, culture and development.

Examples of this corporate function include :

* Contributing money and in-kind services to community-based organizations.
* Loaning executives to community agencies.
* Organizing and supporting neighbourhood youth programmes.
* Developing business-education partnerships.
* Engaging in community development.
* Supporting and encouraging community problem solving and planning.
* Job training for the unemployed.
* Promoting literacy programmes.
* Rehabilitating housing for low-income citizens.

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