

Final Report

Project:

“Assessment of the Organizational and Functional Offset of the Centres for Social Welfare and Professional Competencies of the Centres for Social Welfare’s Employees in Five Pilot Local Self-Governments”



Republic of Serbia



Beograd, June 14, 2019

Umbrella project: “Empowerment of the Centres for Social Welfare on the Territory of the Republic of Serbia”

Project: “Assessment of the Organizational and Functional Offset of the Centres for Social Welfare and Professional Competencies of the Centres for Social Welfare’s Employees in Five Pilot Local Self-Governments”

Implementation partner: The United Nations Office for Project Services (UNOPS)

Contract number: UNOPS-NFY-2018-S-003 (dated January 22, 2019)

Goal: Contribute to the quality of provided services of social protection and improved social inclusion of socially marginalized groups through the assessment of the organizational and functional offset of the centres for social welfare and professional competencies of the centres for social welfare’s employees in five pilot local self-governments (which includes psychological assessment using valid psychological measurement instruments and methods) combined with the organizational structure and workload analysis.

Project start date: January 22, 2019

Project completion date: June 14, 2019

Report name: Final Report

Reporting date: June 14, 2019

Reporting period: January 22, 2019 - June 14, 2019

The development of the „Assessment of the Organizational and Functional Offset of the Centres for Social Welfare and Professional Competencies of the Centres for Social Welfare’s Employees in Five Pilot Local Self-Governments“ has been enabled within the “Norway for You - Serbia” project and its content does not necessarily reflect the views of the Government of Norway and Government of Serbia.

Table of contents

Introduction.....	3
Sample data.....	6
Geographical distribution of the selected centres for social welfare.....	6
Methodology.....	14
“Big Five Plus Two”.....	15
“KOG-3”.....	18
Analysis.....	20
1) Job organisation in centres for social welfare.....	20
2) Rule and procedure adherence in centres for social welfare.....	33
3) Priority setting in centres for social welfare.....	54
4) Cooperation with other institutions.....	69
5) Interpersonal relations in centres for social welfare.....	78
6) Education levels in centres for social welfare.....	85
7) Psychological measurement instruments testing.....	108
8) Interviews in centres for social welfare.....	115
9) On-the-job training.....	116
Summary.....	132
Appendix.....	136
Questionnaire for managers and supervisors.....	(available in Serbian only)
Questionnaire for the expert employees (case managers)	(available in Serbian only)

Introduction

The project “Empowerment of the Centres for Social Welfare on the Territory of the Republic of Serbia” had been initiated in 2017, whereas the last project phase, executed in mid-2018, resulted in an extensive study in the area of human and social resource management in centres for social welfare, the creation of the measure improvement proposals of human and social resource management normative framework in centres for social welfare and the development of the project proposal for the human and social resource management system improvement in centres for social welfare in accordance with criteria established by the authorities and programme bodies of the European Union.

One of the umbrella project phases, executed as a separate project, is called “Assessment of the Organizational and Functional Offset of the Centres for Social Welfare and Professional Competencies of the Centres for Social Welfare’s Employees in Five Pilot Local Self-Governments” and it refers to the reorganization of centres for social welfare’s functioning and professional competences of the employees in centres for social welfare on the territory of the Republic of Serbia.

For the execution of implementation of this phase umbrella project phase (as a separate project) in accordance with the signed Memorandum of Cooperation, the United Nations Office for Project Services (UNOPS) is in charge through the project “Norway for you - Serbia”, which is focused on the improvement of social inclusion, economic empowerment of vulnerable population groups as well as improvement of quality of life in underdeveloped municipalities through the development of local infrastructure. All project activities have been executed in partnership with the Government of the Republic of Serbia (primarily with the Ministry of Labour, Employment, Veteran and Social Affairs) and other relevant national institutions.

One of the most important preconditions for the successful execution of this project has been the competent selection of the centres for social welfare in which planned project activities were to be implemented. Terms of Reference set the number of centres for social welfare in which the planned project activities were to be implemented to five. Therefore, it has been necessary to create a sample of centres for social welfare as relevant as possible so as to represent the entire system of centres for social welfare on the territory of the Republic of Serbia as realistically as possible.

<i>Third development level group</i>	<i>Fourth development level group</i>
Alibunar, Bac, Bajina Basta, Batocina, Bela Crkva, Bogatic, Boljevac, Cicevac, Coka, Cuprija, Despotovac, Irig, Ivanjica, Kladovo, Knic, Koceljeva, Kovacica, Kovin, Kraljevo, Leskovac, Ljubovija, Loznica, Lucani, Mali Idjos, Negotin, Nova Crnja, Novi Becej, Novi Pazar, Odzaci, Osecina, Paracin, Plandiste, Prokuplje, Secanj, Sid, Smederevska Palanka, Sokobanja, Srbobran, Svilajnac, Titel, Trstenik, Ub, Velika Plana, Veliko Gradiste, Vladimirci, Zabalj, Zitiste.	Aleksinac, Babusnica, Bela Balanka, Blace, Bojnik, Bosilegrad, Brus, Bujanovac, Crna Trava, Dimitrovgrad, Doljevac, Gadzin Han, Golubac, Knjazevac, Krupanj, Kucevo, Kursumlija, Lebane, Ljig, Mali Zvornik, Malo Crnice, Medvedja, Merosina, Mionica, Nova Varos, Opovo, Petrovac na Mlavi, Presevo, Priboj, Prijepolje, Raska, Razanj, Rekovac, Sjenica, Surdulica, Svrlijig, Trgoviste, Tutin, Varvarin, Vladicin Han, Vlasotince, Zabari, Zagubica, Zitoradja.

Also, one of the conditions has been that the selected centres for social welfare be taken from the group of 91 local self-governments from the third and fourth development group. The third group consists of 47 underdeveloped local self-governments with the development level ranging from 60% to 80% of the republic average, while the fourth group is comprised of 44

extremely underdeveloped local self-governments with the development level below 60% of the republic average.

Besides the basic criterion (i.e. that centres for social welfare belong to the third and fourth local self-government development group), some additional criteria have been included during the selection process in order to ensure maximum relevance of the centre for social welfare sample which would represent the entire centre for social welfare system on the territory of the Republic of Serbia in the most realistic manner. The most important additional **selection criteria** are:

- The size of the local self-government to which the centre for social welfare belongs (in order to achieve the greatest possible sample diversity within this particular criterion);
- The territory that the centre for social welfare covers (in order to achieve the acceptable spread in terms of geographic location);
- Demographic and socio-economic data for the area under the jurisdiction of a given centre for social welfare (number of service users, types of primarily provided services, etc.);
- The size of the centre for social welfare (in order to ensure a relatively equal proportion of small (up to 5 employees), medium-small (from 6 to 15 employees), medium (from 16 to 25 employees) and large (above 25 employees) centres for social welfare);
- The number of expert employees in the centre for social welfare;
- The employees' and management's readiness to actively participate in the project (voluntariness is an important element for the project activity implementation).

In order to achieve the greatest possible sample balance in all relevant respects, additional criteria have been applied (such as the preferred even distribution of all the main regions in Serbia (East Serbia, West Serbia, South Serbia, etc.), the existence of significant differences in the parameters concerning job organisation quality and employee motivation, which has been confirmed within the previously conducted research, etc.), as well as all additionally available data, documents and studies approved or issued by the Ministry of Labour, Employment, Veteran and Social Affairs and by other relevant institutions. Special attention has been devoted to the insights of previously realized projects in the context of the centres for social welfare's functioning on the entire territory of the Republic of Serbia as well as the employees' performance in those centres for social welfare.

First choice	Size	Dev. group	Geog. position	Alternative choice	Size	Dev. group
Kovin	medium-small	3	north	Kovacica	medium-small	3
Kucevo	medium-small	4	east	Veliko Gradiste	medium-small	3**
Leskovac	large	3	south	Prokuplje	medium*	3
Mali Zvornik	small	4	west	Krupanj	small	4
Trstenik	medium	3	central	Paracin	medium	3

*Prokuplje Centre for Social Welfare being a medium-sized centre for social welfare is an alternative to Leskovac Centre for Social Welfare belonging to a group of large centres for social welfare, since southern part of Serbia (except Leskovac), does not have large centres for social welfare located in a local self-government belonging to a third or fourth development group.

**Veliko Gradiste Centre for Social Welfare belonging to the third local self-government development group is an alternative to Kucevo Centre for Social Welfare because it is the most similar centre for social welfare counterpart in the eastern part of Serbia (the difference between the third and the fourth group is not vast, while the similarities of service users are substantial).

In order to prevent the possibility of sample dispersion, an **initial list consisting of ten centres for social welfare** (selected in accordance with previously determined criteria) has been made. Therefore, based on further analysis and additional criteria, **five primary centres for social welfare** where the planned project activities would be implemented have been selected from the list, while the remaining five centres represented the alternative choice (i.e. a backup to the primarily selected centres for social welfare). In case that any of the five initially selected centres for social welfare did not demonstrate the readiness to cooperate or did not accept to

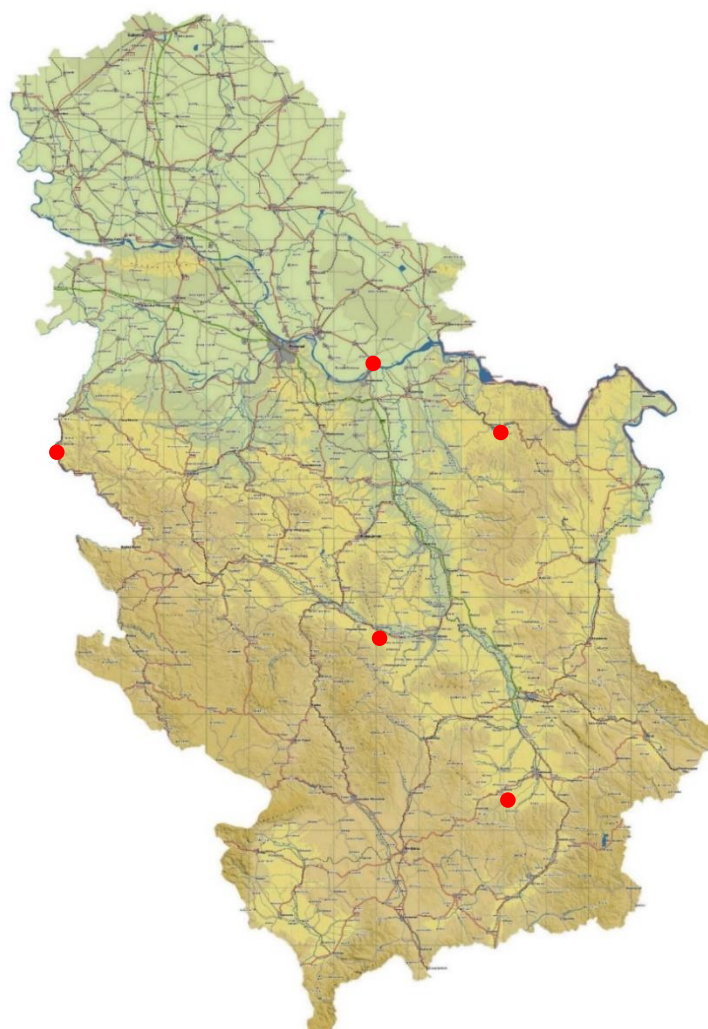
participate in this project, its place would have been taken over by the corresponding centre of alternative choice.

Sample data

Based on further analysis and additional criteria, **five primary centres for social welfare**, which have confirmed their interest to become a part of the project implementation, have been selected.

<i>Centre for social welfare</i>	<i>Size</i>	<i>Development group</i>	<i>Geographical position</i>
Kovin	medium-small	3	Vojvodina
Kučevo	medium-small	4	East Serbia
Leskovac	large	3	South Serbia
Mali Zvornik	small	4	West Serbia
Trstenik	medium	3	Central Serbia

Geographical distribution of the selected centres for social welfare



Taking into consideration project's limitation reflected in a relatively small sample, as well as other project requirements and tasks needed to be performed, **it has been achieved to cover the greatest possible number of all parts of Serbia**, while still managing that the sample includes all size categories of centres for social welfare and that it meets all predetermined criteria.

The sample includes **local self-governments of a different size** (ranging from 11,706 to 136,888 inhabitants) **and centres for social welfare of all sizes**, ranging from small (up to 5 employees), medium-small (from 6 to 15 employees) and medium (from 16 to 25 employees), to large (over 25 employees).

Additionally, the sample is formed so as to include a substantial range variation in those parameters referring to **population to one centre for social welfare expert employee ratio** (ranging from 1,912 to 4,215 inhabitants per one expert employee) and in those referring to **the number of social protection service users to one expert employee ratio** (ranging from only 243 service users to so much as 956 service users per one expert employee), which corresponds to the range exhibited on the entire territory of the Republic of Serbia.

<i>CSW in local self-government</i>	<i>Local self-government population</i>	<i>Total number of service users</i>	<i>No. of expert employees in CSW</i>	<i>Population per one expert employee</i>	<i>No. of service users per one expert employee</i>
Kovin	33,722	7,650	11	3,065	695
Kucevo	13,851	3,103	7	1,979	428
Leskovac	136,888	16,852	52	2,632	324
Mali Zvornik	11,706	974	4	2,926	243
Trstenik	15,300	2,871	8	1,912	359

Through the analysis of previously implemented project data and surveys conducted during 2017 and 2018, it has been concluded that the selected centres for social welfare feature a relatively even social structure of the population, as well as a relatively even representation of provided service types and scope, which increases the sample relevance all the more.

Data required for the formulation of material for direct activities in selected centres for social welfare have been collected and are as follows:

- Data on the total number of resolved cases in the selected centres for social welfare in the period of last three years;
- Data on the representation of certain service types in the total number of resolved cases in the last three years;
- Data on further analysis of current job systematization (the structure and the proportion of the expert, administrative, and other employees) so as to ensure that all prospectively formed instruments are in line with the systematization in force;
- Data collected via questionnaire for managers and expert employees in the selected centres for social welfare.

Total number of cases in centres for social welfare

<i>Centre for social welfare</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>
Kovin	11,010	11,890	13,786
Kucevo	2,913	3,908	3,983
Leskovac	10,442	13,041	13,367
Mali Zvornik	1,573	1,073	974
Trstenik	2,745	2,871	2,034

During data collection, it has been noted that Kovin CSW and Kucevo CSW have not managed to submit the data on the representation of certain service categories in the total number of cases. These centres for social welfare do not have a set up database, therefore, the only way to collect the required data is to separately go through cases and manually record data which is extremely difficult to carry out taking into consideration employees' usual workload. The

situation is especially complicated in Kovin CSW which is one of the busiest centres for social welfare in the Republic of Serbia (number of service users per one expert employee is above 950).

Representation of certain service types in the total number of cases

Leskovac CSW	2016	2017	2018
Financial assistance	5,118	5,150	6,043
Dysfunctional family relations and divorce	204	220	421
Juvenile delinquency	201	196	212
Domestic violence	128	295	769
Institutionalization	163	193	192
Custody	437	421	488
Custodial care and assistance	849	820	870

Mali Zvornik CSW	2016	2017	2018
Financial assistance	1,455	927	832
Dysfunctional family relations and divorce	70	30	44
Juvenile delinquency	25	18	16
Domestic violence	12	22	17
Institutionalization	24	22	29
Custody	27	27	27
Custodial care and assistance	10	927	832

Trstenik CSW	2016.	2017.	2018.
Financial assistance	1.609	1.171	1.075
Dysfunctional family relations and divorce	108	91	72
Juvenile delinquency	50	55	42
Domestic violence	285	151	285
Accommodation in the institution	101	110	97
Custody	104	102	104
Custodial care and assistance	339	366	304

Staff structure in centres for social welfare

Centre for social welfare	Expert employees	Expert associates	Administration employees
Kovin	8	1	2
Kucevo	6	1	1
Leskovac	52	22	5
Mali Zvornik	4	1	1
Trstenik	8	3	2

Gender structure of centres for social welfare's employees

Centre for social welfare	Female	Male	Centre's director
Kovin	3	5	female
Kucevo	5	1	female
Leskovac	17	35	male
Mali Zvornik	4	0	female
Trstenik	7	1	male

Data delivered by the selected centres for social welfare show that the sample features a significantly high diversification level in those elements that should be as diverse as possible in order for the sample to represent the Republic of Serbia as realistically as possible and a significantly high balance level in those elements where that feature is required for research validity.

The sample consisted of 37 respondents from five selected centres for social welfare of both genders, different age groups, wide range in terms of the years of service in the centre for social welfare, as well as with varying levels of the centre's hierarchy and two types of jobs they performed.

Representation in relation to the development group (%)

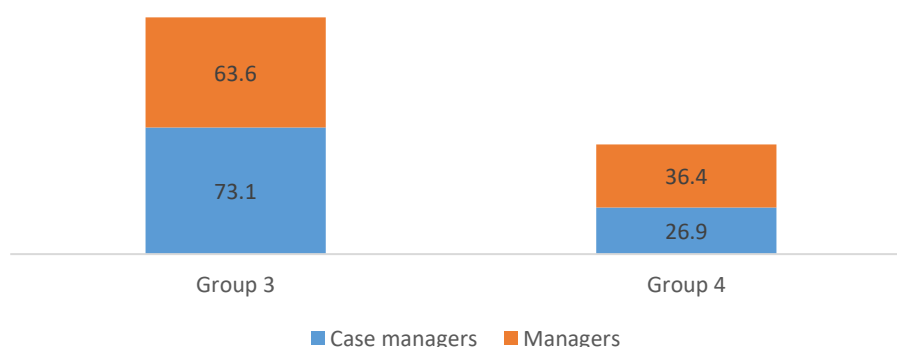


Chart S.1: Representation of the employee categories in relation to the local self-government development group

The greatest number of case managers (73.1%) and managers (63.6%) are from centres for social welfare belonging to local self-governments from the third development group, whereas slightly more than a quarter of case managers and a third of managers are from centres for social welfare belonging to local self-governments from the fourth development group. (Chart S.1)

The research features a very balanced representation of certain employee categories in centres for social welfare: 15.4% of case managers come from small centres for social welfare, 26.9% of case managers come from medium-small centres for social welfare, 19.2% of them come from medium centres for social welfare, while 38.5% are from large centres for social welfare. When it comes to the managers, 18.2% are employed in small centres for social welfare, 36.4% come from medium-small centres for social welfare, 27.3% work in medium centres for social welfare, and 18.2% in large centres for social welfare. (Chart S.2)

Representation in relation to social work centre size (%)

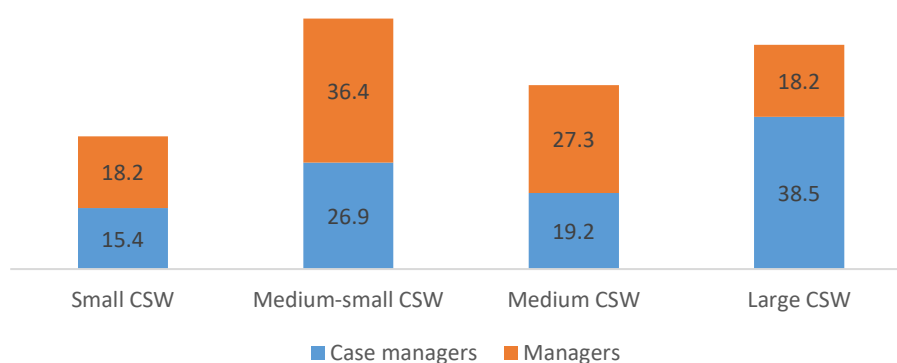


Chart S.2: Representation of the employee categories in relation to centre for social welfare size

Representation in relation to the town (%)

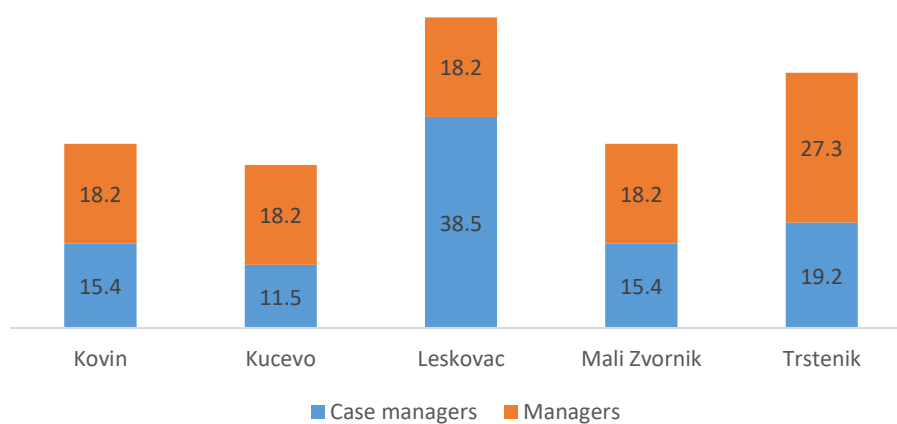


Chart S.3: Representation of the employee categories in relation to the town where CSW is located

By inspecting data about the town where the centre for social welfare is located, it can be noted that the representation of case managers from different towns is quite equal in the sample: from 11.5% in Kučevo CSW, 15.4% in Kovin CSW and Mali Zvornik CSW, and to 19.2% in Trstenik CSW. While the only slightly higher representation of case managers is featured in Leskovac CSW and it amounts to 38.5%. When it comes to managers, even greater balance in the sample has been achieved, and apart from Trstenik CSW's managers who account for a

somewhat higher percentage in the sample (27.3%), centres for social welfare's managers are equally represented with 18.2 % each. (Chart S.3)

The sample displays a high percentage of female representation, regardless of the position the employees occupy within the hierarchical structure of the centre for social welfare. Both in case managers and managers, the representation of female employees exceeds 80% which is in line with the fact that centre for social welfare system in the territory of the Republic of Serbia features a significantly higher representation of female employees. Further data analysis shows that the representation of female employees is slightly lower in the managerial position, which is again in accordance with the existing precedence of male employees (though in small degree) when it comes to occupying the managerial position. (Chart S.4)

Representation in relation to the respondents' gender (%)

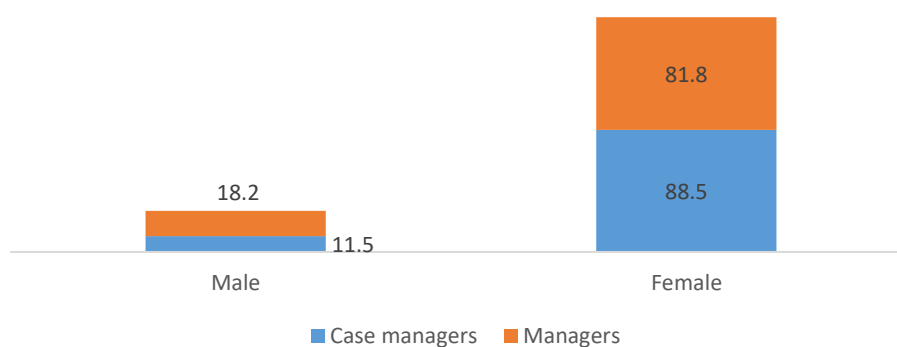


Chart S.4: Representation of the employee categories in relation to the respondents' gender

Representation in relation to the respondents' age (%)

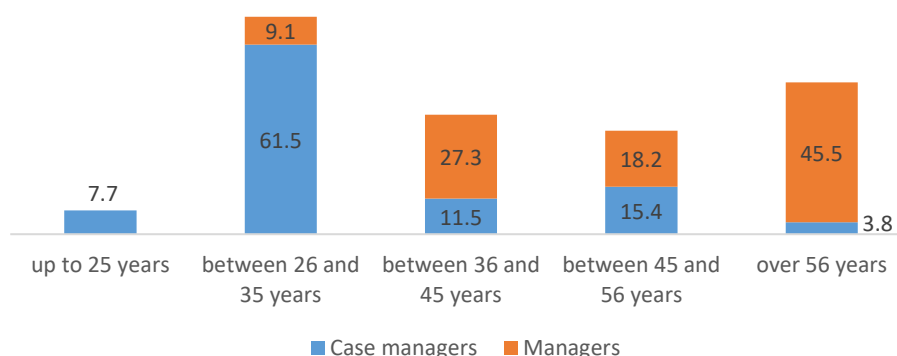


Chart S.5: Representation of the employee categories in relation to the respondents' age

Regarding the age of case managers, the smallest percent of them belong to the oldest age group - over 56 years of age (3.8%), whereas the greatest number of case managers is between

26 and 35 years of age which makes up almost two thirds of all the employees in the observed centres for social welfare (61.5%). The representation of other age groups is fairly balanced with case managers from the youngest age group, i.e. up to 25 years of age, constituting 7.7%, while those aged between 36 and 45 and those aged between 46 and 56 being very similar in representation (11.5 % and 15.4% respectively). This body of data is in accordance with the insights obtained from previous research referring to a generational shift, i.e. the fact that the employees in a great number of centres for social welfare reach retirement age and have their place taken over by younger employees. When it comes to managers, none of the managers in the sample has less than 25 years, which is completely reasonable because a managerial role requires significant work experience which people from this age group simply could not have gained. Consequently, it has been absolutely expected that the proportion of each older age group would be higher. In the sample, 9.1% of managers belong to the age group between 26 and 35 years of age, 27.3% is between 36 and 45 years of age, while 18.2% of managers have between 46 and 55 years of age. As expected, the highest percentage of managers (45.5%) belongs to the age group of 56 years of age and over. (*Chart S.5*)

Representation in relation to the respondents' education levels (%)

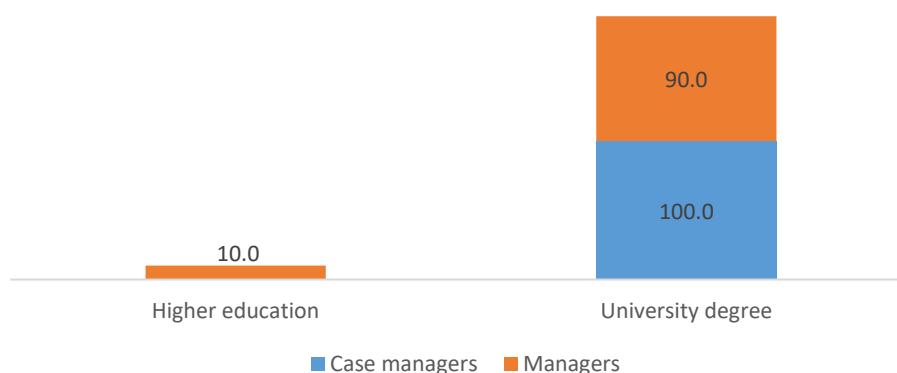


Chart S.6: Representation of the employee categories in relation to the respondents' education levels

A substantially high education level has been noted in all centres for social welfare constituting the sample. All case managers have university education (University degree), whereas only 10% of managers have a further education level (Higher education). The remaining 90% of managers also have university education. (*Chart S.6*)

When it comes to the case managers' years of service in the centre for social welfare they are currently employed at, it has been noted that as many as 73.1% of the case managers have up to 10 years of service, 7.7% of them have between 10 and 20 years of service, while 19.2% of all case managers who constitute the research sample are in the group between 20 and 30 years of service. The group of those with more than 30 years of service includes no case managers which is in accordance with the aforementioned observation on generational shift, and which is further confirmed by the fact that almost 3/4 of case managers have up to 10 years of service. As expected, the situation is somewhat different in managers. The sample is fully balanced when it comes to the group of managers with up to 10 years of service and a group of managers with between 10 and 20 years of service - managers in these two groups account for 18.2% each within the entire sample. Of the total number of managers, most of them (36.4%) come

from the group of those who have between 20 and 30 years of service, whereas slightly more than a quarter of managers in the sample (27.3%) have over 30 years of service. (*Chart S.7*)

Representation in relation to the respondents' years of service in the SWC (%)

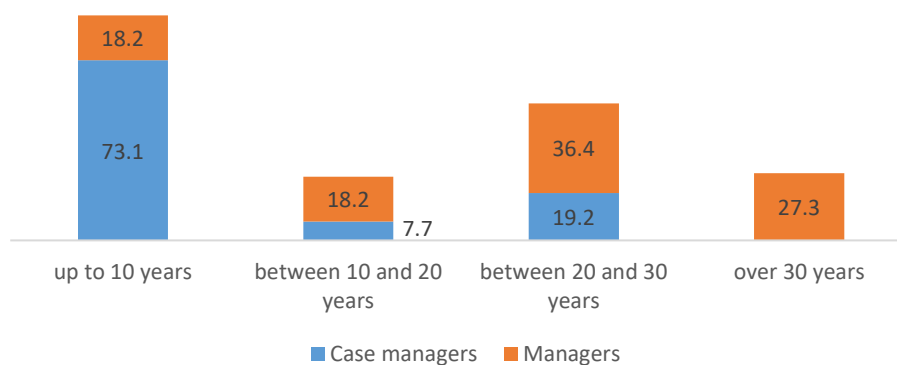


Chart S.7: Representation of the employee categories in relation to the respondents' years of service in the centre for social welfare

Methodology

The project “Assessment of the Organizational and Functional Offset of the Centres for Social Welfare and Professional Competencies of the Centres for Social Welfare’s Employees in Five Pilot Local Self-Governments” has been realized using the **methodology that includes the following steps:**

- 1) Creation of data collection instruments (i.e. questionnaires);
- 2) Collection of the required data by centre for social welfare employees (via online questionnaires) and collected data processing;
- 3) Defining the optimum battery of psychological measurement instruments (based on the collected data);
- 4) Application of the selected battery of psychological measurement instruments and additional assessment methods (interviews);
- 5) On-the-job training.

A questionnaire represents the most efficient, structured, and objective instrument for a detailed analysis of organizational and procedural functioning of a centre for social welfare, as well as for determining capacities for change on the level of human resource management potential. Within the phase of data collection instrument creation, **two questionnaire forms** have been created:

- a) Questionnaire for expert employees (case managers)
- b) Questionnaire for managers and supervisors

Both questionnaire forms include open-ended and closed-ended questions. One of the key differences between these two questionnaire forms lies in the fact that the questionnaire for the management includes the elements referring to organizational and technical parameters of the centre for social welfare in question. Questionnaire for managers and supervisors consists of 33 closed-ended questions and 6 open-ended questions, while questionnaire for expert employees consists of 29 closed-ended questions and 5 open-ended questions. *(the copies of both questionnaires can be found within the Appendix section of this report)*

In addition to socio-demographic data, the questionnaires contain items that examine different segments of centre for social welfare functioning, such as centre for social welfare organisational structure, procedure functionality, consistency in procedure adherence and procedure deviation regularity, regular work control, job organization, reporting, task delegation system and taking over responsibility, priority setting, overall working atmosphere, quality of communication and experience sharing among the expert employees, interpersonal relations, quality of cooperation with other institutions (the police, judiciary, medical and educational institutions, local community, etc.), expert employees’ education level for performing certain job types, etc.

Prior to being posted online, both questionnaires have been thoroughly tested in order to ascertain that they comply with all technical requirements for their successful online completion.

The number of questionnaires to be completed has been defined with regard to the centre for social welfare size and the total number of expert employees in each centre for social welfare. Questionnaire for managers and supervisors has been completed by a top manager (director)

and one supervisor in each centre for social welfare, whereas questionnaire for expert employees (case managers) has been completed in the following manner:

- In centres for social welfare with up to 5 employees, the questionnaire has been completed by 2 case managers,
- In centres for social welfare that have between 6 to 15 employees, the questionnaire has been completed by 3 case managers,
- In centres for social welfare that have between 16 to 25 employees, the questionnaire has been completed by 5 case managers, and
- In centres for social welfare with over 25 employees, the questionnaire has been completed by 7 case managers.

A total of 11 questionnaires for managers and supervisors and 26 questionnaires for expert employees have been completed which fully covers the desired sample.

Data obtained through questionnaire completion has been entered into the previously formed database (Microsoft Access Database) and has been processed in a SPSS (Statistical Package for the Social Sciences, version 25.0) software package, whereas **for data analysis and interpretation the following statistical methods have been used:**

- *Descriptive statistics*: a sum of methods used for calculation, presentation and description of statistical series' basic characteristics, grouping and ordering of statistical data, determining the basic statistical series indicators;
- *Contingency coefficient*: shows the association between qualitative values of two variables (Contingency coefficient shows the association between two categories of variables based on Chi-Square);
- *Two-way analysis of variance*: examines the influence of two independent variables on one dependent variable (acronym ANOVA that stands for analysis of variance is often used in professional publications);
- *Pearson correlation coefficient*: it is a measure of the linear correlation degree between two or more variables (the value ranges from -1 to +1).

Upon centre for social welfare employees' psychological capacity assessment **the selected battery of tests has been applied** and it consists of the following:

- "Big Five plus Two" (BF+2) personality inventory: Inventory BF+2 is used for personality assessment in different fields of psychology, such as organizational (e.g. when recruiting employees), clinical, forensic, etc.
- "KOG-3" battery of intelligence tests: KOG-3 battery includes tests that enable efficacy assessment of the most important cognitive processors as defined by the cybernetic model of intellectual functioning.

"Big Five Plus Two" (BF+2) (Personality inventory)

Test purpose: personality assessment

The BF+2 inventory is used for personality assessment in different fields of psychology, such as organizational psychology (e.g. in the professional selection process), clinical psychology, forensic psychology, etc. The instrument does not possess a diagnostic quality, and therefore, cannot be used to determine the psychopathologic behaviour aspects, nevertheless, it can be useful in providing the insight about the basic characteristics that can shape the psychopathological reactions and behaviour.

The BF+2 questionnaire can also be highly beneficial to all kinds of correlational and experimental drafts the aim of which is to examine the relations of different phenomena and human reactions with personality traits.

The questionnaire is comprised of 184 items from a five-point Likert-type scale. The items are divided into **seven big scales**. Each of the scales is comprised of two, i.e. three subscales.

Neuroticism Scale – it refers to individual variations in the level of reaction to potentially harmful stimuli, i.e. the propensity to experience negative emotions. The scale includes the indicators of anxiety, sense of guilt, depressing mood, resentment, alienation, sense of inferiority. It includes *three subscales*:

- *Anxiety* – it is a frequent experiencing of tension even in the situations that are regarded as unharmed by an average person; it can indicate the way an individual will respond when placed in a new situation, the decision-making process, and the like.
- *Depression* – it refers to a distinctive pessimistic cognitive style that indicates the attitude of an individual towards future, whether one is satisfied with one's accomplishments and social interactions, how one perceives oneself and one's abilities, or whether one assumes an active or a passive approach to reality...
- *Negative affectivity* – it refers to a general state of discomfort, it indicates a distinctive cognitive response model that manifests itself both in the realm of behaviour and in the realm of emotional response.

Extroversion Scale – it refers to individual variations in the level of reaction to external environment (ranging from high-level responsiveness characteristic of introverts to low-level responsiveness characteristic of extroverts). This scale includes *three subscales*:

- *Cordiality* – a dimension that indicates a positive attitude towards people implying that the individual invests an active effort to establish harmonious interpersonal relations.
- *Positive affectivity* – a dimension that includes indicators of optimism, élan, and positive disposition.
- *Sociableness* – a behavioural aspect of extroversion that implies the ease with which an individual establishes interpersonal relations, the ability to communicate with a vast number of people, an extensive social circle, etc.

Conscientiousness Scale – a dimension of individual variations in the attitude towards one's responsibilities (ranging from excessive engagement and commitment to one's responsibilities that is characteristic of workaholics, to excessive inactivity that is characteristic of inert, passive, and lazy individuals). It indicates variations in the degree to which one is ready to sacrifice one's comfort and make an effort in order to achieve long-term goals. This scale includes *three subscales*:

- *Self-discipline* – it primarily includes indicators of the attitude towards imposed responsibilities; it is indirectly linked to the concept of conventional morality.
- *Perseverance* – the ambition to attain highly set goals with one's own effort (persistence, strong will, organization, resilience); the conscientiousness aspect that is most closely related to ambition and high levels of aspiration.
- *Forethoughtfulness* – the tendency to conform to the rules of behaviour and forethoughtfulness in the decision-making process (it refers both to the accomplishment and efficiency, and to general strategies in all aspects of life).

Aggression Scale – a dimension of individual variations in the frequency and intensity of aggressive impulse, as well as in the control and intensity of the aggressive response itself. It includes *three subscales*:

- *Rage* – a dimension that refers to an affective inclination towards an aggressive response and poor aggressive impulse control management.
- *Uncompromisingness* – it refers to an individual's tendency to maintain harmonious interpersonal relations; on the one hand, it includes indicators of compromise (tendency to avoid conflicts, unpleasant situations, etc.), on the other hand, it includes uncompromisingness indicators (tendency to engage in conflicts, sustained effort for one's own goals, hostile tendency to inflict damage on others, etc.)
- *Difficult temperament* – it refers to the tendency to dominate in most interpersonal relations in an intrusive and arrogant manner (presenting oneself as a powerful and dominant figure)

Openness Scale – a trait that includes inquisitiveness, broad scope of interests, and openness to change (tendency to develop and improve). It includes *two subscales*:

- *Intellect* – the tendency to create an incentive environment that will meet the need for intellectual stimulation (an active search for the information of one's interest, accompanied by curiosity and a tendency for intellectual growth); this dimension is usually associated with high standards and expectations both in other spheres of life and in the realm of one's intellectual performance).
- *Novelty seeking* – it includes indicators of the need for new experiences and readiness to try new things; in its essence lies a cognitive and affective tendency to embrace the changes easily and to manage new situations well.

Negative Valence Scale – it refers to one's attitude towards one's own traits, which are conventionally regarded as negative or undesirable. Besides negative self-evaluation, it also includes the tendency to perceive oneself as a dangerous individual whom others should be afraid of. It includes *two subscales*:

- *Manipulation* – it refers to one's perception of oneself as a cunning individual who manages to achieve one's goals through intrusiveness, plotting or taking advantage of others; the ethical component of behaviour or attitudes is dominant in this particular dimension, and therefore, the alternative term for it would be amorality.
- *Negative self-image* – it refers to being acutely aware of one's undesirable traits and the lack of positive ones.

Positive Valence Scale – it is a self-evaluation scale, i.e. a positive evaluation of one's traits that includes indicators of excessively positive self-evaluation that borders narcissism. It includes *two subscales*:

- *Superiority* – a dimension that includes indicators of the need to accentuate one's own importance that is usually accompanied by the idea of one's greatness and narcissistic tendencies.
- *Positive self-image* – a part of self-evaluation that refers to the appreciation of one's traits and it implies the awareness of one's own value (one of the essential preconditions for development and high aspirations).

The “Big Five Plus Two” questionnaire can be used in case of an adult respondent who is normally mentally developed, literate, and without any neurological organ damage or acute psychosis. When it comes to special-needs individuals who, due to their impairment, are unable to be subjected to the examination independently, the examination can be conducted with the help of an examiner who can read out the items or circle the answers for the respondent.

“KOG-3” (*Battery of intelligence tests*)

Test purpose: intellectual capacity assessment

“KOG-3” battery of intelligence tests includes tests that enable efficacy assessment of the most important cognitive processors as defined by the cybernetic model of intellectual functioning. This model defines intelligence as the information processing system efficacy in the context where an efficient and accurate task solving is required.

Functioning of this system operates through seven functional units (receptor system, processor for decoding, structuring and search of the input – perceptive faculties, short-term memory, long-term memory, processor for the sequential information analysis – verbal, i.e. symbolic abilities, processor for the parallel information analysis – reasoning abilities, spatial visualization, education abilities, and central processor – overall cognitive ability).

“KOG-3” battery of intelligence tests is intended for the assessment of intellectual functions of mentally healthy adult respondents and for the identification of disabilities both in overall intellectual functioning and in certain aspects of intellectual functioning in those respondents with mental aberration.

“KOG-3” battery of tests includes *three subtests* which identify:

- the efficacy of perceptive function operation (perceptive analysis, organization and identification),
- the ability to understand verbal content, and
- spatial visualization ability.

All of the used psychological measurement instruments meet the required standards of validity, discrimination and objectivity in terms of the population in the Republic of Serbia, are accredited by the Institute of Psychology and used strictly in accordance with the Law on Performance of Psychological Activity.

Battery test results primarily provide detailed information on centre for social welfare expert employees’ individual predispositions. However, for the purposes of psychological profile standardization of the employees, these information can serve in the recruitment process as an initial parameter for prospective employees’ assessment.

In addition to the psychological measurement instruments testing, **the interviews with the expert employees** have been conducted as a part of a final assessment of their psychological capacities. Semi-structured interview (previously set group of questions and the manner of their coding in the further phases of the data analysis so as to achieve objectivity) serves as an addition and an authentication check of the previous materials with a special emphasis on the determination of the respondents’ adaptation capacities. During the interview, the interviewees have responded to previously formulated questions and expressed their opinion on their motivation for performing the job, esteem for the work done in centres for social welfare both within and outside social protection system, possibilities for further development of professional skills.

For the segment of psychological capacity assessment, the final sample consisted of 20 respondents which constituted a relevant sample for this research.

When it comes to **on-the-job training**, two two-day (the first and the second round of on-the-job training) visits have been carried out in each centre for social welfare by the experts from the field of methodology assessment who have been completely acquainted with the hitherto activities, and who have taken part in all the previous project phases and have actively participated in the training plan creation and the development of interventions required for performance enhancement.

The first round of on-the-job training has been comprised of the following components:

- Observation of two case managers' performance (one case manager per day);
- Solving the task based on the assessment methodology;
- Completion of Job Satisfaction Survey and Job-related Affective Well-being Scale.

The second round of on-the-job training, in the duration of two days, has been conceived based on the insights obtained through the data collection instrument, the analysis of psychological testing results, as well as on the processing of the results obtained via Job Satisfaction Survey and Job-related Affective Well-being Scale. Besides case managers' performance, the experts have focused on the everyday situations that bring about both positive and negative job-related emotions. Through conversations and deeper analysis of all job aspects, the expert together with the expert employees have compiled a list of suggestions that would, in their opinion, lead to the enhancement of centres for social welfare both in terms of its organization and functioning.

Analysis

1) Job organisation in centres for social welfare

Previous research data on job organization have shown that the organization in centres for social welfare is average. This time, besides the job organisation quality per se and with a view to obtaining a more precise body of data related to this aspect, the focus has also been placed on the following areas:

- Work report submitting;
- Task assignment;
- Internal organisation;
- Clear understanding of individual tasks and responsibilities.

Special attention has been paid to the similarities and differences in judgment made by managers and expert employees in relation to the questions at hand, the influence that the size of the centre for social welfare has on those judgments, as well as the local self-government development group that the centre for social welfare belongs to.

When it comes to the assessment of job organisation quality, the narrow majority of case managers (55.6%) from centres for social welfare belonging to local self-government development group no. 3 believe their job organisation is average, while the remaining 44.4% believe that their job organisation is good. On the other hand, the half of case managers (50%) from centres for social welfare belonging to local self-government development group no. 4 believe that the job organisation is average, one third of them (33%) perceive it as good, whereas approximately one fifth of them (16.7%) perceive it as poor.

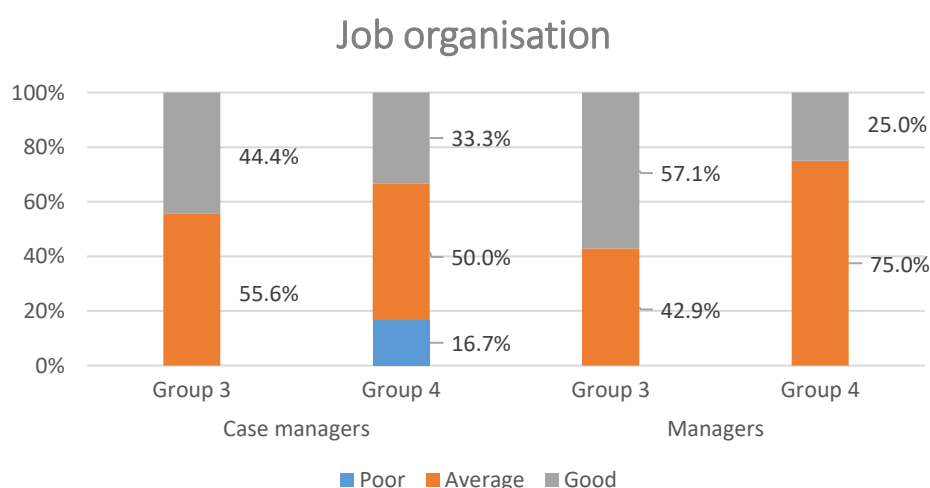


Chart 1.1: Job organisation quality in relation to the local self-government development group

A little less than half (43%) of managers from the development group no. 3 believe that the job organisation is average, while the others (57%) believe that the job organisation is good. Three quarters of managers from centres for social welfare belonging to local self-government

development group no. 4 believe that the job organisation is average, whereas one quarter of them (25%) believe that the job organisation is good. (*Chart 1.1*)

Even though the given body of data does not exhibit statistically significant differences, it is noticeable that, unlike case managers from centres for social welfare belonging to development group no. 4, managers from these centres mostly believe that the job organisation is average. Likewise, the case managers from centres for social welfare belonging to development group no. 4, to a certain degree, perceive the job organisation as poor, unlike their managers who exclusively perceive it either as good or average. (*Table 1.1*)

		Value	Approximate Significance
Manager	Contingency Coefficient	0.297	0.303
	N of Valid Cases	11	
Case Manager	Contingency Coefficient	0.341	0.206
	N of Valid Cases	24	
Total	Contingency Coefficient	0.286	0.210
	N of Valid Cases	35	

Table 1.1: Contingency coefficient between positions, development groups and job organisation quality

It can be noted that these differences stem from different frames of reference the respondents of either group have: while case managers perceive job organisation through carrying out the work with service users (workload volume, priority setting, task assignment, deadline setting, etc.), the managers' perspective includes a bigger picture, therefore, they respond to these items taking into consideration their obligations to the corresponding ministry, local self-government, cooperation with other corresponding institutions and the like.

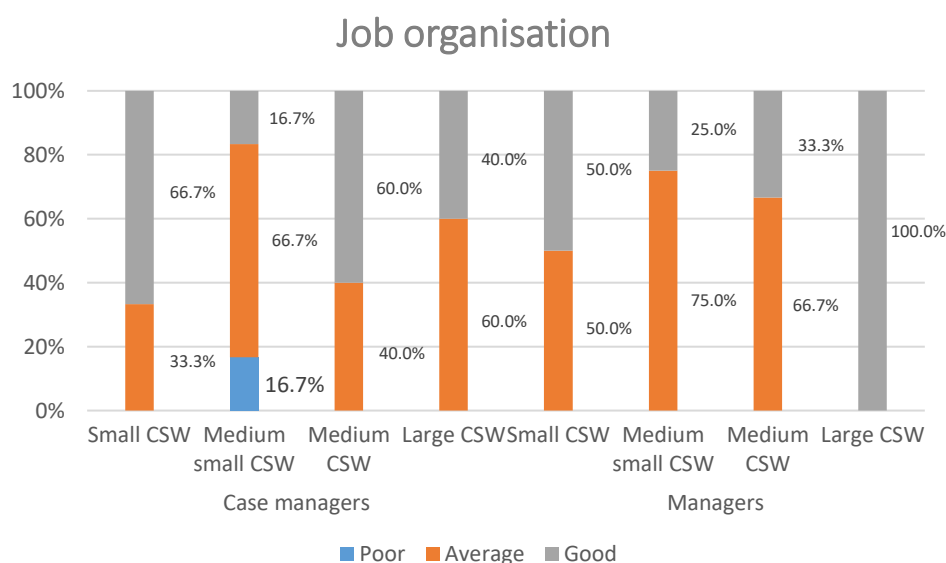


Chart 1.2: Quality of job organisation in relation to centre for social welfare size

Also, there is a conspicuously high level of self-criticism showcased in top management in relation to their duties (i.e. they assume an objective standpoint), however, there is a low level of readiness to fine-tune work methods. The assumption is that, in managers, there is room for management skills improvement, which would automatically make self-evaluation more comprehensive and would make their decisions be based on such professional knowledge.

Case managers in small, medium, and large centres for social welfare perceive the job organisation as either average or good, whereas a little less than one fifth of case managers in medium-small centres for social welfare (17%) perceive it as poor. Likewise, the managers mostly believe that the job organisation is either average or good, with the exception of the managers of large centres for social welfare who exclusively perceive the job organisation as good. (*Chart 1.2*)

When it comes to job organisation in large centres for social welfare where the managers coordinate a large number of employees of different professional profiles (all required for full work realisation and optimal competence of associates), the numbers evidently tend to be higher than in smaller centres for social welfare which do not have the capacity for a professional job distribution, and automatically, are not able to adequately react to staff absence (due to illness or holidays).

Statistically, there are no significant differences, however, there is a certain difference in perception of job organisation quality between the managers and case managers from large centres for social welfare. Unlike managers, nearly a half (40%) of case managers in the aforementioned centres for social welfare perceive it as average. Although not significant, there are some differences in assessment of case managers from medium centres for social welfare. They largely perceive the job organisation as good, unlike the managers of these centres who largely perceive it as average. (*Table 1.2*)

		Value	Approximate Significance
Manager	Contingency Coefficient	0.479	0.352
	N of Valid Cases	11	
Case Manager	Contingency Coefficient	0.429	0.491
	N of Valid Cases	24	
Total	Contingency Coefficient	0.354	0.542
	N of Valid Cases	35	

Table 1.2: Contingency coefficient between positions, centre for social welfare size and job organisation quality

The assumption is that these differences, too, stem from different frames of reference through which the respondents assess the job organisation quality. The managers have a broader perspective and more insight into the aspects of work that are at the expense of good organisation of work, associates and efficient work with service users.

Regardless of the town where a centre for social welfare is located, case managers usually perceive their job organisation as either average or good. The exception being the case

managers from Kucevo CSW, the third (33%) of whom believe that the job organisation is poor, i.e., average (67%).

When it comes to managers, regardless of the town in which their centre for social welfare is located, the greatest majority of them perceive job organisation quality as either good or average, the exception being the managers from Leskovac CSW who exclusively perceive it as good. (Chart 1.3)



Chart 1.3: Job organisation quality in relation to the town where CSW is located

This raises the question of objectivity of managers' evaluation criteria and automatically creates the need to introduce a standard of job organisation evaluation criteria (coupled with other managers' performance evaluation parameters) and the education of managers in the field of system optimisation in relation to its capacity (number of available staff, their professional profiles in relation to the volume of workload and, the business of the system)

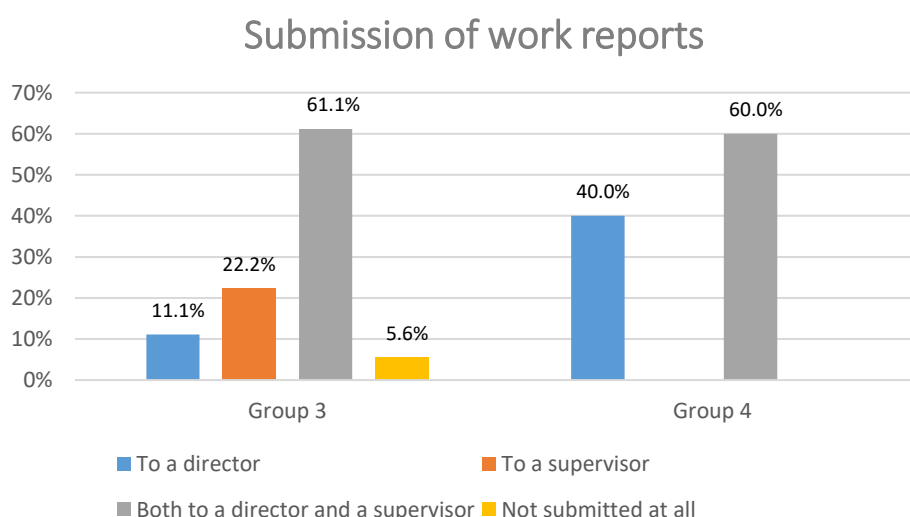


Chart 1.4: Submission of work reports in relation to the local self-government development group

In centres for social welfare belonging to local self-government development group no. 3, work report is, in the greatest number of cases, submitted both to a director and a supervisor, whereas

in the smallest number of cases it is either submitted to a director only or it is not submitted at all. The situation is similar in centres for social welfare belonging to local self-government development group no. 4, having in mind that in the greatest number of cases the work report is submitted both to a director and a supervisor, i.e. to a director only, leading to conclusion that these centres for social welfare do not have an individual who performs the supervisor's job only. (Chart 1.4)

	Value	Approximate Significance
Contingency Coefficient	0.353	0.352
N of Valid Cases	23	

Table 1.3: Contingency coefficient between work report submission and the local self-government development group

Based on all given parameters, it can be concluded that centres for social welfare showcase a relatively well-organised performance monitoring process conducted by managers and supervisors, both on the level of reporting and the quality of its realisation. (Table 1.3)

A significant difference has been recorded in the ratio of data on work report submission and the size of centres for social welfare. (Table 1.4)

	Value	Approximate Significance
Contingency Coefficient	0.687	0.015
N of Valid Cases	23	

Table 1.4: Contingency coefficient between work report submission and centre for social welfare size

Submission of work reports

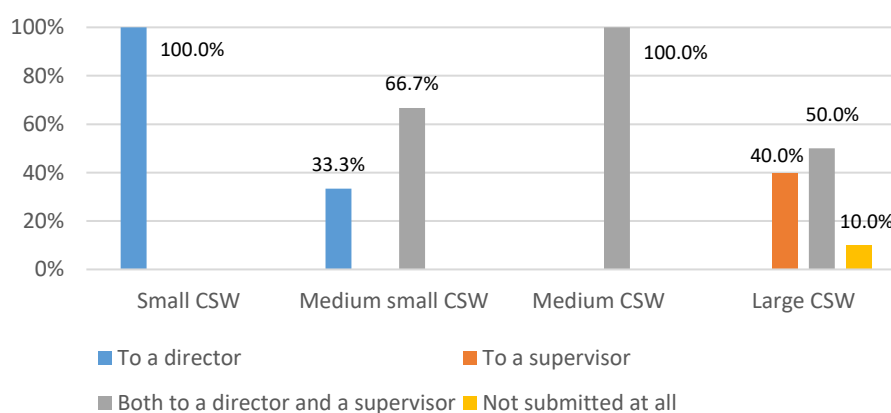


Chart 1.5: Work report submission in relation to the centre for social welfare size

While the work report in large centres for social welfare is only submitted to a supervisor or a director, the work report in small centres for social welfare is submitted to directors only. In medium-small and medium centres for social welfare, the work report is usually submitted both to a director and a supervisor, whereas a certain number of medium centres for social welfare exhibits the practice of work report submission to a director only. (*Chart 1.5*)

This difference is a result of uneven distribution of supervisors in smaller centres for social welfare. In some cases, although it does exist in the nomenclature, the volume of work and the inability to allocate cases to an optimum number of associates make all of them become involved in direct work with services users, i.e. make all reports be submitted to a director only.

Regardless of the town where CSW is located, work report is most frequently submitted both to a director and a supervisor in all centres for social welfare. (*Chart 1.6*)

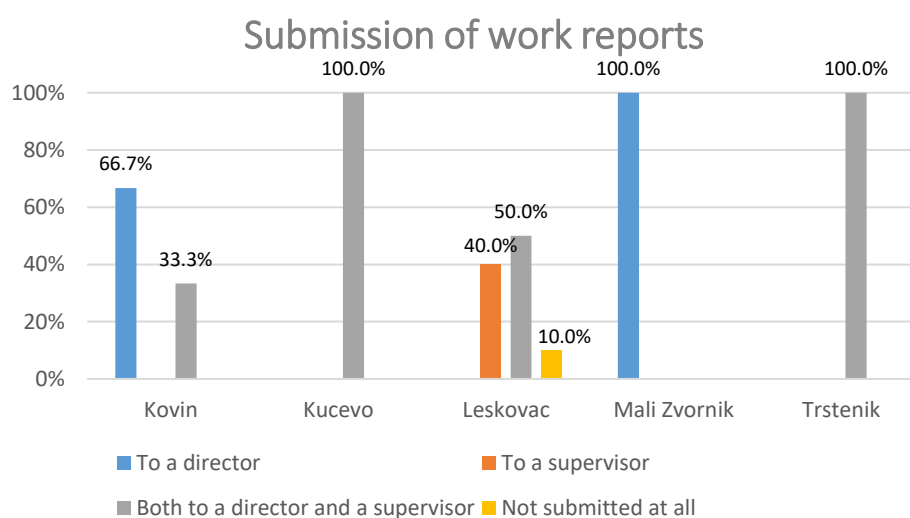


Chart 1.6: Work report submission in relation to the town where CSW is located

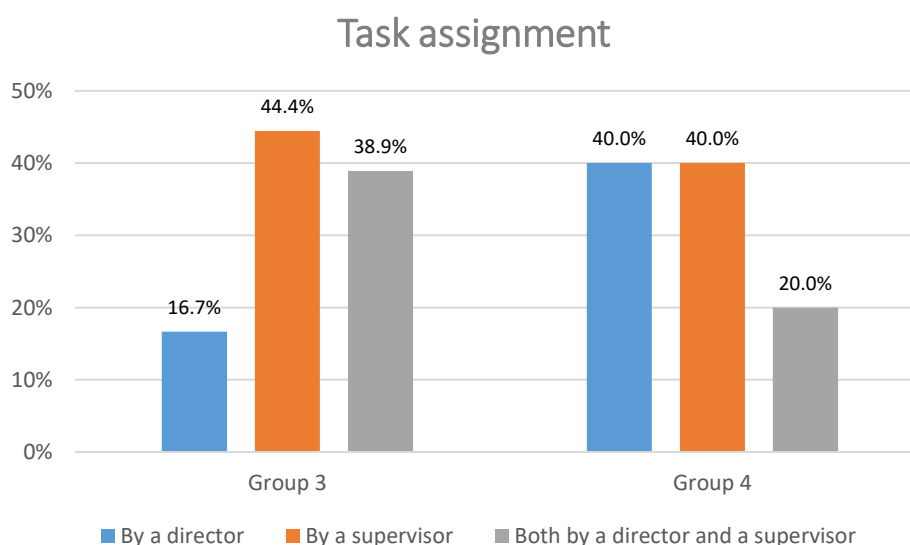


Chart 1.7: Task assignment in relation to the local self-government development group

This finding corresponds to the aforementioned finding where associates' work efficiency is tracked both on the level of their performance, and on the level of quality of their performance.

In centres for social welfare belonging to the local self-government development group no. 3, the employees are usually assigned the tasks by supervisors (45%), in a slightly lower percentage, by both directors and supervisors (almost 40%), i.e. by a director only (almost 17%). The employees in centres for social welfare belonging to the local self-government group no. 4 are, in equal percentage, assigned the tasks either by a director only or by a supervisor only (40%), while they are, in a lower percentage, assigned the tasks by both a director and a supervisor (20%). (*Chart 1.7*)

It can be noted that the local self-government development group no. 3 showcases better organisation concerning task assignment than that is the case with the group no. 4. In the development group no. 4, the tasks are assigned both by managers and supervisors, which makes the system waste time intended for work and the information received through assignment compromised by different managers' and supervisors' briefing, which in turn reduces the overall centre for social welfare efficiency.

In line with the aforementioned, it can also be noted that, even though there are no significant differences, centres for social welfare belonging to the local self-government development group no. 4 exhibit task assignment by a director in significantly higher percentage than that is the case with centres for social welfare belonging to the local self-government development group no. 3 where supervisors play a much bigger role in task assignment than directors. (*Table 1.5*)

	Value	Approximate Significance
Contingency Coefficient	0.239	0.497
N of Valid Cases	23	

Table 1.5: Contingency coefficient between task assignment and the local self-government development group

The suggestion is that both managers and supervisors attend specially designed seminars on management skills with a special focus on task assignment methods and potential distraction factors.

Different sizes of centres for social welfare exhibit significant differences related to task assignment. (*Table 1.6*)

	Value	Approximate Significance
Contingency Coefficient	0.724	0.000
N of Valid Cases	23	

Table 1.6: Contingency coefficient between task assignment and the centre for social welfare size

In small centres for social welfare, task are chiefly assigned by a director, whereas in medium-small, medium and large centres for social welfare, tasks can be assigned by a director, or a manager and a supervisor. Nevertheless, in large centres for social welfare, that is still usually done by a supervisor. (Chart 1.8)

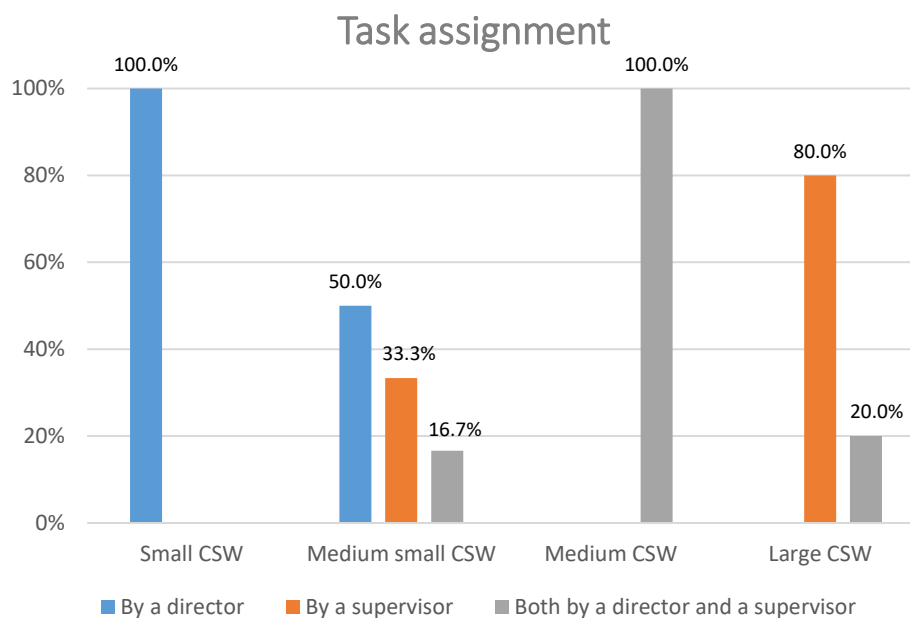


Chart 1.8: Task assignment in relation to the centre for social welfare size

This finding points to a relatively good task assignment system in large centres, whereas it reveals the need to encourage a more purposeful task assignment methods in medium and smaller centres for social welfare.

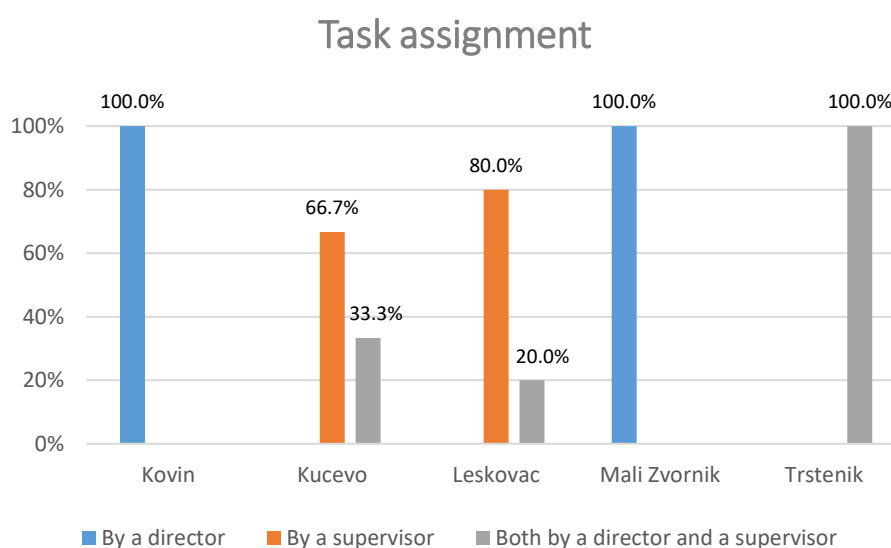


Chart 1.9: Task assignment in relation to the town where CSW is located

Collected results indicate that in Kovin CSW and Mali Zvornik CSW the tasks are chiefly assigned by a director, in Trstenik CSW only by a director and supervisor, whereas in Kucevo CSW and Leskovac CSW the tasks are assigned either in close cooperation of a director and a

supervisor or chiefly by a supervisor. It can be noted that a supervisor's role in autonomous task assignment in Kucevo CSW and Leskovac CSW is more prominent than in other centres for social welfare that constitute the entire sample. (Chart 1.9)

Also, on the level of each centre, a certain overlapping in terms of task assignment is evident which can create a communication noise and negatively influence the quality of work and deadlines.

The following chart that refers to the internal organisation structure in relation to the development group of the centre shows that centres for social welfare belonging to development group no. 3 have more supervisors than director which corresponds to the optimum job organisation. (Chart 1.10 and Table 1.7)

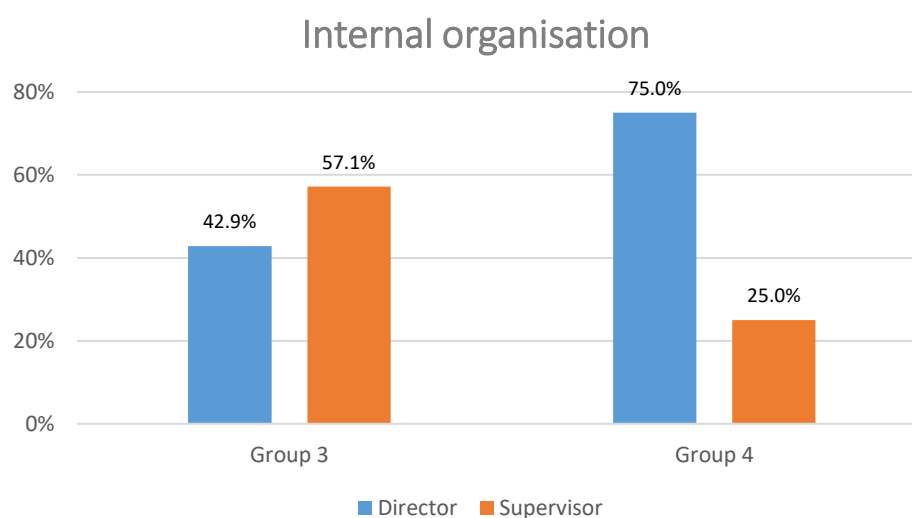


Chart 1.10: Internal organisation in relation to the local self-government development group

	Value	Approximate Significance
Contingency Coefficient	0.297	0.303
N of Valid Cases	11	

Table 1.7: Contingency coefficient between internal organisation and the local self-government development group

The finding that medium-small centres for social welfare exhibit a greater proportion of directors than supervisors is in line with the aforementioned data, whereas medium centres for social welfare exhibit a greater proportion of supervisors than directors. (Chart 1.11 and Table 1.8)

The finding points to the fact that while going from medium centres for social welfare to smaller centres for social welfare, the proportion of supervisors reduces, which significantly changes job organisation methods and task assignment system. It is recommended that, through subsequent management skills training modules, managers and supervisors separately form

two groups: managers and supervisors from large and medium-sized centres in one group and managers and supervisors from medium and smaller centres in the other group.

When it comes to task and responsibility understanding of employees, there is a significant difference between centres for social welfare from the third group of development and centres for social welfare from the fourth group of development. (Table 1.9)

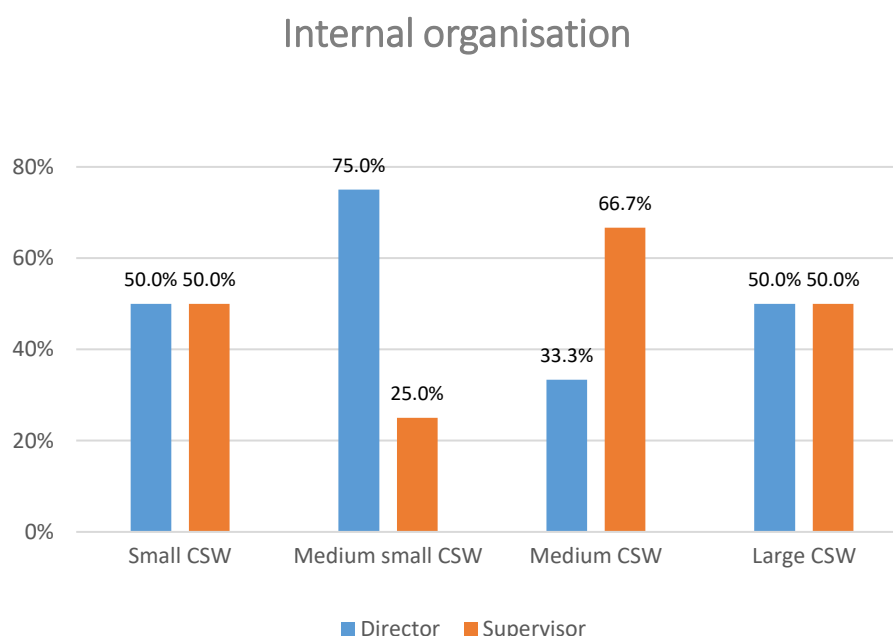


Chart 1.11: Internal organisation in relation to the centre for social welfare size

	Value	Approximate Significance
Contingency Coefficient	0.320	0.740
N of Valid Cases	11	

Table 1.8: Contingency coefficient between internal organisation and the centre for social welfare size

	Value	Approximate Significance
Contingency Coefficient	0.629	0.007
N of Valid Cases	11	

Table 1.9: Contingency coefficient between task and responsibility understanding and the local self-government development group

In centres for social welfare belonging to the third development group, employees consider that the job organisation is such that individual tasks and responsibilities are unambiguously administered to all, whereas the employees from centres for social welfare belonging to the fourth group of development, in the largest percentage (80%), consider that the job organisation is such that individual tasks and responsibilities are ambiguous. (Chart 1.12)

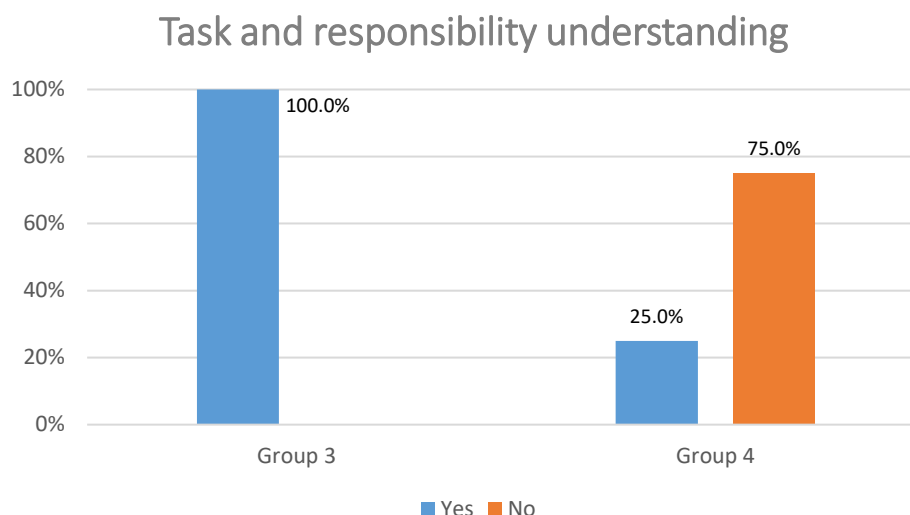


Chart 1.12: Task and responsibility understanding in relation to the local self-government development group

This finding is especially conspicuous when it comes to functional job organisation, where one of the main priorities is a clear system of task assignment, hence, the responsibilities which each employee is handed over. Subsequent education of managers and supervisors, as well as written (electronic and printed) materials with instructions on transparent job organization, can significantly improve these indicators not only in terms of greater work efficiency, but also in terms of strengthening the motivational capacities of employees (in cases where responsibilities and tasks are handed over ambiguously, the employees' motivation decreases since there is no clear individual performance gratification).

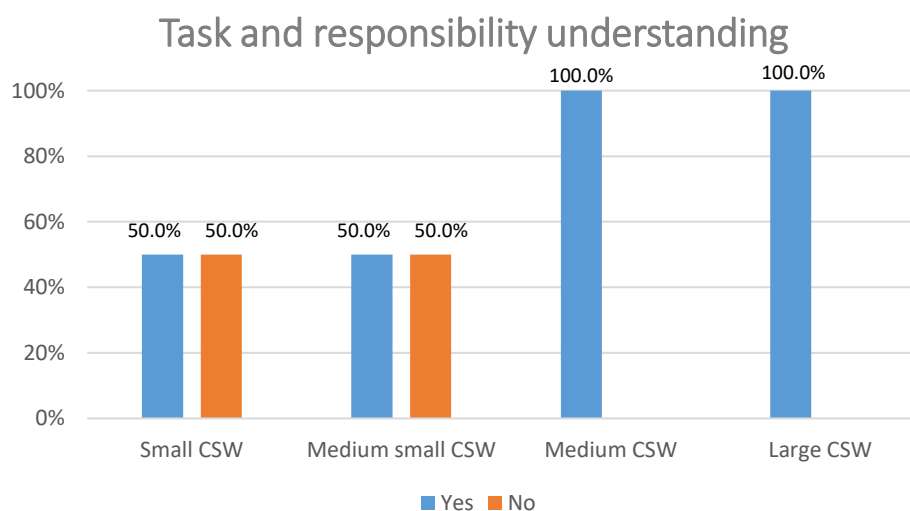


Chart 1.13: Task and responsibility understanding in relation to the centre for social welfare size

In small and medium-small centres for social welfare, opinions regarding the assessment of task and responsibility understanding are divided. Half of the respondents think that the job organisation is such that everyone knows their tasks and responsibilities, while the other half thinks that this is not the case. In middle and large centres for social welfare, the result shows

that individual tasks and responsibilities are clear to everyone in the centre. (Chart 1.13 and Table 1.10)

	Value	Approximate Significance
Contingency Coefficient	0.488	0.329
N of Valid Cases	11	

Table 1.10: Contingency coefficient between task and responsibility understanding and the centre for social welfare size

Again, the obtained finding points to the difference that exists in job organisation in small and medium centres for social welfare in relation to medium and large centres for social welfare, which additionally creates the need for all materials related to job management (education, printed materials, online content, etc.) to be divided into two previously described groups (formed according to the centre for social welfare size) and its contents to be adjusted to these two groups.

When considering the opinions of employees in relation to the towns where centres for social welfare are located, the opinions are divided. While Kovin CSW, Leskovac CSW and Trstenik CSW believe that the job organisation is such that everyone is fully acquainted with their task and responsibilities (100% of respondents), Kucevo CSW believes that the job organisation is such that it is not clear what the individual tasks and responsibilities are (100% of respondents). In Zvornik CSW, opinions are divided so that one half of the employees consider that their individual tasks and responsibilities are clear to them, while the other half holds a completely opposite opinion. (Chart 1.14)

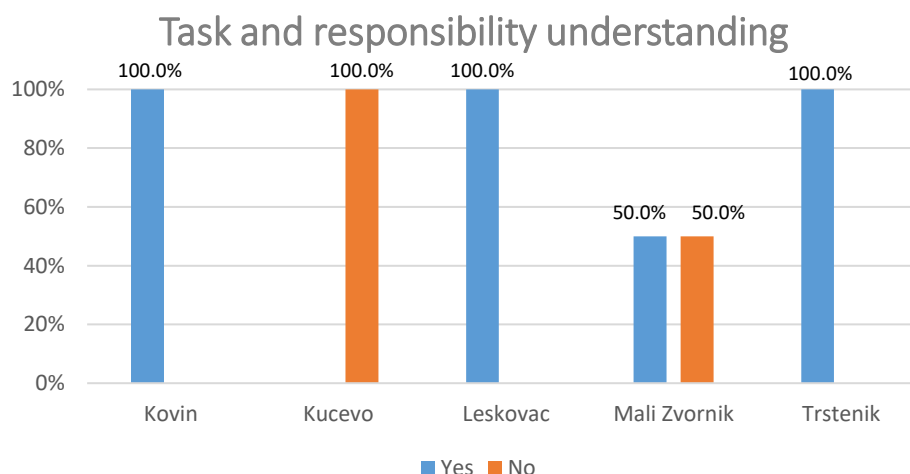


Chart 1.14: Task and responsibility understanding in relation to the town where CSW is located

This finding has been of pivotal importance for the final phase and on-the-job training methodology, hence, when it came to the interventions in Kucevo CSW and Mali Zvornik CSW, the emphasis had been placed on the aspect of job organization.

Results show that case managers typically perceive their job organisation as average, while managers' opinions differ. In most cases, managers perceive their job organisation as good. The difference in opinions can be the result of different perspectives from which job organisation is observed. Continuous workload and a large number of cases can stem from poor job organization, while managers, in relation to the function they perform, can have a more detailed insight into certain segments of the organizational system with which expert employees are not fully acquainted with.

Conclusion and recommendation

The obtained data indicate that centre for social welfare internal organization determines to whom the expert employees submit their work reports. This manner of job organisation in centres for social welfare is conditioned by the Rulebook on Organization, Norms and Standards of Work in Centre for Social Welfare, according to which the internal organization is determined according to the complexity, nature and interrelation of centre affairs, in the following manner:

- In a centre for social welfare with less than 10 expert employees, the job is organised within one internal unit;
- In a centre with more than 10 expert employees there are following departments:
 - Department for child and youth protection;
 - Department for adult and elderly protection;
 - Department for legal affairs;
 - Department for financial, administrative and technical affairs.

The results obtained through questionnaire are in accordance with the prescribed centre organisation. In small centres, work reports are submitted to a director only, while in medium-small, medium and large centres reports are submitted either to a supervisor, corresponding manager or director.

When it comes task assignment, the situation is similar. In small centres, the tasks are assigned by a director only, which is conditioned both by the internal organisation and by the fact that in small centres, supervisors continue to perform in the capacity of a case manager, and therefore, are not able to perform the tasks of supervisors as prescribed by the Rulebook. In other centres, the situation is different. While in medium-small and medium centres, task assignment is divided among corresponding managers, supervisors and directors, in large centres, task assignment is performed only by corresponding managers and supervisors.

In terms of task and responsibility understanding, the impression is that expert employees in small centres do not fully understand their individual tasks and responsibilities, while in larger centres the situation is somewhat better. Such results may result from the lack of skilled employees, which often leads to the supervisors performing in the capacity of a case manager, and there are instances where directors have to do the same. When there is “everyone can do everything” policy of work, one can lose sight of one’s own individual tasks and responsibilities.

On the other hand, the larger centres’ internal organisation structure is more complex and as such enables a clearer determination of individual tasks and responsibilities. Although managers' and expert employees’ opinions on job organisation differ, the impression is that both groups of respondents believe there is room for improvement in job organisation, which would greatly facilitate the everyday functioning of a centre for social welfare. Also, better job

organisation would reduce expert employees' workload, therefore, the benefits of the introduced changes would be multiple.

Generally speaking, this body of data points to the need to formulate models of efficient management, with work standards in two centres' groups: small and medium centres, on the one hand, and large and medium large on the other. It should include functional task delegation, i.e. that the employees are given tasks from their specific field of expertise, transparent information exchange and a clear division of responsibilities instead of mere task allocation, as well as the optimal time management and performance evaluation system (through the employees' performance scope and performance quality assessment).

2) Rule and procedure adherence in centres for social welfare

Through previous analyses carried out by the Ministry of Labour, Employment, Veteran and Social Affairs, the subject of research on procedures also tackled the analysis of the frequency of deviations from the rules and procedures in order to be able to complete the work, where the obtained results indicated similar assessment of managers and expert employees. The obtained results show that rules and procedures are occasionally being deviated from, under the pressure of workload volume and deadlines. Certain shortcuts in time-constrained situations cause deviations in procedure adherence so as to save time and respond to requests. This finding further sought the revision of the efficiency of work procedures, i.e. to what extent they corresponded to the realistic conditions in centres and how much they corresponded to the overall employees' job requirements - which was the subject of this analysis.

In the previous analysis of job organisation efficiency in centres for social welfare, vacancy filling procedure quality was examined, too. The analysis dating from 2018 found that in the last 5 years, according to the managers, new staff hiring was realised in one-fifth of the centres. In addition to managers' poor acquaintance with overall application procedures, it is evident that this procedure is internally handled within centres, hence, the managers are not given work standard in this area. The data indicated that it was necessary to define the new staff admission procedures, whereas the report defined the operational and terminology parameters of this procedure.

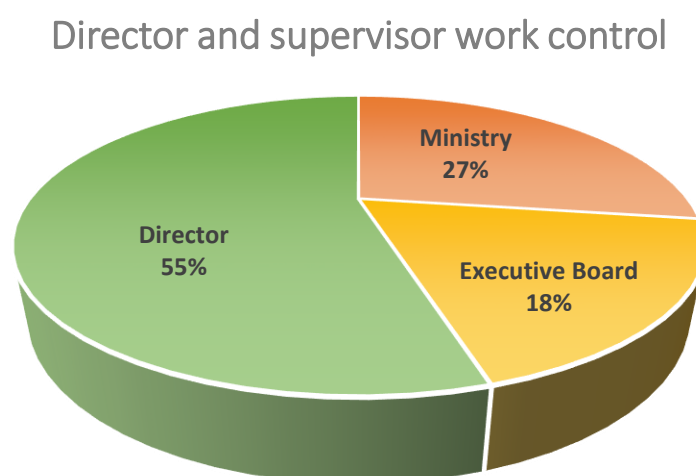


Chart 2.1: Director and supervisor work control

In deepening the understanding on how to adhere to rules and procedures in the centres, the first area of research concerned the regularity of activity control. Directors and supervisors state that work is being fully controlled in their centres for social welfare. Their work is controlled by the corresponding Ministry (27%) and the Executive Board (18%), while the supervisors' work, in addition to these, is also controlled by the centre directors (55%). (*Chart 2.1*)

According to the initial data, it can be noted that the procedure of top management work control is in accordance with the existing procedures, and therefore, it is complete in terms of the obligations and responsibilities that the top management takes over.

It can be noted that there is a significant difference in the regular activity control between the centres belonging to the third group and those belonging to the fourth group of development of local self-government units in which centres for social welfare are located. In centres of the third development group, regular activity control is exercised to a significantly higher degree than it is the case with the centres belonging to the fourth development group. (*Chart 2.2 and Table 2.1*)

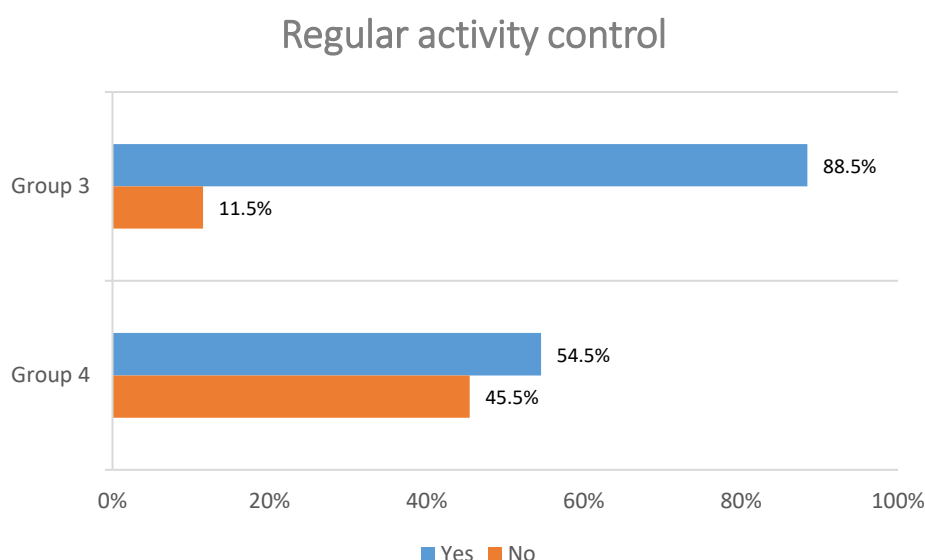


Chart 2.2: Regular activity control in relation to the local self-government development group

	Value	Approximate Significance
Contingency Coefficient	0.352	0.022
N of Valid Cases	37	

Table 2.1: Contingency coefficient between regular activity control and the local self-government development group

Based on the collected data, it can be noted that there is a significant difference in the associates' work control by top manager between the centres from the third and the centres from the fourth development group. In centres for social welfare from local self-government development group no. 3, top management controls the associates' work to a significantly

greater extent than that is the case with centres for social welfare from the fourth group, where virtually there is no regular associates' work control, i.e. it does occur, but only occasionally. (Chart 2.3 and Table 2.2)

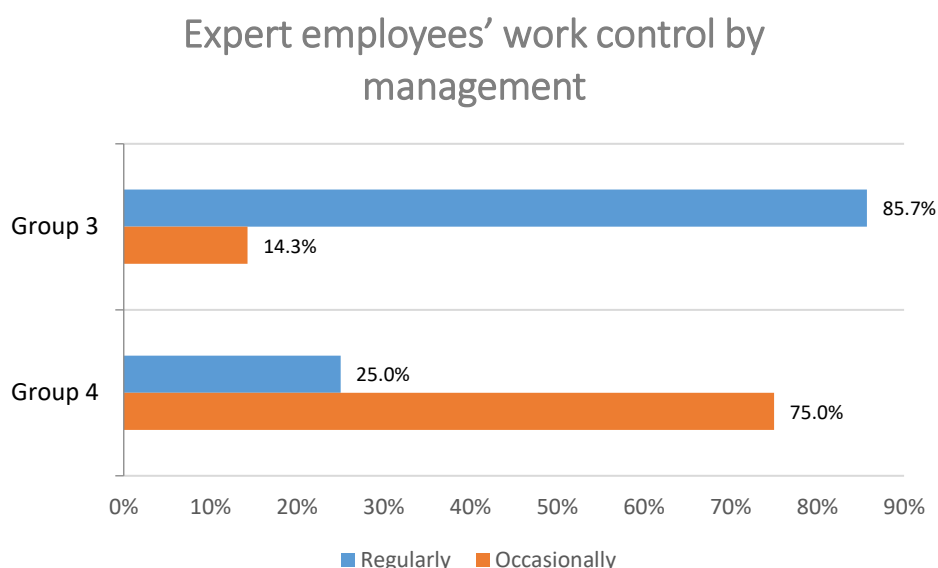


Chart 2.3: Expert employees' work control by management in relation to the local self-government development group

	Value	Approximate Significance
Contingency Coefficient	0.519	0.044
N of Valid Cases	11	

Table 2.2: Contingency coefficient between expert employees' work control by management and the local self-government development group

Based on this chart, it can be noted that regular activity control in all centres for social welfare, regardless of their size, is mostly exercised. Nevertheless, in medium-small centres, it is somewhat less frequently exercised, but the difference is not significant. (Chart 2.4 and Table 2.3)

This finding indicates that the need for control as well as for the service and work quality analysis provided by centres for social welfare in the overall sample is high, and that it represents an integral part of the work of most managers. Through further data analysis according to this questionnaire, a more precise structure of the degree of consistency in the implementation of work control can be noted, therefore, it can be observed that smaller centres for social welfare deviate from regular control more than large or medium centres.

By taking a closer look at the chart, it can be noted that large and medium centres for social welfare exhibit a constant control of associates' work by their managers, while in medium-small and small centres for social welfare this control is only occasionally exercised. Based on this, it can be said that, although there are no significant differences, the managers of medium-small centres for social welfare most rarely control their associates' work. (Chart 2.5 and Table 2.4)

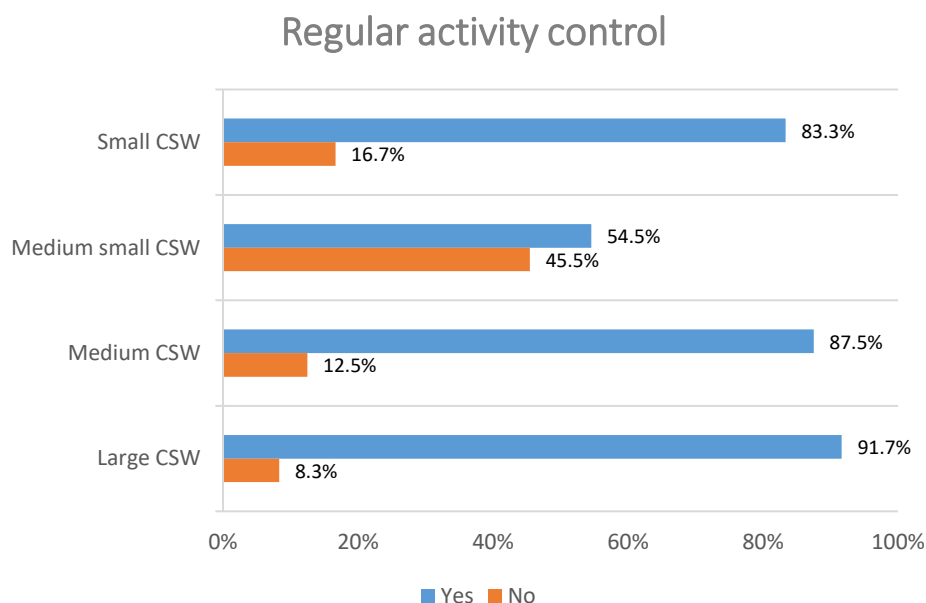


Chart 2.4: Regular activity control in relation to the centre for social welfare size

	Value	Approximate Significance
Contingency Coefficient	0.357	0.144
N of Valid Cases	37	

Table 2.3: Contingency coefficient between regular activity control and the centre for social welfare size

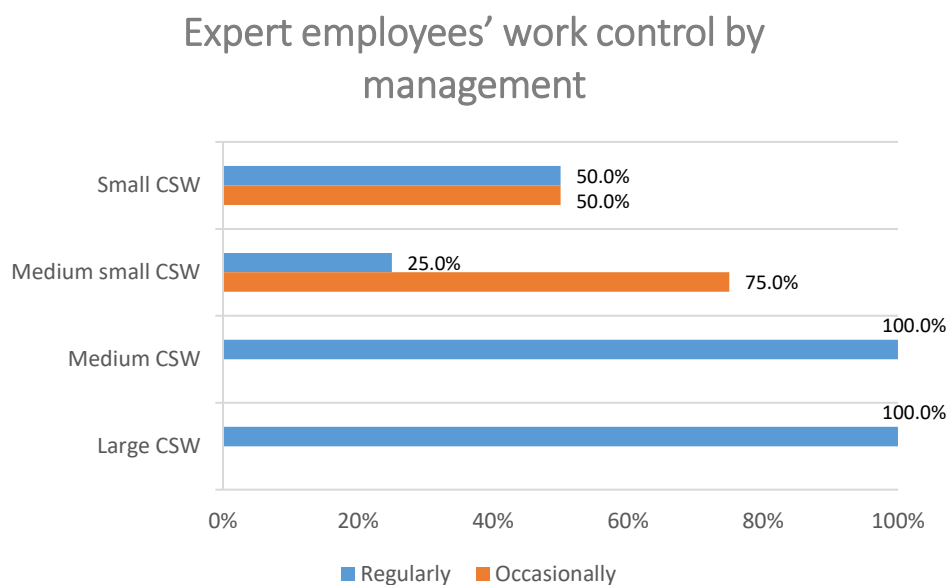


Chart 2.5: Expert employees' work control by managers in relation to the centre for social welfare size

The insufficiently developed organizational structure in medium-small and small centres for social welfare, and the consequently questionable possibility of a clear work division that

associates perform (especially during times of overload), requires managers to balance between the amount of realised work and deadlines as well as the accuracy of the reports that associates should deliver. It appears that managers more easily compromise with the part of the work that refers to the individual employee achievement analysis, and at the expense of the total volume of actual services provided to users. Orientation towards achievement is in this case the preferred, but not the only important management area for which it is necessary to provide system support and develop new managers' organizational skills.

	Value	Approximate Significance
Contingency Coefficient	0.581	0.133
N of Valid Cases	11	

Table 2.4: Contingency coefficient between expert employees' work control by managers and the centre for social welfare size

From the obtained results, it can be noted that regular activity control is exercised in all centres for social welfare equally, with the exception of Kucevo CSW where this control is often not exercised. (Chart 2.6)

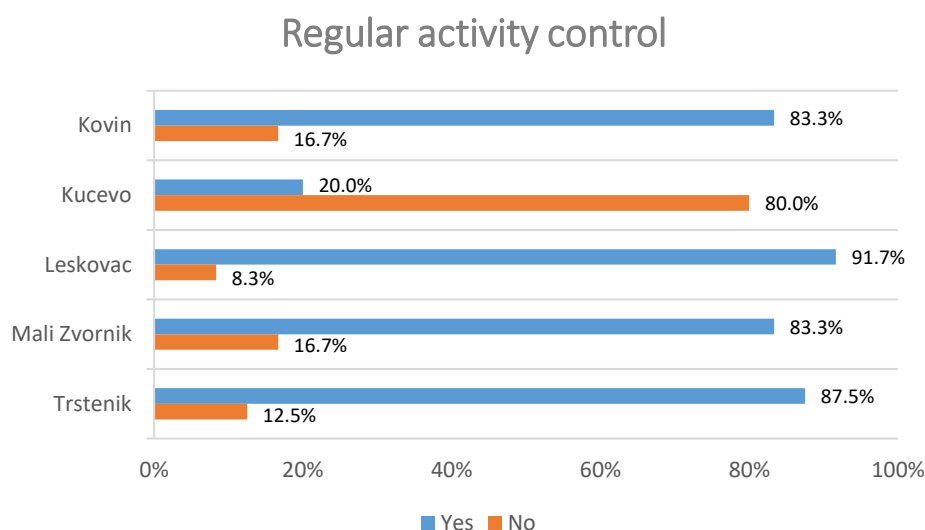


Chart 2.6: Regular activity control in relation to the town where CSW is located

A more detailed analysis of the results obtained through the questionnaire may show slight differences among certain centres. Nevertheless, it can be noted that the level of regular activity control is relatively high in the entire sample.

It can be noticed that in Trstenik CSW and Leskovac CSW expert employees' work control by their managers occurs most frequently, while in Mali Zvornik CSW and Kovin CSW this control is equally assessed as both regular and occasional. Therefore, in these centres for social welfare, work control is less frequently exercised. The exception being Kucevo CSW where managers only occasionally control the expert employees' work, i.e. there is no regular control. (Chart 2.7)

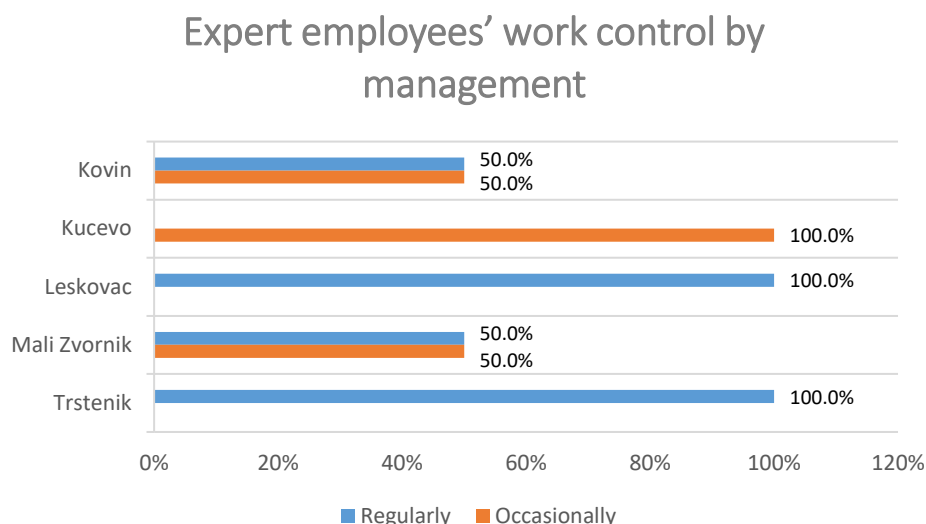


Chart 2.7: Expert employees' work control by managers in relation to the town where CSW is located

A key parameter in determining the level of associates' work control again appears to be the centre for social welfare size, although this body of data may be interpreted through the influence of personal management style in certain centres.

One of the key prerequisites for the development of any system is a constant quality control. Activities with special emphasis on regular control by the corresponding bodies can, to some extent, help this area of work become better organised by providing support to managers in terms of acquiring new and necessary skills and knowledge (principles of functional and situational team organisation, time management, feedback techniques, etc.).

Rule and procedure deviation frequency

The collected body of data shows that between the centres belonging to the third and fourth group of local self-government units in which centres for social welfare are located, there are significant differences in the rule and procedure deviation frequency in order to complete the job. In the centres belonging to both groups, this deviation is either rare or occasional, with the exception of the centres from the third local self-government development group, where rule and procedure deviation frequency is lower than in the centres from the fourth development group. (Tables 2.5 and 2.6)

	<i>N</i>	<i>AS</i>	<i>Std. Deviation</i>	<i>Std. Error</i>	<i>Lower Bound</i>	<i>Upper Bound</i>	<i>Minimum</i>	<i>Maximum</i>
Group 3	26	1.69	0.471	0.092	1.50	1.88	1	2
Group 4	11	2.09	0.701	0.211	1.62	2.56	1	3
<i>Total</i>	37	1.81	0.569	0.094	1.62	2.00	1	3

Table 2.5: Descriptive statistics: How often do the expert employees deviate from rules and procedures in order to be able to complete the job?

This finding may indicate to striking workload levels in the centres from the fourth local self-government development group in relation to the centres from the third local self-government

development group. Therefore, in their particular case and under the pressure of obligations, rules and procedures are more frequently deviated from.

	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Between Groups	1.228	1	1.228	4.114	0.050
Within Groups	10.448	35	0.299		
<i>Total</i>	11.676	36			

Table 2.6: Analysis of variance: How often do the expert employees deviate from rules and procedures in order to be able to complete the job?

On the basis of the following table, it can be noted that, in general, all centres for social welfare, regardless of their size, estimate that they rarely deviate from rules and procedures in order to complete the job. (Table 2.7)

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error</i>	<i>Lower Bound</i>	<i>Upper Bound</i>	<i>Minimum</i>	<i>Maximum</i>
Small CSW	6	2.33	0.516	0.211	1.79	2.88	2	3
Medium-small CSW	11	1.91	0.539	0.163	1.55	2.27	1	3
Medium CSW	8	1.38	0.518	0.183	0.94	1.81	1	2
Large CSW	12	1.75	0.452	0.131	1.46	2.04	1	2
<i>Total</i>	37	1.81	0.569	0.094	1.62	2.00	1	3

Table 2.7: Descriptive statistics: How often do the expert employees deviate from rules and procedures in order to be able to complete the job?

Since medium centres for social welfare are far less likely to deviate from rules and procedures in order to complete the job than small centres for social welfare, there are significant differences in the deviation frequency. It can also be noted that large and medium centres for social welfare are, in fact, less likely to deviate from rules and procedures than that is the case with smaller centres. (Table 2.8)

	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Between Groups	3.308	3	1.103	4.349	0.011
Within Groups	8.367	33	0.254		
<i>Total</i>	11.676	36			

Table 2.8: Analysis of variance: How often do the expert employees deviate from rules and procedures in order to be able to complete the job?

Overall, rule and procedure adherence is evidently an essential requirement of the social protection system. Nevertheless, in centres for social welfare showcasing a more developed organisational structure, rules and procedures are, to a certain extent, easier to adhere to in a consistent manner.

By taking a closer look at the previous chart, a general conclusion can be drawn. In all centres, the expert employees, in most number of cases, occasionally deviate from the rules and procedures, except in Trstenik CSW where this deviation occurs far less frequently when compared to other centres for social welfare. Likewise, it can be noted that Kovin CSW adheres to the rules and procedures only occasionally. (Chart 2.8)

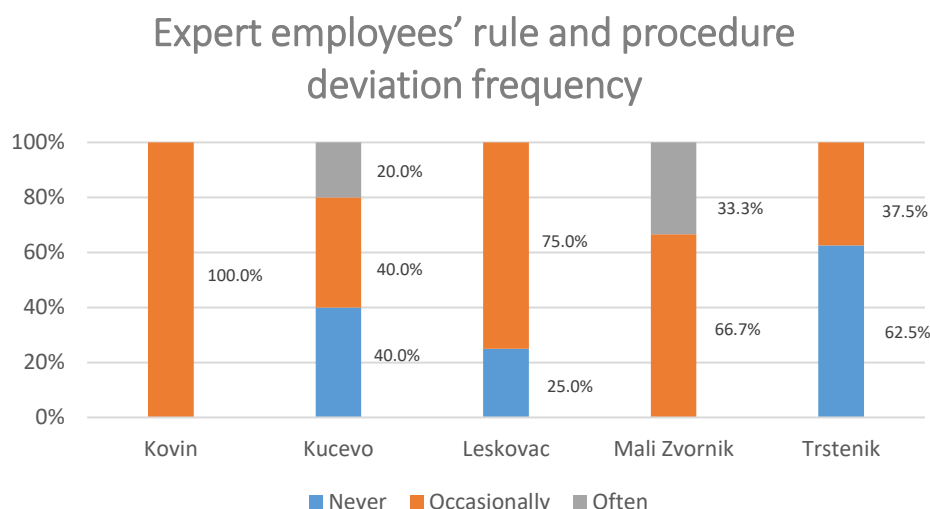


Chart 2.8: Expert employees' rule and procedure deviation frequency

The next group of questions analysed the reasons for expert employees' rule and procedure deviation in relation to different parameters of independent variables:

- development level of the local self-government where CSW is located;
- the centre for social welfare size;
- the town where CSW is located.

The reasons for rule and procedure deviation in relation to the local self-government development level

First, the difference between centres for social welfare in relation to the local self-government development group in which the centre is located was analysed.

It can be noticed there are no significant differences in rule and procedure deviation between the centres belonging to the third and fourth local self-government development group when it comes to the reason that the existing rules and procedures are not clear enough. Nevertheless, both groups assess that they either rarely or occasionally deviate from the rules and procedures due to this particular reason. (Tables 2.9 and 2.10)

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error</i>	<i>Lower Bound</i>	<i>Upper Bound</i>	<i>Minimum</i>	<i>Maximum</i>
Group 3	19	1.79	0.419	0.096	1.59	1.99	1	2
Group 4	8	1.88	0.641	0.227	1.34	2.41	1	3
Total	27	1.81	0.483	0.093	1.62	2.01	1	3

Table 2.9: Descriptive statistics - Deviation reason:
The existing rules and procedures are not clear enough

	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Between Groups	0.041	1	0.041	0.171	0.683
Within Groups	6.033	25	0.241		
<i>Total</i>	6.074	26			

*Table 2.10: Analysis of variance - Deviation reason:
The existing rules and procedures are not clear enough*

Based on this result, it can be said that the degree of procedure clarity does not depend on its implementation in centres for social welfare that belong to different local self-government development groups, and that they need to be somewhat further specified by following the suggestions of those who implement these procedures.

When it comes to rule and procedure deviation due to rules and procedures being implied, but not officially specified, there are no significant differences between centres for social welfare belonging to the third and fourth local self-government development groups. Both centre for social welfare groups generally consider that deviation due to insufficiently specified rules and procedures is either rare or occasional. (Tables 2.11 and 2.12)

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error</i>	<i>Lower Bound</i>	<i>Upper Bound</i>	<i>Minimum</i>	<i>Maximum</i>
Group 3	19	1.58	0.607	0.139	1.29	1.87	1	3
Group 4	8	2.00	0.535	0.189	1.55	2.45	1	3
<i>Total</i>	27	1.70	0.609	0.117	1.46	1.94	1	3

*Table 2.11: Descriptive statistics - Deviation reason:
Rules and procedures are implied, but not officially specified*

	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Between Groups	0.998	1	0.998	2.891	0.102
Within Groups	8.632	25	0.345		
<i>Total</i>	9.63	26			

*Table 2.12: Analysis of variance - Deviation reason:
Rules and procedures are implied, but not officially specified*

In respondents' opinion, it is clear that the rules and procedures are extremely comprehensive and that they leave no room for less formal actions in the activity implementation, nor in the areas in which they are not specified to the extent of omission of an important segment of work that would later be implied in task management.

In case of rule and procedure deviation due to the lack of control of rule and procedure adherence, there are no significant differences between the centres for social welfare belonging to the third and fourth local self-government development group. Both centre for social welfare

groups consider that rule and procedure deviation due to the lack of this control, is rare. (Tables 2.13 and 2.14)

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error</i>	<i>Lower Bound</i>	<i>Upper Bound</i>	<i>Minimum</i>	<i>Maximum</i>
Group 3	19	1.32	0.478	0.110	1.09	1.55	1	2
Group 4	8	1.75	0.707	0.250	1.16	2.34	1	3
<i>Total</i>	27	1.44	0.577	0.111	1.22	1.67	1	3

Table 2.13: Descriptive statistics - Deviation reason:
No control in rule and procedure adherence

	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Between Groups	1.061	1	1.061	3.489	0.074
Within Groups	7.605	25	0.304		
<i>Total</i>	8.667	26			

Table 2.14: Analysis of variance - Deviation reason:
No control in rule and procedure adherence

From the results obtained so far, it is clear that in most cases a system of procedure adherence behaviour is established, as well as a procedure adherence process control, which means that there is a clearly defined system of taking over certain types of responsibilities in relation to the centres' service users. Thus, the social protection system adheres to legal frameworks, to organisation requirements and responds to its service users' needs in the best possible way.

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error</i>	<i>Lower Bound</i>	<i>Upper Bound</i>	<i>Minimum</i>	<i>Maximum</i>
Group 3	19	1.37	0.684	0.157	1.04	1.70	1	3
Group 4	8	1.50	0.756	0.267	0.87	2.13	1	3
<i>Total</i>	27	1.41	0.694	0.134	1.13	1.68	1	3

Table 2.15: Descriptive statistics - Deviation reason:
There are no penalties for not adhering to rules and procedures

	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Between Groups	0.097	1	0.097	0.196	0.662
Within Groups	12.421	25	0.497		
<i>Total</i>	12.519	26			

Table 2.16: Analysis of variance - Deviation reason:
There are no penalties for not adhering to rules and procedures

There are no significant differences between centres for social welfare that belong to the third and fourth local self-government development group when it comes to rule and procedure deviation caused by the lack of penalty for not adhering to them. Both centre for social welfare groups indicate that rule and procedure deviation rarely occurs for this reason. (Tables 2.15 and 2.16)

At this point, it can be said that rule and procedure adherence has become an integral part of the organisational structure of the entire system, and that its benefits are multiple - both at the level of employee behaviour and at the level of individual centres, as well as at a global level. The lack of penalties as means to change undesirable behaviours in the procedure adherence area and the lack of its influence on the employees' behaviour, affirm the purposefulness of these acts.

Between centres for social welfare that belong to the third and fourth local self-government development group there are no significant differences regarding rule and procedure deviation due to the existing rules and procedures being outdated and inapplicable. Both centre for social welfare groups assess that the deviation that occurs due to the outdated and inapplicable rules and procedures is either rare or occasional. (Tables 2.17 and 2.18)

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error</i>	<i>Lower Bound</i>	<i>Upper Bound</i>	<i>Minimum</i>	<i>Maximum</i>
Group 3	19	1.68	0.582	0.134	1.40	1.96	1	3
Group 4	8	1.88	0.835	0.295	1.18	2.57	1	3
<i>Total</i>	27	1.74	0.656	0.126	1.48	2.00	1	3

Table 2.17: Descriptive statistics - Deviation reason:
The existing rules and procedures are outdated and inapplicable

	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Between Groups	0.205	1	0.205	0.467	0.501
Within Groups	10.980	25	0.439		
<i>Total</i>	11.185	26			

Table 2.18: Analysis of variance - Deviation reason:
The existing rules and procedures are outdated and inapplicable

The finding indicates that the procedures are in line with modern centre operating methods. However, it also points to the need of the centres to cooperate with other reference institutions and, thus, their ability to fit in the environments of varying degrees of development.

Likewise, there are no significant differences between centres for social welfare belonging to the third and fourth local self-government development group when it comes to rule and procedure deviation due to rules and procedures being too rigid and inflexible. It can be observed that both centre for social welfare groups assess that the deviation due to the rigidity and inflexibility of existing rules and procedures occurs either occasionally or frequently. (Tables 2.19 and 2.20)

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error</i>	<i>Lower Bound</i>	<i>Upper Bound</i>	<i>Minimum</i>	<i>Maximum</i>
Group 3	19	2.00	0.577	0.132	1.72	2.28	1	3
Group 4	8	2.50	0.756	0.267	1.87	3.13	1	3
<i>Total</i>	27	2.15	0.662	0.127	1.89	2.41	1	3

Table 2.19: Descriptive statistics - Deviation reason:
Rules and procedures are too rigid and inflexible

	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Between Groups	1.407	1	1.407	3.519	0.072
Within Groups	10.000	25	0.400		
<i>Total</i>	11.407	26			

Table 2.20: Analysis of variance - Deviation reason:
Rules and procedures are too rigid and inflexible

Although official procedures are assessed as up-to-date, comprehensive and, above all, purposeful, the respondents from centres for social welfare belonging to both local self-government development groups unanimously state that the procedures are insufficiently flexible. In certain number of cases and to some extent, this may compromise the application of these procedures. Nevertheless, since the nature of procedures itself tends to set a clear system of centre for social welfare activities. Finally, they always remain somewhat rigid to those who have to abide by them.

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error</i>	<i>Lower Bound</i>	<i>Upper Bound</i>	<i>Minimum</i>	<i>Maximum</i>
Group 3	19	1.68	0.671	0.154	1.36	2.01	1	3
Group 4	8	1.50	0.535	0.189	1.05	1.95	1	2
<i>Total</i>	27	1.63	0.629	0.121	1.38	1.88	1	3

Table 2.21: Descriptive statistics - Deviation reason:
Insufficient understanding of rules and procedures

	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Between Groups	0.191	1	0.191	0.473	0.498
Within Groups	10.105	25	0.404		
<i>Total</i>	10.296	26			

Table 2.22: Analysis of variance - Deviation reason:
Insufficient understanding of rules and procedures

In case of rule and procedure deviation due to their insufficient understanding, it has also been shown that there are no significant differences between centres for social welfare belonging to the third and fourth local self-government development groups. Both groups indicate that the deviation due to the insufficient understanding of existing rules and procedures occurs either rarely or occasionally. (Tables 2.21 and 2.22)

The employees have recognised the purposefulness of procedures in the managers' and expert employees' work (which is the reason why the purposefulness of procedures has been highly graded by the employees), which obviously motivated them to master all the procedures, as well as to adhere to them in their everyday work. For this reason, all centres for social welfare, regardless of the development level of the local self-government in which they are located, do not exhibit any difference in this segment of work.

The goal of the next group of findings has been to determine whether there is a difference in rule and procedure adherence in expert employees in relation to the size of the centre in which they do their job.

Rule and procedure deviation reasons in relation to the centre for social welfare size

There are no significant differences in rule and procedure deviation due to their ambiguity in relation to the centre for social welfare size. All centres for social welfare, regardless of their size, consider that rule and procedure deviation due to ambiguity occurs either rarely or occasionally. (Tables 2.23 and 2.24)

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error</i>	<i>Lower Bound</i>	<i>Upper Bound</i>	<i>Minimum</i>	<i>Maximum</i>
Small CSW	5	2.00	0.707	0.316	1.12	2.88	1	3
Medium-small CSW	8	1.88	0.354	0.125	1.58	2.17	1	2
Medium CSW	5	1.60	0.548	0.245	0.92	2.28	1	2
Large CSW	9	1.78	0.441	0.147	1.44	2.12	1	2
<i>Total</i>	27	1.81	0.483	0.093	1.62	2.01	1	3

Table 2.23: Descriptive statistics - Deviation reason:
The existing rules and procedures are not clear enough

This finding also confirms that the existing rules and procedures are, to the greatest extent, precise and clear, and therefore, they can be applied by centres for social welfare of different sizes.

	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Between Groups	0.444	3	0.148	0.604	0.619
Within Groups	5.631	23	0.245		
<i>Total</i>	6.074	26			

Table 2.24: Analysis of variance - Deviation reason:
The existing rules and procedures are not clear enough

Inferring from these two tables, it can be noted that there are no significant differences in rule and procedure deviation due to rules and procedures being implied, but not officially specified in relation to the centre for social welfare size. All centres for social welfare, regardless of their size, consider that rule and procedure deviation caused by the aforementioned reason occurs either rarely or occasionally. (Table 2.25 and 2.26)

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error</i>	<i>Lower Bound</i>	<i>Upper Bound</i>	<i>Minimum</i>	<i>Maximum</i>
Small CSW	5	2.00	0.707	0.316	1.12	2.88	1	3
Medium-small CSW	8	1.75	0.463	0.164	1.36	2.14	1	2
Medium CSW	5	1.40	0.548	0.245	0.72	2.08	1	2
Large CSW	9	1.67	0.707	0.236	1.12	2.21	1	3
<i>Total</i>	27	1.70	0.609	0.117	1.46	1.94	1	3

Table 2.25: Descriptive statistics - Deviation reason:
Rules and procedures are implied, but not officially specified

	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Between Groups	0.930	3	0.310	0.819	0.497
Within Groups	8.700	23	0.378		
<i>Total</i>	9.63	26			

Table 2.26: Analysis of variance - Deviation reason:
Rules and procedures are implied, but not officially specified

This confirms the previous finding that the official procedures are sufficiently comprehensive and, therefore, can be applied by all centres for social welfare, regardless of the staff number.

Through the following tables, it can be noted that the level of procedure adherence in relation to procedure adherence control and the lack of penalty for their non-adherence does not depend on the centre for social welfare size, and therefore, procedure adherence is an inextricable part of the expert employees' everyday work in most cases. (Tables 2.27 and 2.28)

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error</i>	<i>Lower Bound</i>	<i>Upper Bound</i>	<i>Minimum</i>	<i>Maximum</i>
Small CSW	5	1.80	0.447	0.200	1.24	2.36	1	2
Medium-small CSW	8	1.50	0.756	0.267	0.87	2.13	1	3
Medium CSW	5	1.40	0.548	0.245	0.72	2.08	1	2
Large CSW	9	1.22	0.441	0.147	0.88	1.56	1	2
<i>Total</i>	27	1.44	0.577	0.111	1.22	1.67	1	3

Table 2.27: Descriptive statistics - Deviation reason:
No rule and procedure adherence control

	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Between Groups	1.111	3	0.370	1.127	0.359
Within Groups	7.556	23	0.329		
<i>Total</i>	8.667	26			

*Table 2.28: Analysis of variance - Deviation reason:
No rule and procedure adherence control*

According to the data from these two tables, it can be concluded that there are no significant differences in rule and procedure deviation due to the lack of control in relation to the centre for social welfare size. All centres for social welfare, regardless of their size, estimate that they rarely deviate from the rules and procedures due to the lack of control.

Likewise, there are no significant differences in rule and procedure deviation due to the lack of penalty, regardless of the centre for social welfare size. All the centres estimate that they rarely deviate from rules and procedures due to the lack of penalty. (Tables 2.29 and 2.30)

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error</i>	<i>Lower Bound</i>	<i>Upper Bound</i>	<i>Minimum</i>	<i>Maximum</i>
Small CSW	5	1.40	0.548	0.245	0.72	2.08	1	2
Medium-small CSW	8	1.38	0.744	0.263	0.75	2.00	1	3
Medium CSW	5	1.40	0.548	0.245	0.72	2.08	1	2
Large CSW	9	1.44	0.882	0.294	0.77	2.12	1	3
<i>Total</i>	27	1.41	0.694	0.134	1.13	1.68	1	3

*Table 2.29: Descriptive statistics - Deviation reason:
No penalty for not adhering to rules and procedures*

	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Between Groups	0.021	3	0.007	0.013	0.998
Within Groups	12.497	23	0.543		
<i>Total</i>	12.519	26			

*Table 2.30: Analysis of variance - Deviation reason:
No penalty for not adhering to rules and procedures*

When it comes to deviation caused by rules and procedures being outdated and inapplicable, there are no significant differences among centres for social welfare. Even though they differ in size, all centres for social welfare estimate that they either rarely or occasionally deviate from rules and procedures due to the aforementioned reason. (Tables 2.31 and 2.32)

This finding lends further validity to the previous assertion that the existing rules and procedures, in most cases, are up-to-date and, thus, are applicable in centres for social welfare of different sizes.

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error</i>	<i>Lower Bound</i>	<i>Upper Bound</i>	<i>Minimum</i>	<i>Maximum</i>
Small CSW	5	1.60	0.548	0.245	0.92	2.28	1	2
Medium-small CSW	8	2.13	0.835	0.295	1.43	2.82	1	3
Medium CSW	5	1.40	0.548	0.245	0.72	2.08	1	2
Large CSW	9	1.67	0.500	0.167	1.28	2.05	1	2
<i>Total</i>	27	1.74	0.656	0.126	1.48	2.00	1	3

Table 2.31: Descriptive statistics - Deviation reason:
The existing rules and procedures are outdated and inapplicable

	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Between Groups	1.910	3	0.637	1.579	0.222
Within Groups	9.275	23	0.403		
<i>Total</i>	11.185	26			

Table 2.32: Analysis of variance - Deviation reason:
The existing rules and procedures are outdated and inapplicable

From the presented data, it can be observed that there are no significant differences in deviation due to rules and procedures being too rigid and inflexible in relation to the centre for social welfare size. All centres for social welfare, regardless of their size, consider that they either occasionally or often deviate due to rules and procedures being too rigid and inflexible. (Tables 2.33 and 2.34)

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error</i>	<i>Lower Bound</i>	<i>Upper Bound</i>	<i>Minimum</i>	<i>Maximum</i>
Small CSW	5	2.60	0.894	0.400	1.49	3.71	1	3
Medium-small CSW	8	2.13	0.641	0.227	1.59	2.66	1	3
Medium CSW	5	1.60	0.548	0.245	0.92	2.28	1	2
Large CSW	9	2.22	0.441	0.147	1.88	2.56	2	3
<i>Total</i>	27	2.15	0.662	0.127	1.89	2.41	1	3

Table 2.33: Descriptive statistics - Deviation reason:
Rules and procedures are too rigid and inflexible

	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Between Groups	2.577	3	0.859	2.237	0.111
Within Groups	8.831	23	0.384		
<i>Total</i>	11.407	26			

Table 2.34: Analysis of variance - Deviation reason:
Rules and procedures are too rigid and inflexible

Regardless of the centres for social welfare's organisational structure development extent, the expert employees consider that the procedures could, to some extent, be further developed so as to achieve greater flexibility, which could eventually enable managing a certain number of cases that do not fully conform to the existing procedures.

From the insight that the following two tables provide, it can be seen that there are no significant differences in rule and procedure deviation due to insufficient understanding of the existing rules and procedures in relation to the centre for social welfare size. All centres for social welfare, regardless of their size, argue that rule and procedure deviation due to the employees' insufficient understanding occurs either rarely or occasionally. (Tables 2.35 and 2.36)

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error</i>	<i>Lower Bound</i>	<i>Upper Bound</i>	<i>Minimum</i>	<i>Maximum</i>
Small CSW	5	1.40	0.548	0.245	0.72	2.08	1	2
Medium-small CSW	8	2.00	0.756	0.267	1.37	2.63	1	3
Medium CSW	5	1.20	0.447	0.200	0.64	1.76	1	2
Large CSW	9	1.67	0.500	0.167	1.28	2.05	1	2
<i>Total</i>	27	1.63	0.629	0.121	1.38	1.88	1	3

Table 2.35: Descriptive statistics - Deviation reason:
Insufficient understanding of rules and procedures

	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Between Groups	2.296	3	0.765	2.201	0.115
Within Groups	8.000	23	0.348		
<i>Total</i>	10.296	26			

Table 2.36: Analysis of variance - Deviation reason:
Insufficient understanding of rules and procedures

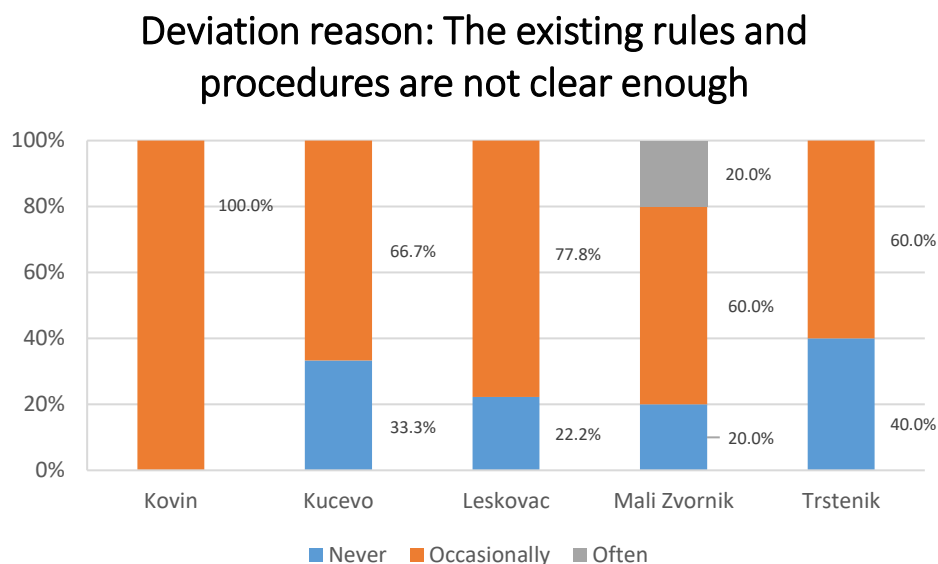
The significance of procedures does not depend on the centre for social welfare size, which again shows that the employees' understanding of rules and procedures is relatively good, regardless of the centre for social welfare's organizational level.

Rule and procedure deviation reasons in relation to the town where CSW is located

The following findings in more detail discuss the possible differences between the reasons for deviation from rules and procedures in the centres located in different towns (in the five selected local self-governments). These findings will specially benefit the next project phase (on-the-job training), where the emphasis on the corrective measure implementation in different centres for social welfare moves to the key areas, as determined through assessment, in a given centre for social welfare.

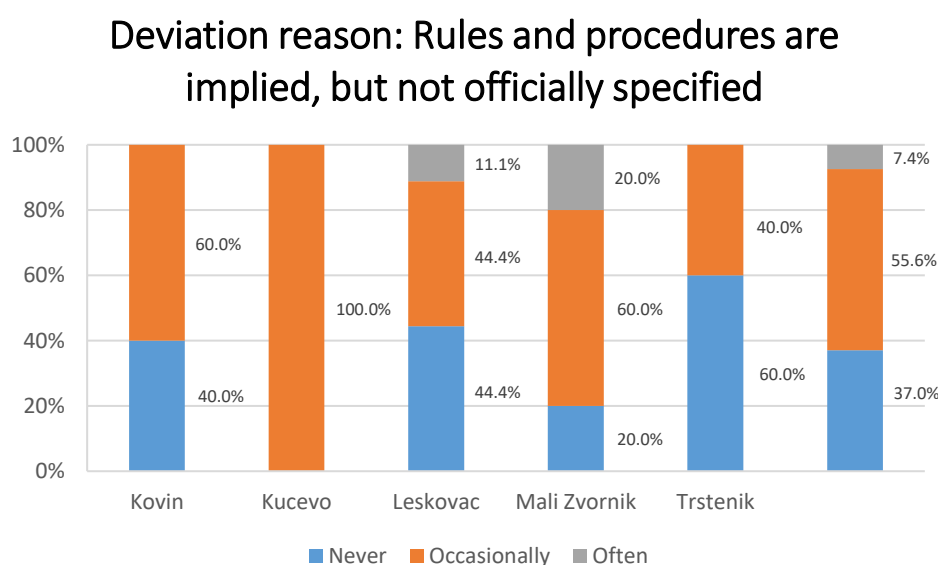
Almost all centres for social welfare argue that rule and procedure deviation because of the existing procedures and rules not being clear enough mostly occurs occasionally. This sporadic

deviation due to the lack of rule and procedure clarity is most common in Kovin CSW, while it is somewhat less common in Trstenik CSW than in all other centres for social welfare. In Mali Zvornik CSW, the lack of rule and procedure clarity also constitutes a small percentage referring to it as a common reason for the employees' rule and procedure deviation. (*Chart 2.9*)



*Chart 2.9: Deviation reason:
The existing rules and procedures are not clear enough*

This finding points to the necessity to pay special attention and further educate the expert employees, especially from Kovin CSW and Mali Zvornik CSW (the greatest number of "occasionally" and "often" replies), which can be conducted through online or email platforms (associates' question asking and clarifying less clear procedure segments, as well as by forming a database of Frequently Asked Questions (FAQ), the answers of which, can therefore always be available to all expert employees).

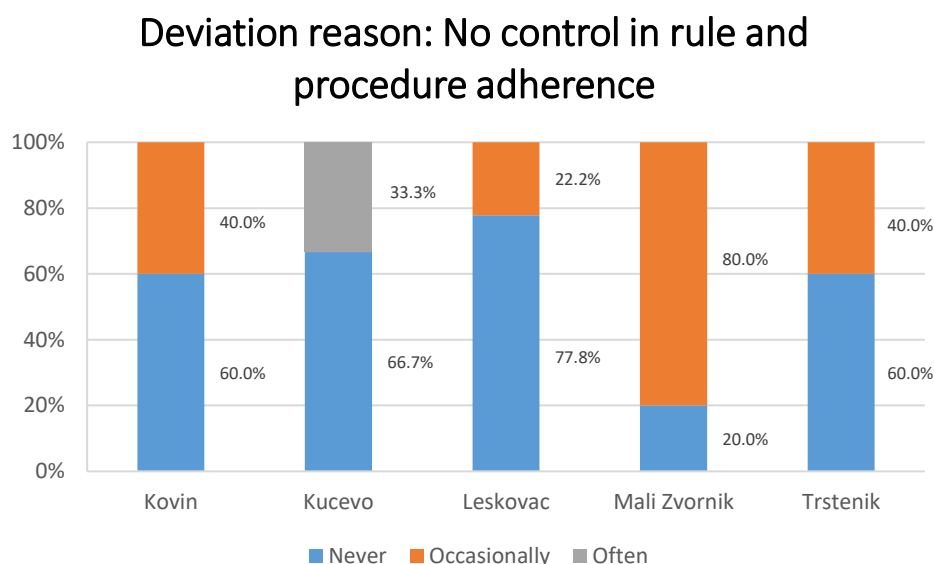


*Chart 2.10: Deviation reason:
The existing rules and procedures are not clear enough*

Rule and procedure deviation because of their insufficient official specification is what all centres for social welfare highlight as a reason due to which the deviation occasionally occurs, whereas this is slightly more pronounced in Mali Zvornik CSW. On the other hand, the employees of Trstenik CSW in smaller percentage cite the insufficient official specification of rules and procedures as a deviation reason than all others centres for social welfare. (Chart 2.10)

Additionally, it can be pointed out that the overall working atmosphere in Kucevo CSW and Mali Zvornik CSW is somewhat less formal, therefore, a certain number of responses expressed the inclination to move from formal rules to less formal work methods.

It is evident that the employees from Kovin, Kucevo, Leskovac and Trstenik CSWs rarely deviate from rules and procedures due to the lack of deviation control, while Mali Zvornik CSW largely assesses it as something that occurs occasionally. Also, it is found that the lack of control is to some extent cited as a common reason for rule and procedure deviation. (Chart 2.11)



*Chart 2.11: Deviation reason:
No control in rule and procedure adherence*

Mali Zvornik CSW virtually reiterates the previous result. It exhibits a less formal atmosphere, and therefore, the instances of procedure control levels are less frequent than in other centres for social welfare.

The previous chart indicates that all centres for social welfare do not refer to the lack of penalty for not adhering to rules and procedures as a common rule and procedure deviation reason. Additionally, Kucevo CSW and Leskovac CSW refer to the lack of penalty as a common and rule and procedure deviation reason. (Chart 2.12)

Based on this finding, it can be said that the overall level of rule and procedure adherence could be increased to a certain extent through an eventual introduction of disciplinary measures in cases of non-adherence.

Deviation reason: No penalty for not adhering to rules and procedures

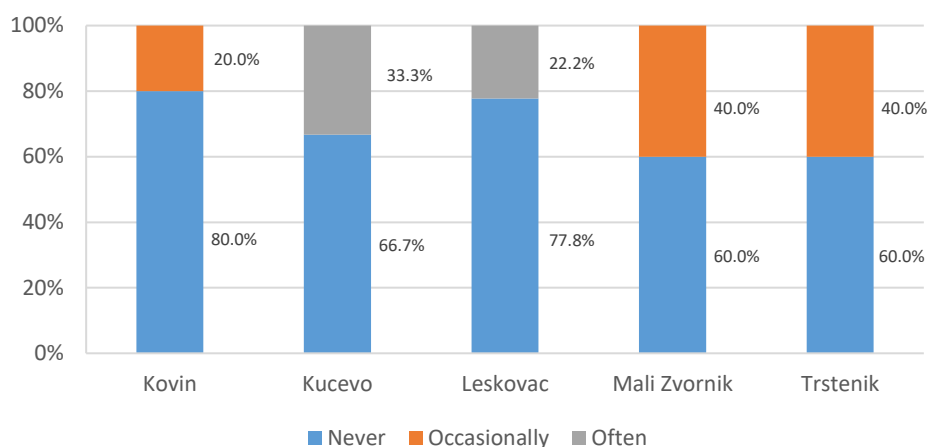


Chart 2.12: Deviation reason:
No penalty for not adhering to rules and procedures

The existing rules' and procedures' outdatedness and inapplicability is referred to as the deviation reason that in all centres for social welfare usually occurs occasionally. The exception being Kucevo CSW, where the employees, to a somewhat greater degree, estimate that rule and procedure deviation caused by the existing rules and procedures being outdated and inapplicable occurs often. (Chart 2.13)

Deviation reason: The existing rules and procedures are outdated and inapplicable

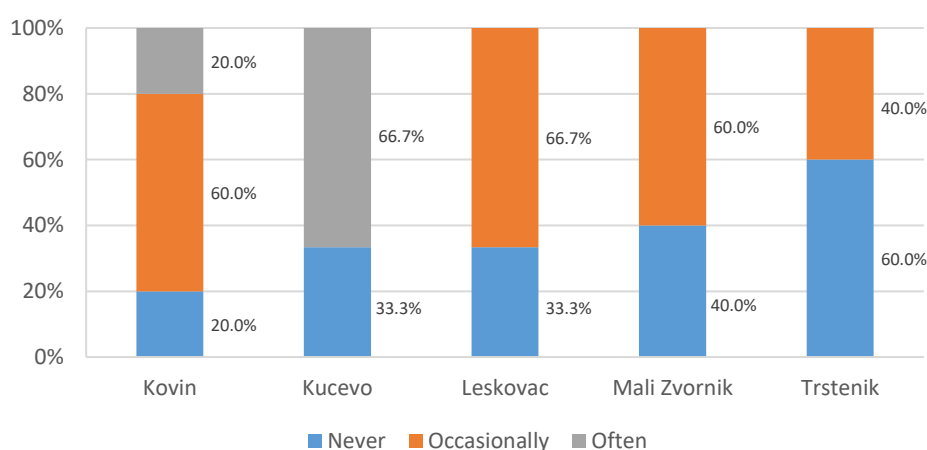


Chart 2.13: Deviation reason:
The existing rules and procedures are outdated and inapplicable

This chart shows that the employees in all centres for social welfare, apart from those in Mali Zvornik CSW, consider that they occasionally deviate from rules and procedures because they are too rigid and inflexible, whereas the employees in Mali Zvornik CSW consider this as a very common reason for deviating from rules and procedures. (Chart 2.14)

Deviation reason: Rules and procedures are too rigid and inflexible

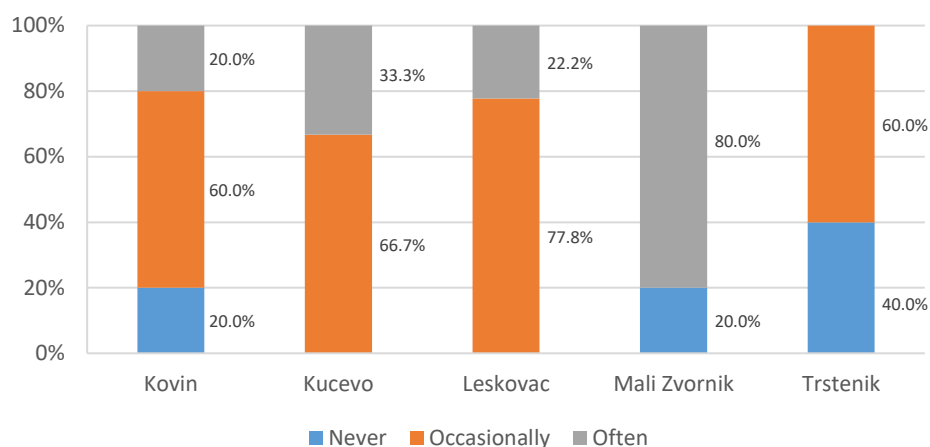


Chart 2.14: Deviation reason:
Rules and procedures are too rigid and inflexible

Based on all the previous analyses regarding data obtained from individual centres, it can be concluded that clarity and flexibility of the procedures is in direct relation to the personal capacities and the experience of associates, therefore, it is necessary to enable the possibility of direct interaction so that associates can ask questions in case they do not find procedures clear enough or in case they are not able to fully grasp how to apply them accordingly in certain number of cases. This Frequently Asked Questions (FAQ) database can, at the same time, become the most valuable resource for further improvement of work procedures.

Deviation reason: Insufficient understanding of rules and procedures

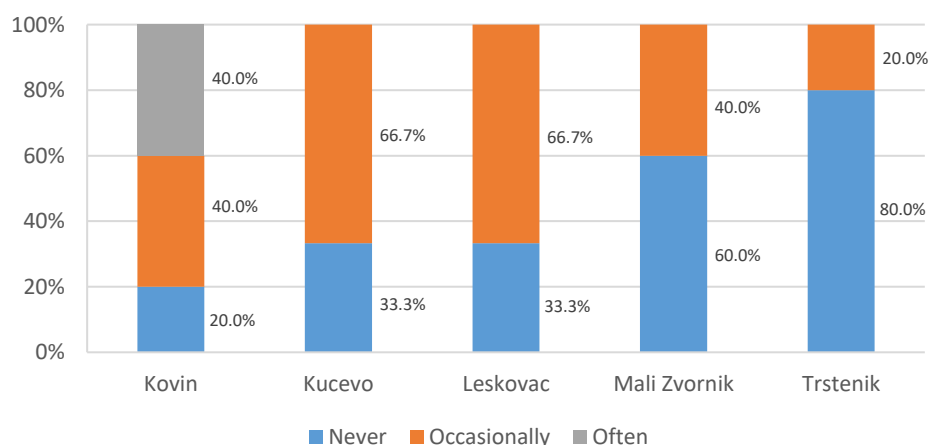


Chart 2.15: Deviation reason:
Insufficient understanding of rules and procedures

Based on the succeeding chart, it can be noted that insufficient rule and procedure understanding in Kovin CSW is referred to as a significantly more frequent rule and procedure deviation reason than in other centres for social welfare in which it is either not considered as

a deviation reason or it only occasionally leads to deviation. Also, it can be understood that the employees at Trstenik CSW are best acquainted with rules and procedures because they virtually do not recognise the insufficient rule and procedure understanding as a deviation reason. (*Chart 2.15*)

Conclusion and recommendation

The results indicate that in the overall sample the level of need for work control, as well as the level of procedure adherence by the employees (and therefore the level of service and work quality analysis provided by centres for social welfare) is high, hence, it represents an integral part of the work of most managers. The insufficiently developed organizational structure in small and medium centres for social welfare, and the consequently questionable possibility of a clear work division that associates perform (especially during times of overload), requires managers to balance between the amount of realised work and deadlines as well as the accuracy of the reports that associates should deliver. The inconsistency and sporadic nature of the expert employees' work control was significantly higher in centres for social welfare from the fourth local self-government development group than in centres for social welfare belonging to the third development group.

Overall, rule and procedure adherence is evidently an essential requirement of the social protection system. Nevertheless, in centres for social welfare showcasing a more developed organisational structure, rules and procedures are, to a certain extent, easier to adhere to in a consistent manner. The expert employees state that rules and procedures are extremely comprehensive and that they leave no room for less formal actions in the activity implementation.

In most cases, a system of procedure adherence behaviour is established, as well as a procedure adherence process control, which means that there is a clearly defined system of taking over certain types of responsibilities in relation to the centres' service users. Thus, the social protection system adheres to legal frameworks, to organisation requirements and responds to its service users' needs in the best possible way. Therefore, rule and procedure adherence has become an integral part of the organisational structure of the entire system to such degree that its benefits are multiple.

Although the existing rules and procedures are, to the greatest extent, precise and clear, on the basis of the presented results, it can be said that procedure clarity must be highlighted as one of the aspects that need further improvement. According to the findings of this research, procedure improvements should be directed towards achieving greater procedure flexibility.

In order to improve procedure accuracy and flexibility, it is recommendable to provide the expert employees with an online system for asking questions aimed at clarifying less clear or insufficiently flexible procedures. Thus, the Frequently Asked Questions (FAQ) database could gradually be formed and would be available all the time to all expert employees. This database would be one of the key tools for further work procedure improvement.

The results also indicate that the overall rule and procedure adherence level would, to a certain extent, be improved through the introduction of disciplinary measures in cases of non-adherence.

3) Priority setting in centres for social welfare

Previous research has found that most centre for social welfare employees think that there should be prescribed rules and procedures for setting the priorities in work. Nevertheless, they also believe that these prescribed rules and procedures are sometimes difficult to adhere to.

According to the previously obtained results, for the purposes of a deeper analysis of this work segment in a centre for social welfare and in addition to the need for priority setting, the research has analysed the following segments:

- (lack of) priority setting;
- setting of priorities in relation to different categories of service users;
- setting of priorities in relation to the volume of workload;
- setting of priorities in relation to the prescribed work procedures;
- the optimal amount of time required for handling priority cases;
- priority setting in relation to different categories of service users.

The employees in centres for social welfare (case managers, supervisors and managers) who make up the research sample almost absolutely unanimously claim that they do set the priorities when dealing with service users on an everyday basis (91.43%), while a small percentage of them (9%) believe they set the priorities on an everyday basis only sometimes. (*Chart 3.1*)

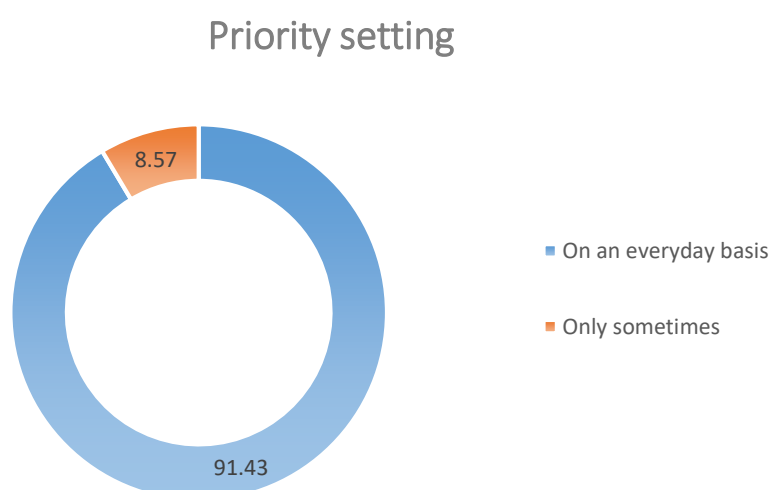


Chart 3.1: Priority setting in relation to service users

This finding proves to be extremely important from the perspective of the nature of work done by associates, and therefore, of importance of priority setting in emergency cases and of assessment of the service user vulnerability. Although priority setting has mostly been assessed positively, its adequacy cannot be determined with certainty as well as the degree to which it can be detrimental to service users that do not belong to this category.

A significant percent of employees (around 83%) think that it is necessary that a certain number of cases is regarded as priority work, whereas around 17% think that only certain cases should be set as priorities. (*Chart 3.2*)

The need for priority setting

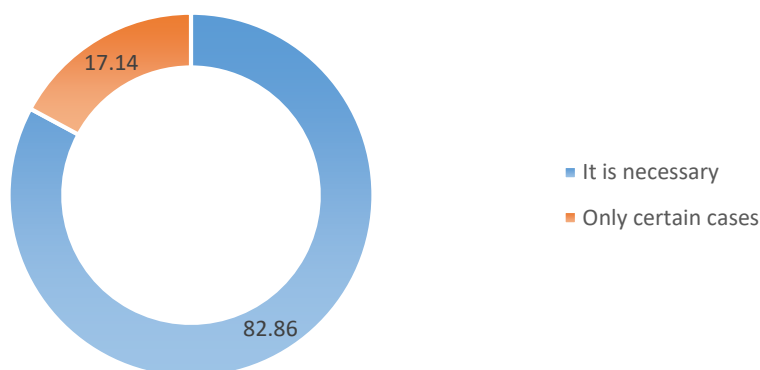


Chart 3.2: The need for priority setting when working with service users

Hereby we arrive at indicators of case priority assessment quality. The respondents' opinion is that the priority setting system does not fully cover all potential cases, whereas the previous analysis of staff structure and the business of centres for social welfare (especially small centres for social welfare) as well as work organisation indicates that there is insufficient capacity to process all the cases defined as priorities.

The collected body of data shows significant differences between the assessments of managers and the assessments of case managers regarding whether regulations or internal agreements on the priority cases exist. Centres for social welfare's managers from the third local self-government development group, to a great extent, consider that there is a prescribed rule or internal agreement on what the priority cases are. On the other hand, centres for social welfare's managers from the fourth local self-government development group generally consider that only certain criteria referring to priority setting are established.

Priority setting or internal agreement on priority cases

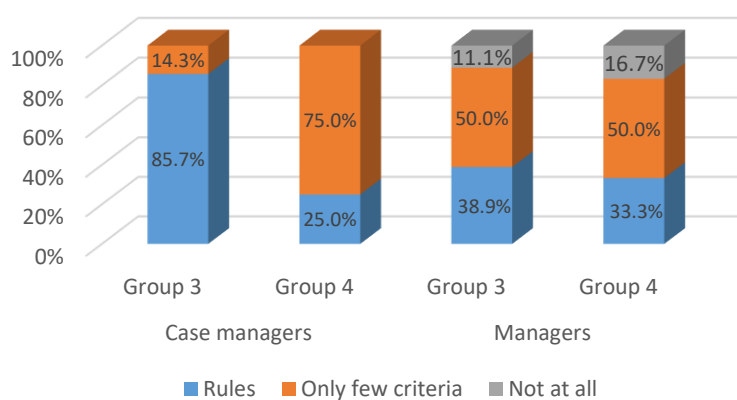


Chart 3.3: Priority setting or internal agreement on priority cases

Centres for social welfare's case managers from both local self-government development groups have divided opinions on the rules and criteria for priority setting. Half of the case

manager believe that there are established rules, one third of them believe that there are only few criteria established, and almost fifth of the case managers think that criteria are not established at all. (Chart 3.3 and Table 3.1)

		Value	Approximate Significance
Manager	Contingency Coefficient	0.519	0.044
	N of Valid Cases	11	
Case Manager	Contingency Coefficient	0.078	0.929
	N of Valid Cases	24	
Total	Contingency Coefficient	0.197	0.493
	N of Valid Cases	35	

Table 3.1: Contingency coefficient between priority setting or internal agreement on priority cases and local self-government position and development group

Centres for social welfare from both local self-government development groups are in need of more detailed and clearer priority setting criteria so as to prevent the possibilities of insufficiently efficient priority setting, and consequently, a potentially negative impact on the quality of centres for social welfare's services.

Small centre for social welfare case managers think that only some criteria for case priority assessment are established, unlike managers who consider that rules or internal agreements on priority setting are established. The situation is somewhat different in medium centres for social welfare. While managers consider that rules or internal arrangements on priority setting are established, case managers think that such rules do not exist. (Chart 3.4)

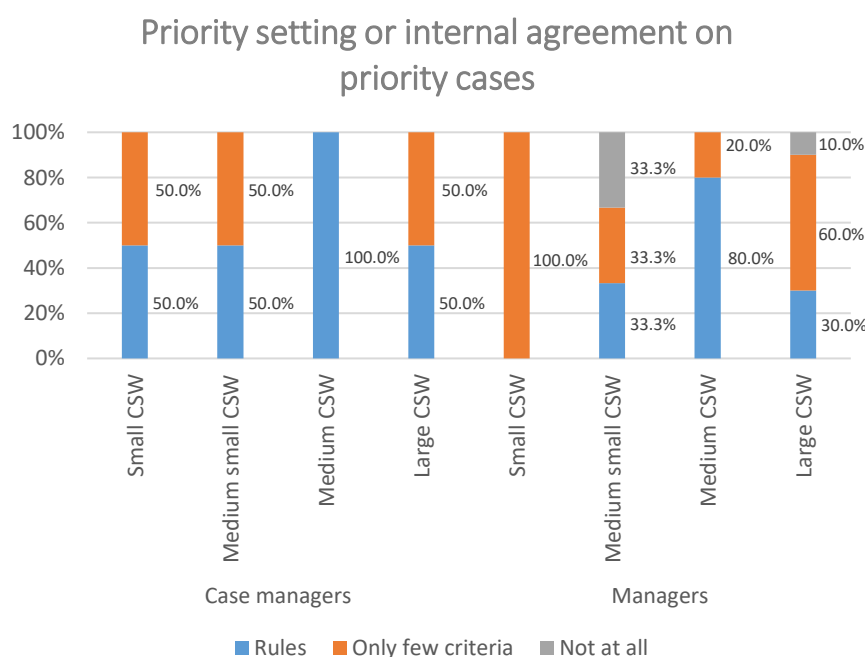


Chart 3.4: Priority setting or internal agreement on priority cases

In both cases, there is insufficient consistency in opinion (and thus in priority setting) between managers and expert employees, which is not solved by sufficiently detailed and accessible assessment criteria. (Table 3.2)

		Value	Approximate Significance
Manager	Contingency Coefficient	0.420	0.502
	N of Valid Cases	11	
Case Manager	Contingency Coefficient	0.538	0.134
	N of Valid Cases	24	
Total	Contingency Coefficient	0.482	0.102
	N of Valid Cases	35	

Table 3.2: Contingency coefficient between priority setting or internal agreement on priority cases and local self-government position and development group

Opinions on priority setting are generally undivided in medium and large centres for social welfare. These centres agree that either prescribed or internally determined rules on priority setting do exist.

Such results can stem from the organizational structure in centres for social welfare. Due to the lack of services and the lack of staff, in small and medium centres for social welfare, rules and procedures regarding priority setting can be misinterpreted or can cause confusion. On the other hand, medium and large centres for social welfare, according to their organizational structure, have more capacity to act in accordance with rules and procedures, and therefore, more capacity for their adherence.

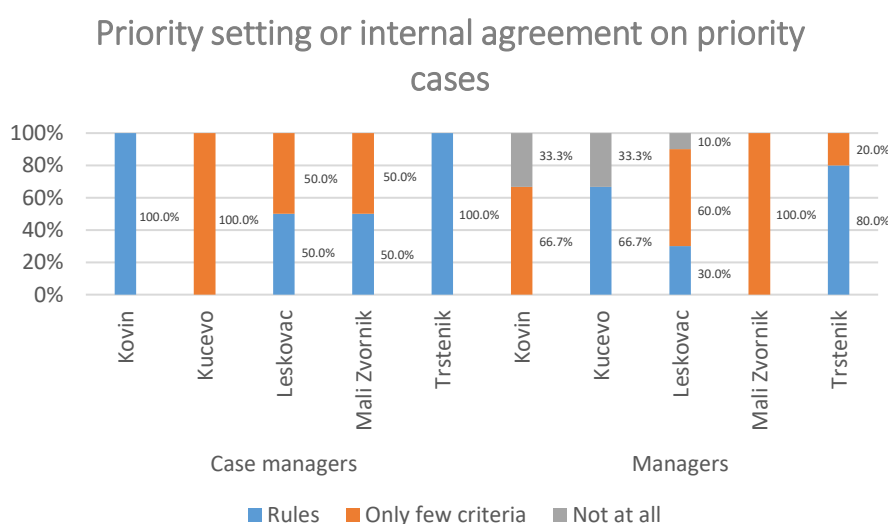


Chart 3.5: Priority setting or internal agreement on priority cases

All managers in Kovin CSW think that a prescribed or internally determined rule on priority cases handling exists. Unlike case managers from the aforementioned centre who generally consider that only some criteria exist (around 67%) or that there are no prescribed or internally determined rules on priority setting (about 30%). Also, all managers from Kucevo CSW

estimate that only certain criteria are established, unlike case managers from this centre who have divided opinions: the majority (67%) considers that a prescribed or internally determined rule on priority setting is established, whereas about 33% of them claim the opposite. In Mali Zvornik CSW, half of the managers believe that prescribed or internally determined rules on priority setting are established while the second half states the opposite. Case managers from this centre for social welfare mostly agree in the opinion that only certain criteria are established. (Chart 3.5)

When it comes to procedure determination, an ambiguous situation is specifically evident in small centres, where, according to these findings, there is not enough objective data for the establishment of criteria, and the respondents' opinions are based on personal experience - assessments of the sufficiency of existing information, professional experience and personal perception on how the job should look like.

In terms of (the lack of) regulations or internal agreements on priority cases, Leskovac CSW and Trstenik CSW produce similar results, which can be linked to the organisational structure that exists in medium and large centres for social welfare.

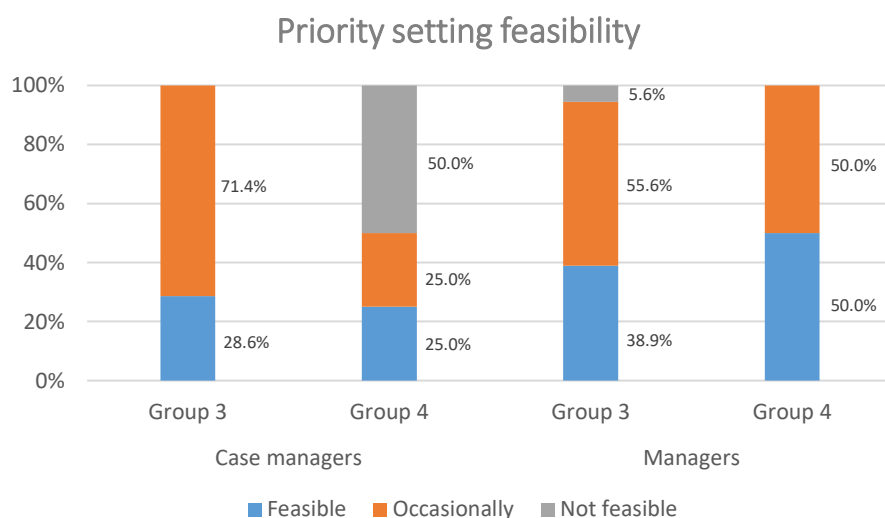


Chart 3.6: Priority setting feasibility

		Value	Approximate Significance
Manager	Contingency Coefficient	0.540	0.104
	N of Valid Cases	11	
Case Manager	Contingency Coefficient	0.142	0.782
	N of Valid Cases	24	
Total	Contingency Coefficient	0.267	0.260
	N of Valid Cases	35	

Table 3.3: Contingency coefficient between priority setting feasibility and local self-government development groups and positions

When it comes to the local self-government development group that a centre for social welfare belongs to, it can be concluded that there are no significant differences in priority setting in relation to the case managers' work volume. Although there are no significant differences, it is evident that half of the managers from the fourth local self-government development group consider that it is not feasible to set priorities when it comes to their work volume. However, centre for social welfare managers think that priority setting is feasible occasionally. Centre for social welfare managers and case managers from the third local self-government development group consider that, regardless of the work volume, it is possible to set the priorities in expert employees' work occasionally, i.e. that priority setting is feasible occasionally. (Chart 3.6 and Table 3.3)

On the one hand, work overload is the most frequently mentioned reason for priority setting unfeasibility, while on the other hand, theories on organisation point out that the priority setting in time-constrained cases of work overload is highly important. Therefore, for the overall centre for social welfare functioning and the quality of the services they provide, it is of utmost importance to define and regulate comprehensive criteria and measures for priority identifying and implementing in centres of different sizes from both local self-government development groups.

Half of the managers from medium centres for social welfare consider that it is not feasible to set priorities considering the expert employees' work volume. Unlike them, case managers in these centres generally consider this to be feasible.

Also, a certain percent of case managers from medium centres for social welfare (20%) consider that, due to the expert employees' work volume, priority setting is not feasible, i.e. that it is only occasionally possible (80%). Contrastingly, the managers from these centres think that priority setting is generally feasible.

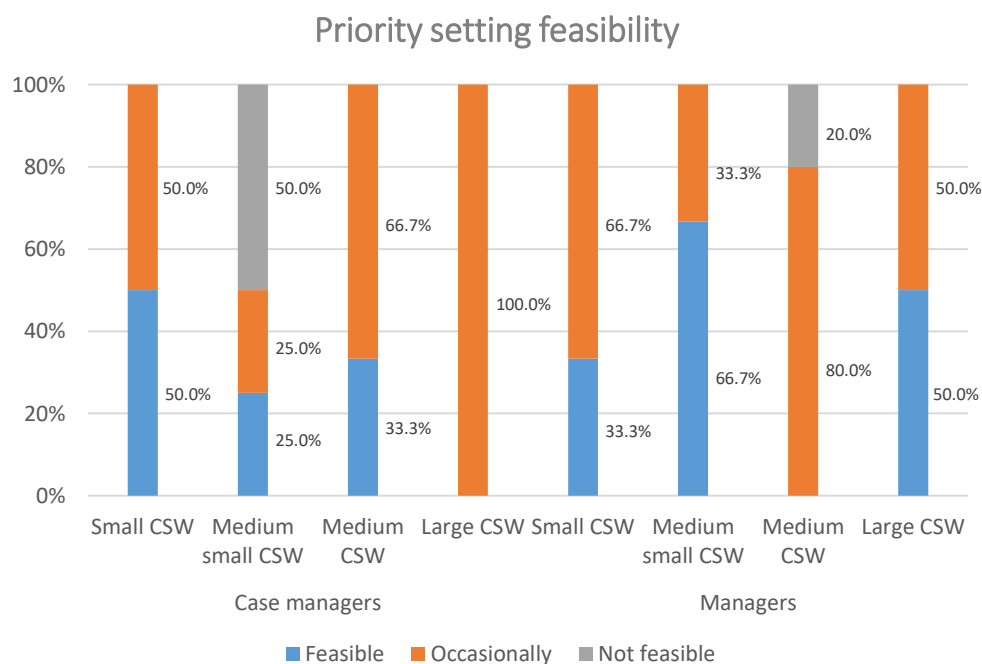


Chart 3.7: Priority setting feasibility

The managers from large centres for social welfare agree that, due to the expert employees' work volume, priority setting is only occasionally possible, and case managers from these centres also share their opinion by stating that it is often feasible to act according to priorities regardless of work volume. (*Chart 3.7 and Table 3.4*)

		Value	Approximate Significance
Manager	Contingency Coefficient	0.593	0.428
	N of Valid Cases	11	
Case Manager	Contingency Coefficient	0.505	0.223
	N of Valid Cases	24	
Total	Contingency Coefficient	0.402	0.346
	N of Valid Cases	35	

Table 3.4: Contingency coefficient between priority setting feasibility and local self-government development groups and positions

Regarding priority setting feasibility there is an apparent disagreement, in either direction, between managers and expert employees in relation to the centre for social welfare size. Priority setting should not depend on work volume (it should especially be pronounced in cases of overload), and in this case stems from personal experience and attitude of the respondents, therefore, leaving room for the introduction of standard measures for priority defining through topic-related materials and interactions with managers, supervisors and case managers.

Managers and expert employees from Kovin CSW and Mali Zvornik CSW generally consider that priority setting in expert employees is either always or occasionally feasible, regardless of work volume. The managers from Kucevo CSW agree that priority setting in expert employees is not feasible considering their work volume, while the expert employees from this centre hold a different opinion. They generally consider that priority setting is feasible in this case.

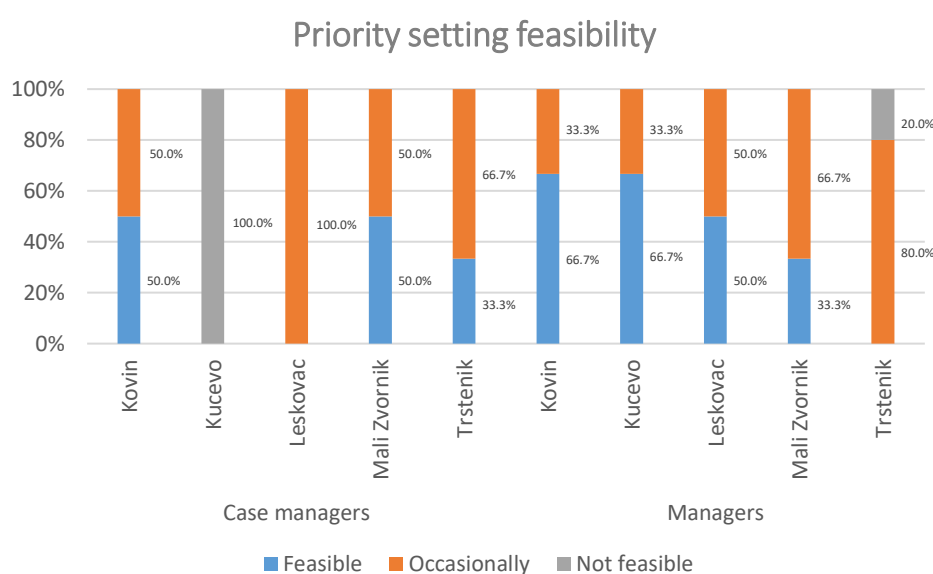


Chart 3.8: Priority setting feasibility

In Leskovac CSW, managers consider that, due to the substantial work volume, priority setting in expert employees is only occasionally feasible, while the expert employees believe that it is almost always feasible. In Trstenik CSW, a certain percent of case managers (20%), unlike their managers, consider that, due to the substantial work volume, priority setting is not feasible. The aforementioned interpretations are also reflected in the assessment levels of individual centres where there is a discrepancy in priority setting feasibility in relation to work volume between managers and expert employees. (*Chart 3.8*)

Only a certain percent (25%) of centre for social welfare managers from the fourth local self-government development group where a centre for social welfare is located, consider that priority setting is not feasible due to the prescribed work procedures. Case managers from these centres for social welfare consider that priority setting in relation to work procedures is generally feasible. (*Chart 3.9 and Table 3.5*)

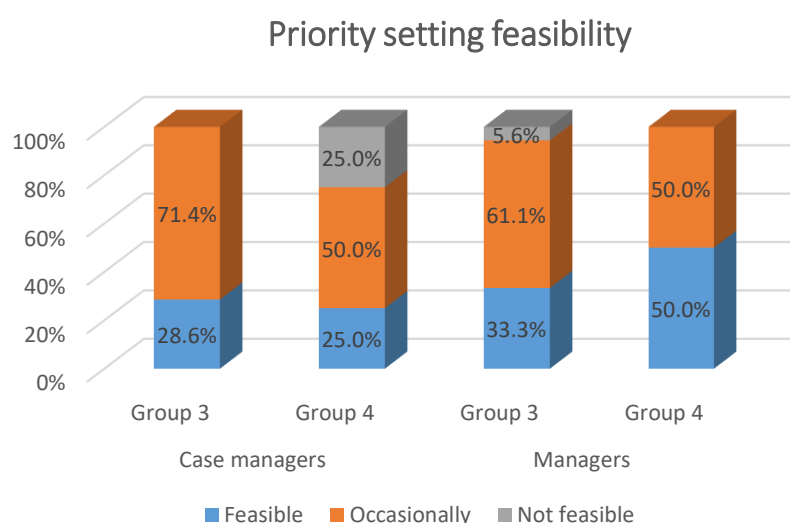


Chart 3.9: Priority setting feasibility

		Value	Approximate Significance
Manager	Contingency Coefficient	0.388	0.378
	N of Valid Cases	11	
Case Manager	Contingency Coefficient	0.175	0.683
	N of Valid Cases	24	
Total	Contingency Coefficient	0.151	0.665
	N of Valid Cases	35	

Table 3.5: Contingency coefficient between priority setting feasibility, work procedures, positions and local self-government development groups

Based on the obtained data, it can be noted that small centres for social welfare's case managers, to a greater extent, state that priority setting in relation to work procedures is only occasionally feasible. Managers, on the other hand, believe that priority setting is usually feasible in this case.

Additionally, a considerably great percent of medium centres for social welfare's case managers (83.7%) believe that priority setting in relation to work procedures is feasible, while managers' opinion is somewhat different. A small percent of managers from medium-small centres for social welfare (25%) consider that priority setting in relation to work procedures is not feasible. Most of them (75%) think that it is always, i.e. occasionally feasible. In middle and large centres for social welfare, both managers and case managers generally consider priority setting in this case occasionally feasible. (*Chart 3.10 and Table 3.6*)

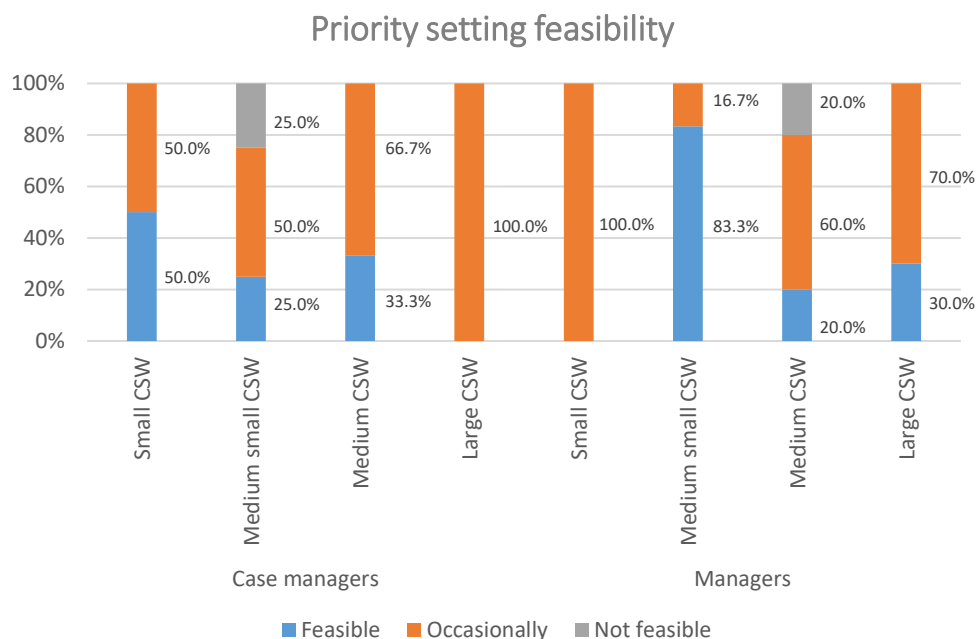


Chart 3.10: Priority setting feasibility

		Value	Approximate Significance
Manager	Contingency Coefficient	0.481	0.768
	N of Valid Cases	11	
Case Manager	Contingency Coefficient	0.573	0.068
	N of Valid Cases	24	
Total	Contingency Coefficient	0.407	0.325
	N of Valid Cases	35	

Table 3.6: Contingency coefficient between priority setting feasibility, work procedures, positions and the centre for social welfare size

The obtained results demonstrate that the existing procedures significantly lend themselves to priority setting. Nevertheless, managers give this aspect of assessment somewhat lower grades than associates. All cases exhibit an absolute incongruence with procedures and priority setting, which has partly been expected - the more strictly defined the procedures, the lesser room for deviation from the priority course. Also, it is necessary to establish the balance between these two organisational functions: to adhere to work procedures, with a possibility of occasional deviation (again according to new priority procedures), so that the previously undertaken tasks are least compromised.

In Kucevo CSW, there is a difference in the assessment of priority setting feasibility in relation to the prescribed work procedures between managers and case manager. While managers either believe that this is unfeasible, or occasionally feasible, case managers in this centre consider that priority setting is absolutely feasible regardless of the prescribed work procedures (100%). Also, in Trstenik CSW, a small number of case managers (20%) believe that priority setting in relation to the prescribed work procedures is not feasible, while more than half of the managers in this centre for social welfare (60.7%) consider that priority setting is occasionally feasible. (Chart 3.11)

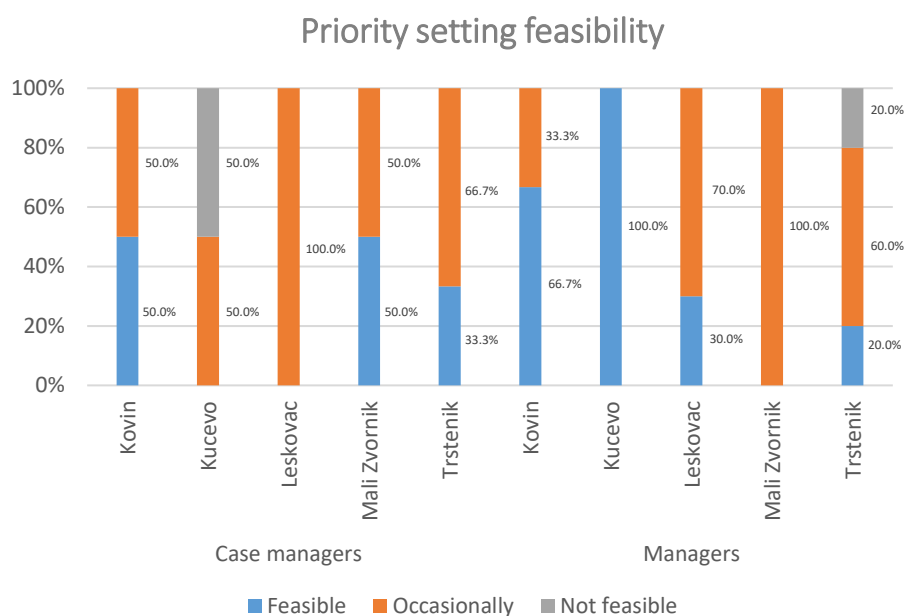


Chart 3.11: Priority setting feasibility

Priority setting in relation to procedures is perceived individually (disagreement at the level of managers and associates, in either direction), and the criteria for priority defining are not sufficiently precise and standardised at the level of the entire social protection system.

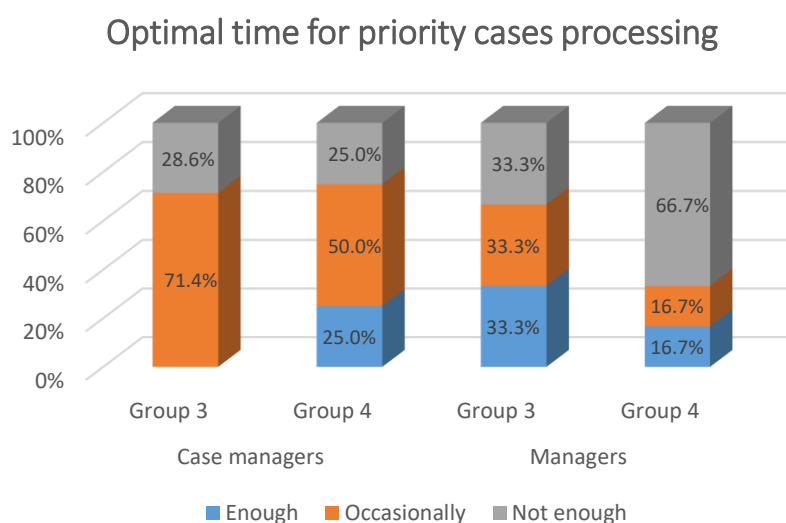


Chart 3.12: Optimal time for priority cases processing

The obtained data, as interpreted in this chart, indicate that the centres for social welfare's managers from the third local self-government development group, to a greater extent than case managers from these centres, believe that occasionally there is enough time for priority cases processing. Also, centres for social welfare's case managers from the fourth local self-government development group, to a greater extent than managers, consider that priority cases are not given enough time to be processed. (Chart 3.12 and Table 3.7)

		Value	Approximate Significance
Manager	Contingency Coefficient	0.388	0.378
	N of Valid Cases	11	
Case Manager	Contingency Coefficient	0.281	0.358
	N of Valid Cases	24	
Total	Contingency Coefficient	0.169	0.600
	N of Valid Cases	35	

Table 3.7: Contingency coefficient between optimal times for priority cases processing, positions and local self-government development groups

Regardless of the differences in the assessment of the degrees to which priority setting is necessary, it becomes clear that both groups of development showcase a tendency (both managers and associates included) to leave more room for priority cases handling both in terms of time and work procedures.

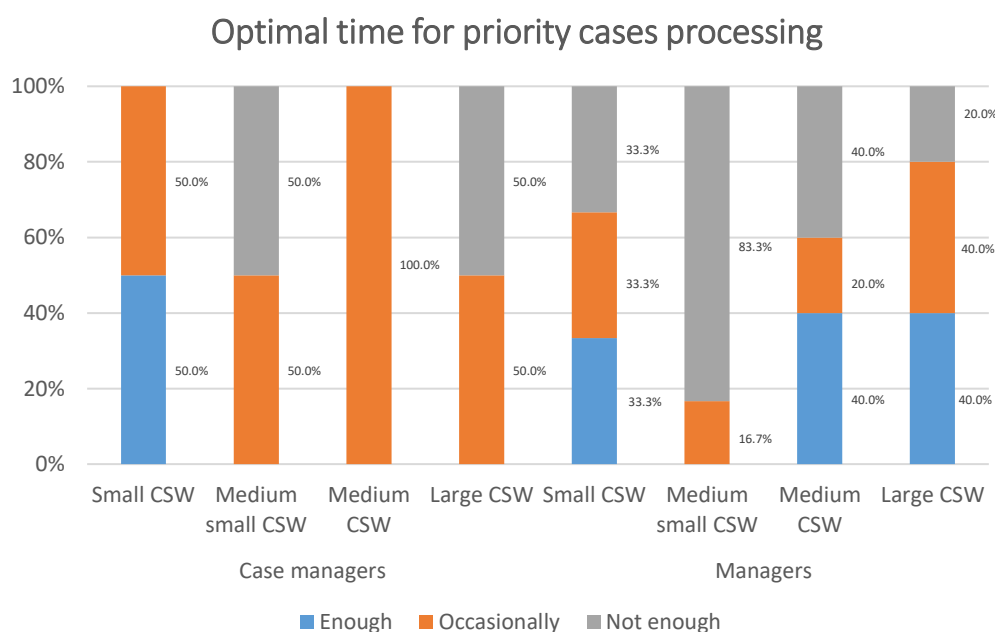


Chart 3.13: Optimal time for priority cases processing

Medium-small centres for social welfare's case managers, to greater extent than managers in these centres, consider that priority cases are not given enough time for processing. Medium centres for social welfare's managers point out that priority cases are occasionally given

enough time for processing, while nearly half of the case-managers in these centres for social welfare find that priority cases are not given enough time.

One half of the managers from large centres for social welfare think that priority cases are occasionally given enough time, whereas the other half of them consider the opposite. Case managers from these centres for social welfare consider that priority cases are mostly given enough time for processing. (Chart 3.13 and Table 3.8)

		Value	Approximate Significance
Manager	Contingency Coefficient	0.645	0.249
	N of Valid Cases	11	
Case Manager	Contingency Coefficient	0.474	0.327
	N of Valid Cases	24	
Total	Contingency Coefficient	0.433	0.233
	N of Valid Cases	35	

Table 3.8: Contingency coefficient between optimal time for priority cases processing, positions and the centre for social welfare size

The assumption is that these conclusions are the result of different understanding of the vaguely defined priorities, i.e. insufficiently precise criteria for their identification and processing. Case managers have lower criteria than managers (i.e. they can more clearly distinguish priority cases from the overall number of cases), which leads them to conclude that priority cases are not given enough time for processing.

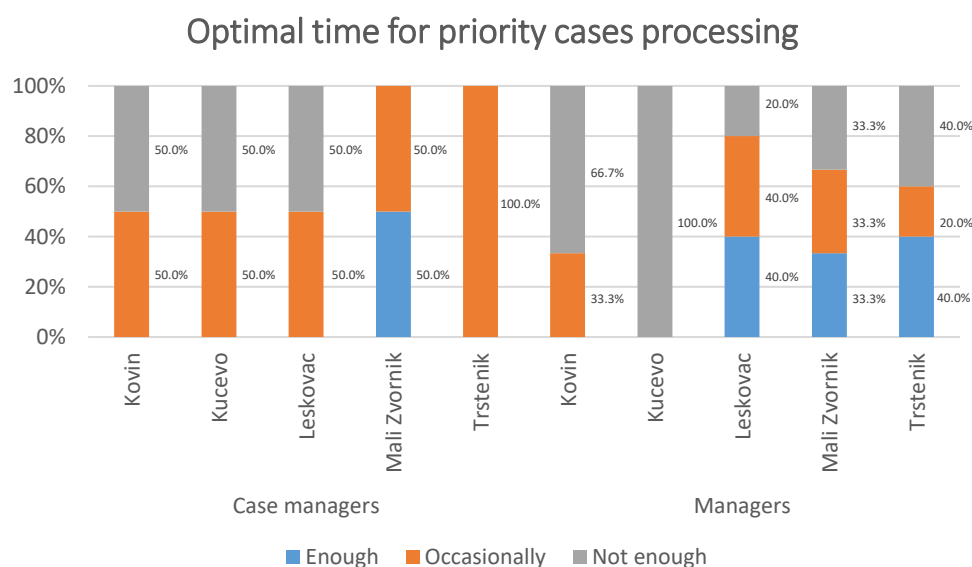


Chart 3.14: Optimal time for priority cases processing

The majority of managers and case managers from Kovin CSW (66.7%) agree that priority cases are not given enough time. Similarly, in Kucevo CSW, all case managers (100%) believe that priority cases are not given enough time. Most managers share their opinion and believe that priority cases are usually not given enough time, or that they are given enough time only

occasionally. In Leskovac CSW, case managers, to a greater extent (40%) than managers, think that priority cases are given enough time, i.e. that they are occasionally given enough time. The managers from this centre think that priority cases are either occasionally (50%) or never (50%) given enough time. Managers and case managers from Mali Zvornik CSW assess that priority cases are given enough time, while in Trstenik CSW, case managers have divided opinions. Half of the case managers think that priority cases are given enough time, whereas the other half disagrees. The managers from this centre for social welfare argue that sufficient time is devoted to priority cases. (Chart 3.14)

The reasons due to which priority cases are not given sufficient time

This finding provides a better insight into the causes of (not) acting according to priorities and highlights how important it is for these cases to adhere to procedures in other institutions to which these cases relate.

From the most common reasons due to which priority cases are not given sufficient time, work overload (92.3%) can be singled out as dominant. As it has been previously stated, in cases of work overload, it becomes increasingly important to set the priorities more clearly, therefore, a certain internal intervention that would imply additional staff education in this area can positively affect this finding. The second most common reason is insufficient knowledge on centre for social welfare functioning on the part of the employees in other institutions. It is exactly this reason that can lead to poor cooperation between centres for social welfare and other institutions.

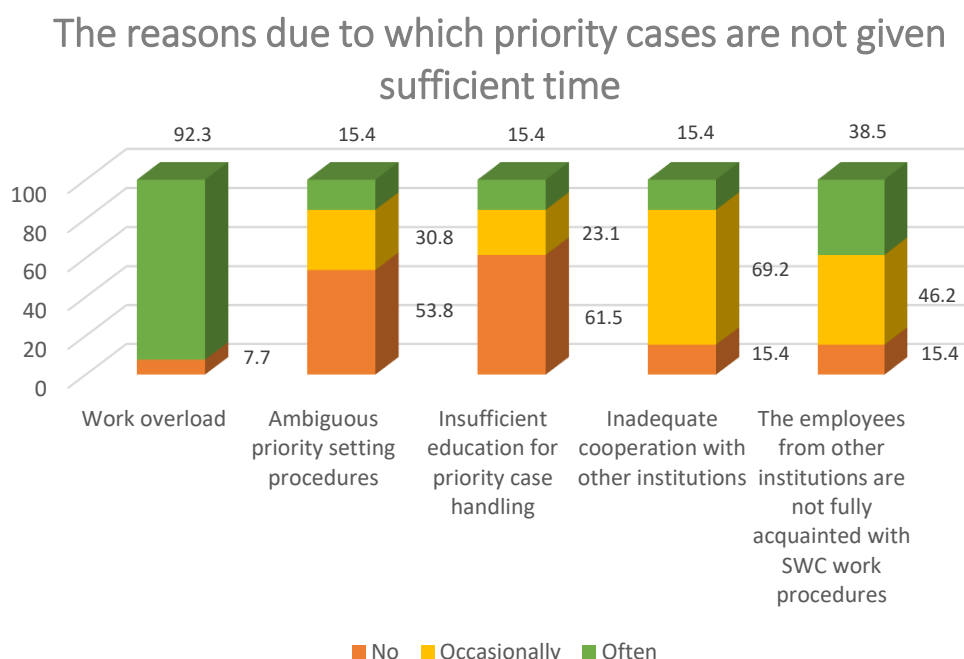


Chart 3.15: The reasons due to which priority cases are not given sufficient time

Ambiguous procedures and insufficient knowledge on dealing with priority cases either are not the reason due to which priority cases are given insufficient time or they are only an occasional reason due to which this occurs, whereas the reason can be found in overall congruence of all institutions involved in the case matter. Almost a fifth of all managers (18.2%) highlight the lack of expert employees as an additional reason due to which priority cases are not given

sufficient time, which directly relates to the prevailing opinion that work overload is the main reason due to which priority cases are not given sufficient time. (*Chart 3.15*)

Work priorities

Analysing the expert employees' opinion on the categories of services that should be given priority, the obtained data highlight the following: all forms of violence (43%), protection of children without parental care and/or minor protection (23%) and adult and elderly protection (22%). A slightly lower percentage of the expert employees (8%) has identified emergency accommodation as a priority. (*Chart 3.16*)

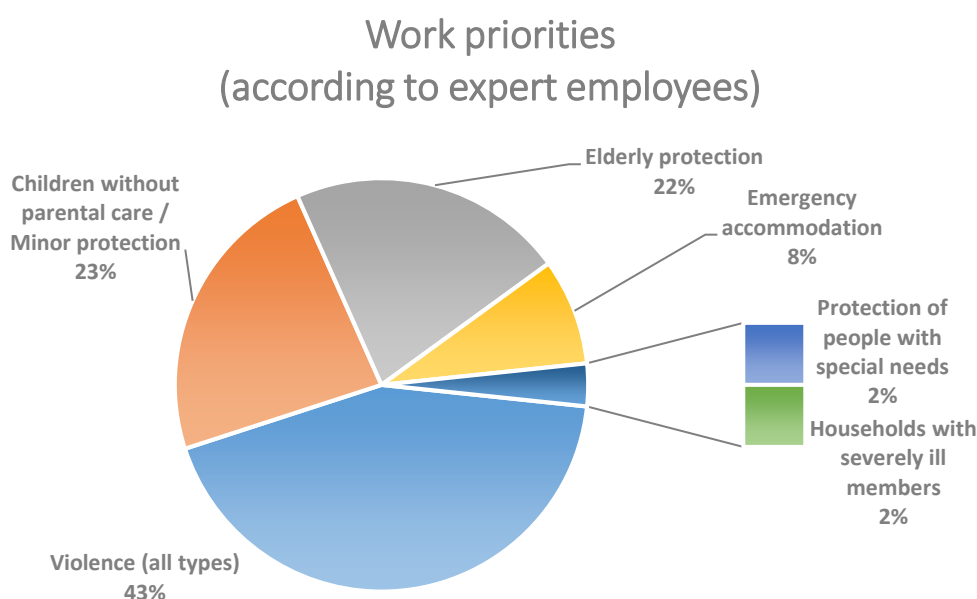


Chart 3.16: Work priorities according to expert employees

In priority setting, it is clear that the urgency is determined according to the potential level of vulnerability of the centres' service users, therefore, this way of priority ranking seems justified. On the other hand, priority setting in the category of protection of people with special needs and households with severely ill members has only been included in 2% of total responses, therefore, it can be said that (given the previously determined insufficient priority defining criteria), the first three categories are identified as dominant, whereas the rest are rarely identified as dominant.

The obtained data indicate a consistency, i.e. show that the managers' opinions are almost no different from the expert employees' opinion when it comes to the categories of service users and priority setting. The greatest percent of them highlights all forms of violence (50%) and children without parental care protection (32%) as categories of priority.

When it comes to adult and elderly protection, the differences are strikingly conspicuous. While slightly more than a fifth of expert employees (22%) consider this category a priority, the percent of managers considering the same is significantly lower (6%). Managers and case managers generally share opinions on priority setting, with a difference of case managers considering elderly protection a priority, to a greater degree than managers. (*Chart 3.17*)

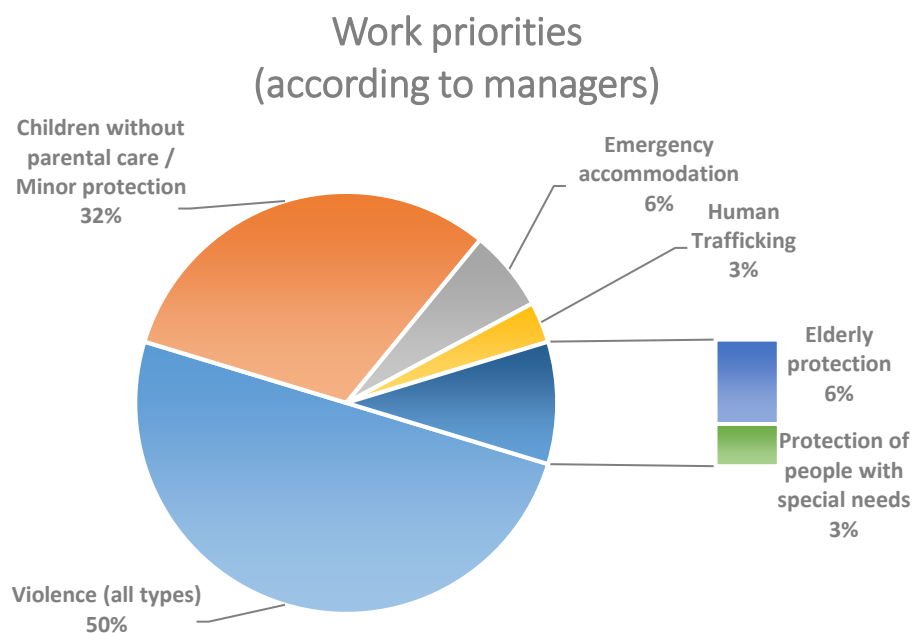


Chart 3.17: Work priorities according to managers

Centres for social welfare function in accordance with the Rulebook on Organization, Norms and Standards of Work in Centre for Social Welfare which regulates the segment of priority determination and the levels of priority. However, inferring from all of the aforementioned, the impression is that employees are not sufficiently acquainted with the prescribed procedures and rules, or that they are not able to act accordingly. The reasons for this could be found in work overload and the lack of staff, which leads the respondents to believe that it is not feasible to set priorities in each prescribed case.

Conclusion and recommendation

According to this body of data, managers consider that case managers are generally unable to set priorities due to workload and in relation to work procedures. Case managers argue that this is possible regardless of work volume and work procedures. This difference in opinions indicates that associates find that there is more possibilities for managers to set priorities than they actually do, which further reinforces the need for additional education of management when it comes to work organisation that would enable faster and easier priority identification while adhering to procedures and being in accordance with the available staff capacities.

4) Cooperation with other institutions

The data obtained in the previous research showed that cooperation with other institutions is necessary, but that centres for social welfare's employees are not fully satisfied with this cooperation, i.e. that they assess it as average.

Analyses and results from the previously conducted research served as a basis for a deeper analysis of cooperation between centres for social welfare and other institutions. In addition to the already determined quality levels of cooperation with other institutions, the research also focused on the following elements:

- Assessment of cooperation with other institutions;

- Need for cooperation and assistance from other institutions;
- Cooperation and assistance from other institutions;
- Institutions with which cooperation is necessary.

Assessment of cooperation with other institutions

Centres for social welfare's employees (case managers and managers) generally consider cooperation with other institutions as either average or good. (Tables 4.1 and 4.2)

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error</i>	<i>Lower Bound</i>	<i>Upper Bound</i>	<i>Minimum</i>	<i>Maximum</i>
Manager	11	2.18	0.405	0.122	1.91	2.45	2	3
Case Manager	24	2.29	0.550	0.112	2.06	2.52	1	3
<i>Total</i>	35	2.26	0.505	0.085	2.08	2.43	1	3

Table 4.1: Descriptive statistics - How would you assess the cooperation with other institutions?

	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Between Groups	0.091	1	0.091	0.349	0.558
Within Groups	8.595	33	0.260		
<i>Total</i>	8.686	34			

Table 4.2: Analysis of variance - How would you assess the cooperation with other institutions?

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error</i>	<i>Lower Bound</i>	<i>Upper Bound</i>	<i>Minimum</i>	<i>Maximum</i>
Group 3	25	2.28	0.542	0.108	2.06	2.50	1	3
Group 4	10	2.20	0.422	0.133	1.90	2.50	2	3
<i>Total</i>	35	2.26	0.505	0.085	2.08	2.43	1	3

Table 4.3: Descriptive statistics - How would you assess the cooperation with other institutions?

	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Between Groups	0.046	1	0.046	0.175	0.679
Within Groups	8.640	33	0.262		
<i>Total</i>	8.686	34			

Table 4.4: Analysis of variance - How would you assess the cooperation with other institutions?

When it comes to the assessment of cooperation with other institutions, there is no difference in relation to the development group that the centre for social welfare belongs to. Centres for social welfare's employees from both development groups on average consider cooperation with other institutions as average or as inclining towards good. (Tables 4.3 and 4.4)

As it has been previously noted, all centres for social welfare consider cooperation with other institutions as average or good. In Kovin CSW, a certain percent of the employees (20%) perceived cooperation with other institutions as poor. Unlike them, the employees from Mali Zvornik CSW see the cooperation as average, while the cooperation has been best assessed in the centres for social welfare in Kucevo, Leskovac, and Trstenik. The employees of these centres regard cooperation with other institutions as good. It is obvious that these assessments are partly dependent on work organisation quality of the local reference institutions, and therefore there are differences among municipalities. (Chart 4.1)

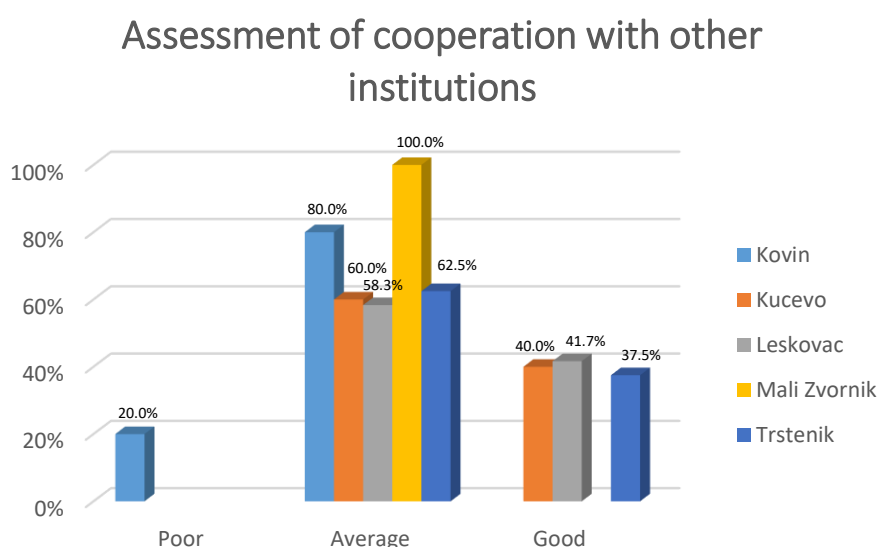


Chart 4.1: Assessment of cooperation with other institutions

Need for cooperation and assistance from other institutions

Case managers and managers from centres for social welfare agree on the need for cooperation with other institutions - both believe that cooperation with other institutions is necessary. (Tables 4.5 and 4.6)

	N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound	Minimum	Maximum
Manager	11	2.73	0.467	0.141	2.41	3.04	2	3
Case Manager	24	2.88	0.338	0.069	2.73	3.02	2	3
Total	35	2.83	0.382	0.065	2.70	2.96	2	3

Table 4.5: Descriptive statistics - How much do you need cooperation and assistance from other institutions?

This result is not surprising given that centres for social welfare are inherently directed towards cooperation with other institutions both within and outside the social protection system. Thus, this particular segment acquires a more prominent role in the overall centre for social welfare efficiency.

	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Between Groups	0.165	1	0.165	1.130	0.295
Within Groups	4.807	33	0.146		
<i>Total</i>	4.971	34			

Table 4.6: Analysis of variance - How much do you need cooperation and assistance from other institutions?

When it comes to development groups of local self-governments in which centres for social welfare are located, opinions coincide. Centres for social welfare's employees from the third local self-government development group, as well as centres for social welfare's employees from the fourth group consider that cooperation with other institutions is necessary. (Tables 4.7 and 4.8)

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error</i>	<i>Lower Bound</i>	<i>Upper Bound</i>	<i>Minimum</i>	<i>Maximum</i>
Group 3	25	2.84	0.374	0.075	2.69	2.99	2	3
Group 4	10	2.80	0.422	0.133	2.50	3.10	2	3
<i>Total</i>	35	2.83	0.382	0.065	2.70	2.96	2	3

Table 4.7: Descriptive statistics - How much do you need cooperation and assistance from other institutions?

	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Between Groups	0.011	1	0.011	0.076	0.784
Within Groups	4.960	33	0.150		
<i>Total</i>	4.971	34			

Table 4.8: Analysis of variance - How much do you need cooperation and assistance from other institutions?

This information supports the thesis that the functionality of cooperation is primarily based on the compatibility and accord of the procedures in different organisations, and their clear division of responsibilities both in terms of work and time needed for job realisation, rather than on the degree of local self-governments and their budget.

On the basis of the obtained data, there is a significant difference in the assessment of the need for cooperation with other institutions in relation to the centre for social welfare size. Case managers and managers in large and medium-small centres for social welfare mostly see this

cooperation as necessary, unlike their colleagues from small and medium centres for social welfare. It can be concluded that there is a tendency of quality drop in cooperation with other institutions when it comes to the centre for social welfare size. The bigger the centre for social welfare, the poorer the assessment of cooperation with other institutions. (Tables 4.9 and 4.10)

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error</i>	<i>Lower Bound</i>	<i>Upper Bound</i>	<i>Minimum</i>	<i>Maximum</i>
Small CSW	5	2.60	0.548	0.245	1.92	3.28	2	3
Medium-small CSW	10	3.00	0.000	0.000	3.00	3.00	3	3
Medium CSW	8	2.50	0.535	0.189	2.05	2.95	2	3
Large CSW	12	3.00	0.000	0.000	3.00	3.00	3	3
<i>Total</i>	35	2.83	0.382	0.065	2.70	2.96	2	3

Table 4.9: Descriptive statistics - How much do you need cooperation and assistance from other institutions?

	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Between Groups	1.771	3	0.590	5.720	0.003
Within Groups	3.200	31	0.103		
<i>Total</i>	4.971	34			

Table 4.10: Analysis of variance - How much do you need cooperation and assistance from other institutions?

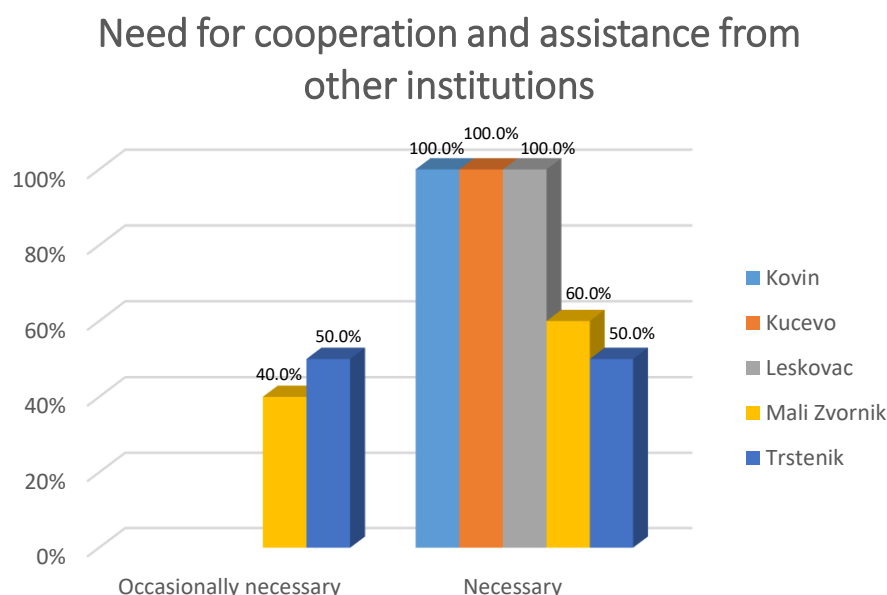


Chart 4.2: Need for cooperation and assistance from other institutions

This can be linked to the complexity of large centre for social welfare organisation in which slow flow and exchange of information can occur. On the other hand, smaller centres for social welfare are located in small places where personal contacts and acquaintances could be helpful when cooperation with other institutions is urgent and necessary.

Case manager and managers from centres for social welfare in Kovin, Kucevo and Leskovac agree that cooperation with other institutions is necessary. On the other hand, the employees from centres for social welfare in Mali Zvornik and Trstenik have divided opinions - some believe that cooperation is necessary while some believe that is only occasionally necessary. (Chart 4.2)

Although clear procedures are established, cooperation with other institutions appears to be somewhat perceived as a matter of personal choice. The assumption is that in instances where the cooperation appears to be challenging and difficult, the respondents automatically see it as less significant and less needed.

Cooperation and assistance from other institutions

Managers and case managers of all centres for social welfare generally consider that they occasionally or frequently receive assistance from other institutions and establish cooperation. Nevertheless, case managers, to somewhat greater extent, claim that they are more likely to receive assistance and establish cooperation than managers (there are no significant differences, but the values are bordering). (Tables 4.11 and 4.12)

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error</i>	<i>Lower Bound</i>	<i>Upper Bound</i>	<i>Minimum</i>	<i>Maximum</i>
Manager	11	2.09	0.302	0.091	1.89	2.29	2	3
Case Manager	24	2.42	0.504	0.103	2.20	2.63	2	3
<i>Total</i>	35	2.31	0.471	0.080	2.15	2.48	2	3

Table 4.11: Descriptive statistics - Do you receive needed assistance and establish cooperation with other institutions?

	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Between Groups	0.800	1	0.800	3.918	0.056
Within Groups	6.742	33	0.204		
<i>Total</i>	7.543	34			

Table 4.12: Analysis of variance - Do you receive needed assistance and establish cooperation with other institutions?

Expert employees argue that they receive better assistance and establish better cooperation when they reach out to their personal contacts, than in cases when managers address the institution, which leaves room to work on the optimisation of this cooperation.

Centres for social welfare's employees from the third local self-government development group, as well as the employees from centres for social welfare belonging to fourth local self-government development group generally consider that they occasionally or frequently receive assistance from other institutions and establish cooperation, which corresponds to the finding that readiness to cooperate primarily stems from the way of organisation of different

institutions and that it is, therefore, independent of the development level of the local self-government in question. (Tables 4.13 and 4.14)

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error</i>	<i>Lower Bound</i>	<i>Upper Bound</i>	<i>Minimum</i>	<i>Maximum</i>
Group 3	25	2.36	0.490	0.098	2.16	2.56	2	3
Group 4	10	2.20	0.422	0.133	1.90	2.50	2	3
<i>Total</i>	35	2.31	0.471	0.080	2.15	2.48	2	3

Table 4.13: Descriptive statistics - Do you receive needed assistance and establish cooperation with other institutions?

	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Between Groups	0.183	1	0.183	0.820	0.372
Within Groups	7.360	33	0.223		
<i>Total</i>	7.543	34			

Table 4.14: Analysis of variance - Do you receive needed assistance and establish cooperation with other institutions?

All centre for social welfare employees agree that the cooperation with other institutions varies from sporadic to often. (Tables 4.15 and 4.16)

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error</i>	<i>Lower Bound</i>	<i>Upper Bound</i>	<i>Minimum</i>	<i>Maximum</i>
Small CSW	5	2.00	0.000	0.000	2.00	2.00	2	2
Medium-small CSW	10	2.20	0.422	0.133	1.90	2.50	2	3
Medium CSW	8	2.25	0.463	0.164	1.86	2.64	2	3
Large CSW	12	2.58	0.515	0.149	2.26	2.91	2	3
<i>Total</i>	35	2.31	0.471	0.080	2.15	2.48	2	3

Table 4.15: Descriptive statistics - Do you receive needed assistance and establish cooperation with other institutions?

	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Between Groups	1.526	3	0.509	2.621	0.068
Within Groups	6.017	31	0.194		
<i>Total</i>	7.543	34			

Table 4.16: Analysis of variance - Do you receive needed assistance and establish cooperation with other institutions?

Based on the presented data concerning local self-governments in which centres for social welfare are located, it can be noticed that the employees of all centres consider that receiving assistance from other institutions and the establishment of cooperation occurs occasionally. The employees from centres for social welfare in Kucevo, Leskovac and Trstenik assess that the assistance and cooperation occurs more frequently than the employees from centres for social welfare in Kovin and Mali Zvornik who perceive the cooperation with other institutions as occasional. (Chart 4.3)

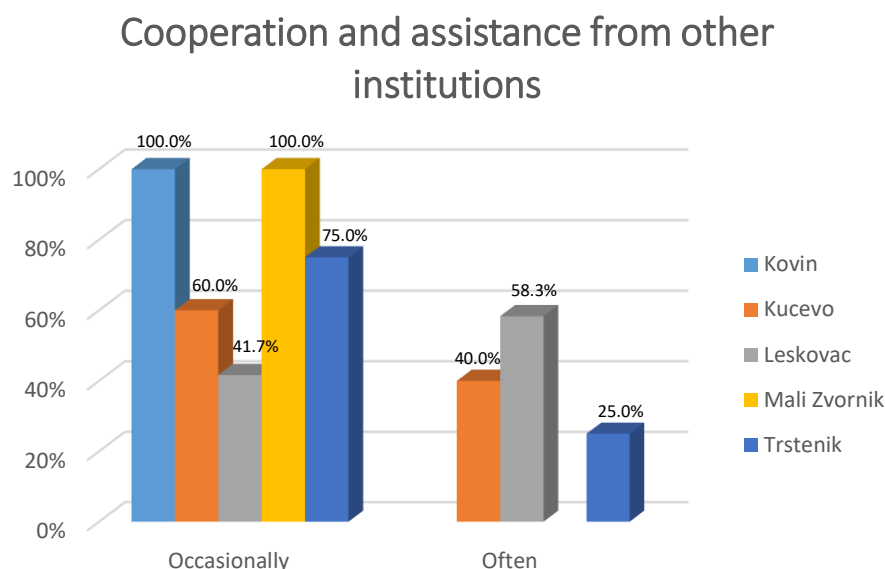


Chart 4.3: Cooperation and assistance from other institutions

In order to improve this segment more significantly, it would be necessary on the local level, and primarily in Kovin and Mali Zvornik, to reach out to related institutions and call for a more efficient and timely cooperation with centres for social welfare.

The institutions with which the cooperation is necessary

Given that centres for social welfare are inherently required to cooperate with other institutions, one of the focuses of this research has also been to determine the institutions with which the cooperation is necessary. Centre for social welfare managers believe that these primarily are judiciaries - the police, the court and the prosecution (37%), as well as medical institutions (30%). In a smaller percentage they consider that these are schools (10%), social protection institutions (13%) and local self-governments (7%). As the majority of centre for social welfare cases belong to the domain of family legal protection (assessment of parental rights and custody of children born inside or outside marriage, domestic violence protection measures, accommodation of service users in the institution, custody, etc.) cooperation with judiciary and medical institutions logically imposes itself as the most important. (Chart 4.4)

The expert employees' opinion on the institutions with which the cooperation is necessary generally coincides with the managers' opinion. In the expert employees' opinion the cooperation with judiciaries comes first (43%), followed by the cooperation with medical institutions (37%). Finally, they also identify Pension and Disability Insurance Fund of the Republic of Serbia as an institution with which the cooperation is necessary. (Chart 4.5)

The institutions with which the cooperation is necessary (according to managers)

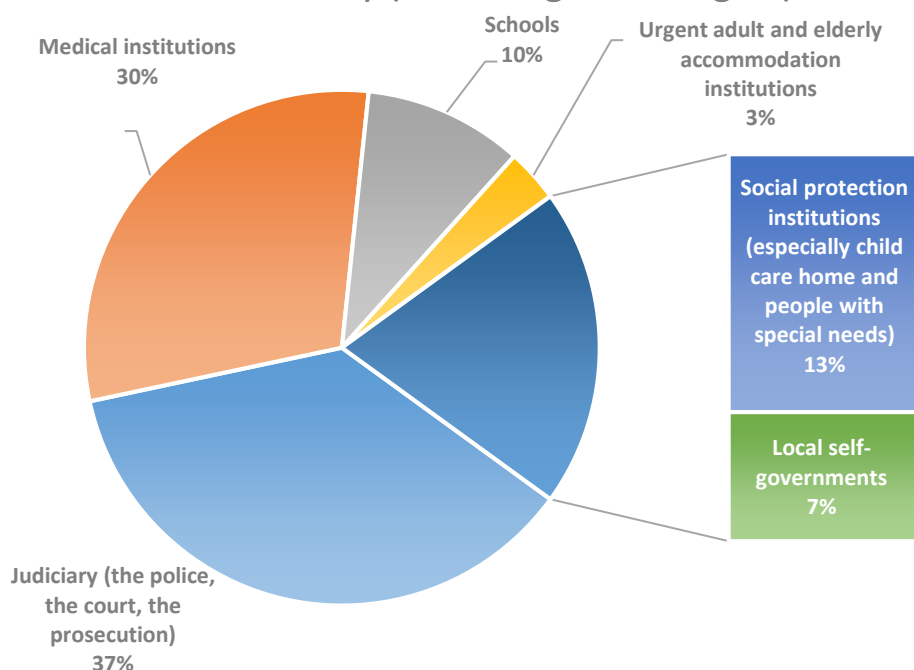


Chart 4.4: The institutions with which the cooperation is necessary according to managers

The institutions with which the cooperation is necessary (according to case manager)

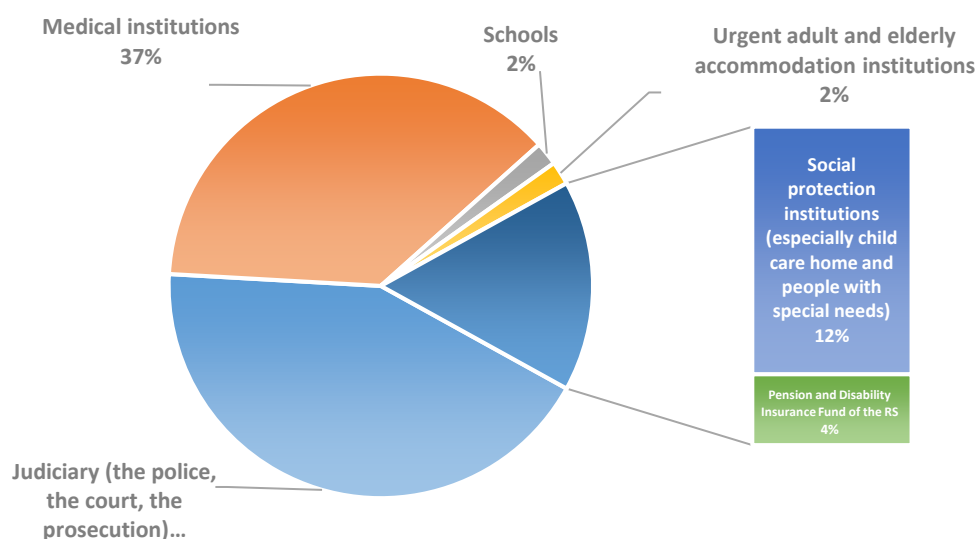


Chart 4.5: The institutions with which the cooperation is necessary according to case manager

Given that centres for social welfare also operate as a guardianship authority, this finding does not come as a surprise. Case managers who deal with adult and elderly protection are required to cooperate with Pension and Disability Insurance Fund of the Republic of Serbia in order to

acquire rights on the pension and disability insurance of individuals under the centre for social welfare guardianship.

By comparing managers' and expert employees' opinions on the institutions with which the cooperation is necessary, it can be noticed that these coincide. Both case managers and managers, in almost the same percentage, emphasise judiciaries, medical institutions and social protection institutions as the most important. Managers consider cooperation with schools and local self-governments necessary in a higher percentage than case managers who assign more importance to Pension and Disability Insurance Fund. (Chart 4.6)

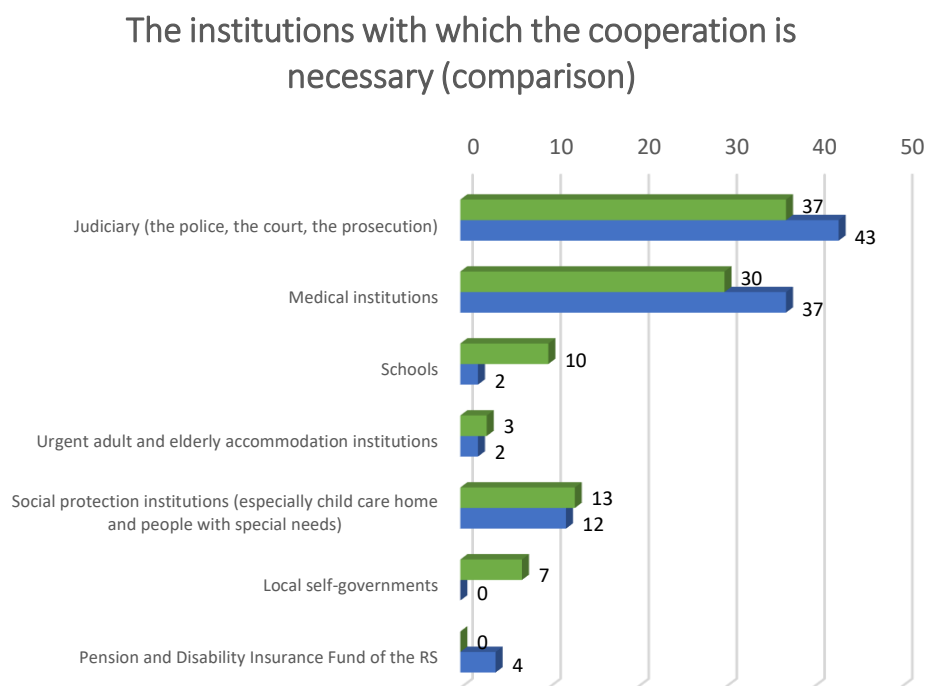


Chart 4.6: The comparison of managers' and case managers' opinion on the institutions with which the cooperation is necessary.

Conclusion and recommendation

Based on the obtained data, it can be concluded that cooperation with other institutions is necessary, but that it is still not at a satisfactory level. Given that there is no centralised social protection service users' database and that the Law on Social Cards has not yet been adopted, one of the ways to improve cooperation could be to create a central database. In this manner, the flow of information among different systems would be facilitated, which would also improve the quality of cooperation between centres for social welfare and other institutions. Protocols on cooperation of centres for social welfare and other institutions could, to a certain degree, contribute to the improvement of cooperation, especially when it comes to cooperation with medical institutions, which, according to field research data, proved as quite problematic.

5) Interpersonal relations in centres for social welfare

The following have been identified as basic components in the analysis of centre for social welfare interpersonal relations:

- Interpersonal relations;
- Cooperation among colleagues;
- Assistance that colleagues provide to one another;
- Trust among colleagues;
- Respect among colleagues;
- Working atmosphere;
- Communication among colleagues.

Managers and case managers, on average, positively assess all aspects of work related to interpersonal relations in centres for social welfare, which suggests that they are satisfied both with interpersonal relations and with assistance and cooperation among colleagues, as well as with respect and trust among them, but also with their working atmosphere. (*Chart 5.1 and Table 5.1*)

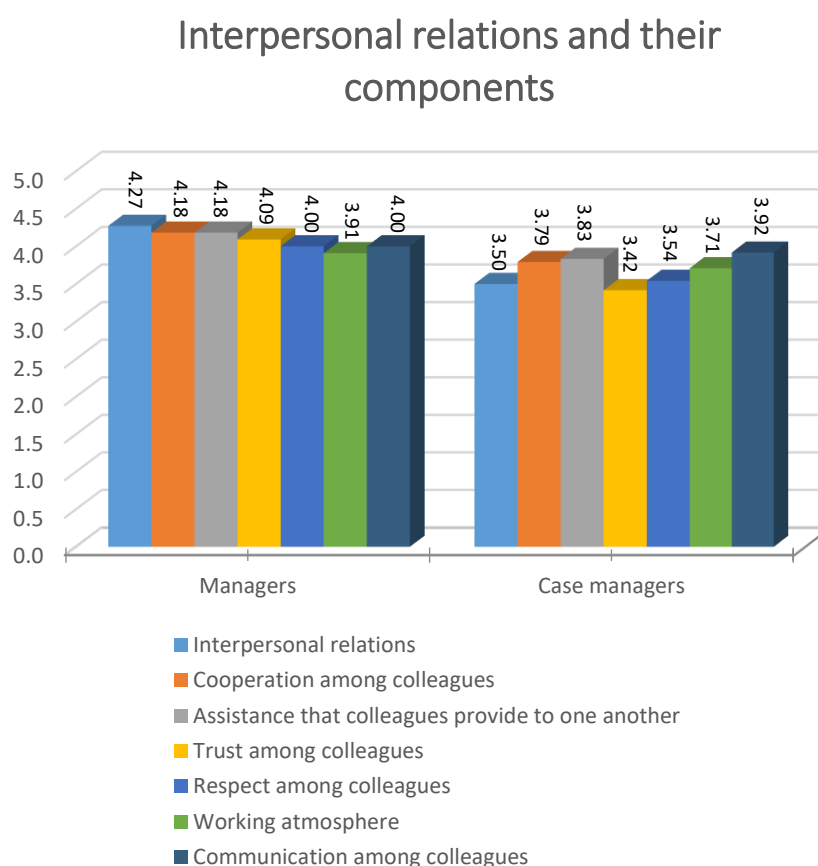


Chart 5.1: Interpersonal relations and their components according to position

Nevertheless, when it comes to the assessment of interpersonal relations in centres for social welfare, a significant difference has been noticed between managers and expert employees. Managers, more positively than case managers, assess the aspects related to quality of interpersonal relations in centres for social welfare.

This finding affirms the fact that the employees evaluate this component from the perspective of personal interactions (imbued with (mis)understandings and (dis)agreements on a daily basis), whereas managers evaluate this component from the perspective of having a common goal and the overall working atmosphere. The discrepancy between these two viewpoints, thus,

is a matter of individual perspective. Both are legitimate and acceptable from a psychological viewpoint.

		<i>Sum of Square</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Interpersonal relations	Between groups	4.504	1	4.504	4.348	0.045
	Within group	34.182	33	1.036		
	<i>Total</i>	38.686	34			
Cooperation among colleagues	Between groups	1.148	1	1.148	1.128	0.296
	Within group	33.595	33	1.018		
	<i>Total</i>	34.743	34			
Assistance that colleagues provide to one another	Between groups	0.916	1	0.916	0.917	0.345
	Within group	32.970	33	0.999		
	<i>Total</i>	33.886	34			
Trust among colleagues	Between groups	3.429	1	3.429	2.647	0.113
	Within group	42.742	33	1.295		
	<i>Total</i>	46.171	34			
Respect among colleagues	Between groups	1.585	1	1.585	1.540	0.223
	Within group	33.958	33	1.029		
	<i>Total</i>	35.543	34			
Working atmosphere	Between groups	0.304	1	0.304	0.296	0.590
	Within group	33.867	33	1.026		
	<i>Total</i>	34.171	34			
Communication among colleagues	Between groups	0.052	1	0.052	0.058	0.811
	Within group	29.833	33	0.904		
	<i>Total</i>	29.886	34			

Table 5.1: Analysis of variance - The assessment of interpersonal relations (position)

When it comes to different components of interpersonal relations in centres for social welfare in relation to the development group of local self-government to which centre for social welfare belongs, it can be concluded that the employees from centres for social welfare belonging to the fourth local self-government development group have more positively assessed interpersonal relations and their components than the employees from centres for social welfare belonging to the fourth local self-government development group. (*Chart 5.2 and Table 5.2*)

As interpersonal relations in a team are an extremely complex component which include the elements of individual psychological makeup of the employees (personality typology, motivation for work, professional ambition and competitiveness in relation to cooperation), but also include organisation methods and the nature of work, it can be said that, on average, all components of interpersonal relations have been highly assessed. Therefore, it becomes evident

that these are teams that are capable of introducing the necessary changes and that are open enough for novelties.

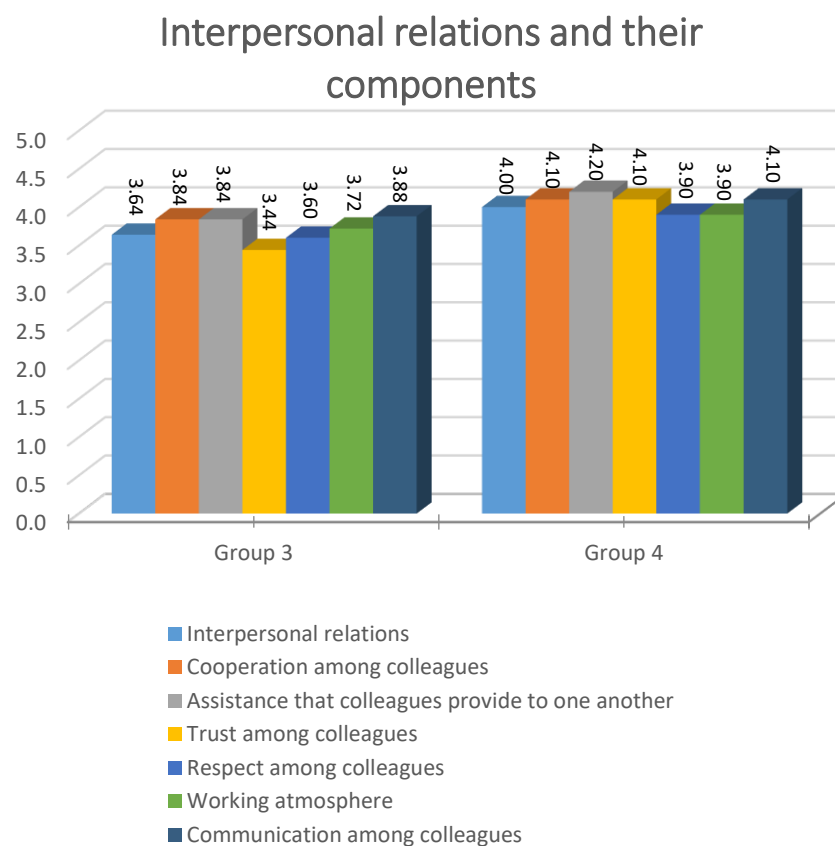


Chart 5.2: Interpersonal relations and their components in relation to the local self-government development group

		Sum of Square	df	Mean Square	F	Sig.
Interpersonal relations	Between groups	0.926	1	0.926	0.809	0.375
	Within group	37.760	33	1.144		
	Total	38.686	34			
Cooperation among colleagues	Between groups	0.483	1	0.483	0.465	0.500
	Within group	34.260	33	1.038		
	Total	34.743	34			
Assistance that colleagues provide to one another	Between groups	0.926	1	0.926	0.927	0.343
	Within group	32.960	33	0.999		
	Total	33.886	34			
Trust among colleagues	Between groups	3.111	1	3.111	2.385	0.132
	Within group	43.060	33	1.305		
	Total	46.171	34			

Respect among colleagues	Between groups	0.643	1	0.643	0.608	0.441
	Within group	34.900	33	1.058		
	Total	35.543	34			
Working atmosphere	Between groups	0.231	1	0.231	0.225	0.638
	Within group	33.940	33	1.028		
	Total	34.171	34			
Communication among colleagues	Between groups	0.346	1	0.346	0.386	0.539
	Within group	29.540	33	0.895		
	Total	29.886	34			

Table 5.2: Analysis of variance - The assessment of interpersonal relations
(Local self-government development group)

When it comes to the centre for social welfare size, there have been noted significant differences in the assessment of interpersonal relations, cooperation and assistance received from colleagues, as well as trust and respect among colleagues.

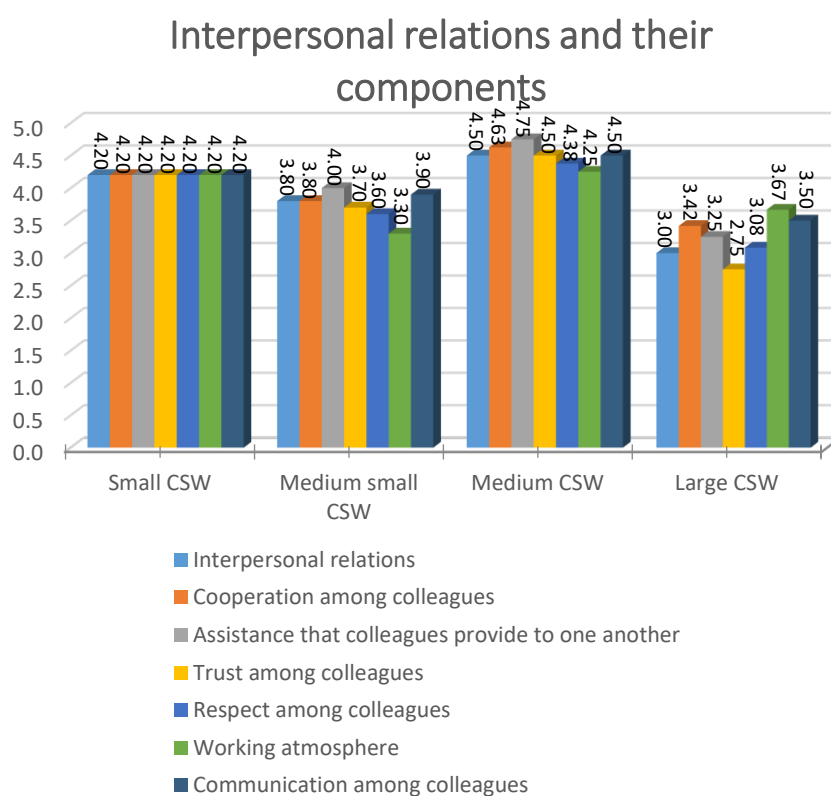


Chart 5.3: Interpersonal relations and their components
in relation to the centre for social welfare size

Medium centres for social welfare's employees, more positively assess all components of interpersonal relations than large centres for social welfare's employees. In small and medium-small centres for social welfare, the opinions on all components of interpersonal relations largely coincide and are highly positive, indicating that all of these components equally

contribute to good and harmonious interpersonal relations in these centres for social welfare. (Chart 5.3)

The correlation between the centre for social welfare size and the assessment of significance of certain interpersonal relation components is expected, given that fewer employees signify lesser possibility of substituting unsatisfactory relations with more adequate ones.

Correlation between the centre for social welfare size and certain parameters of the assessment of interpersonal relations has been expected, since, in the context of smaller number of employees it becomes increasingly difficult to replace an unsatisfactory relation with a more adequate interaction.

A good working atmosphere, especially in small and medium-small centres for social welfare, is of the utmost importance for the functioning of a centre for social welfare, and therefore, it can be said that it is extremely well developed. (Table 5.3)

		<i>Sum of Square</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Interpersonal relations	Between groups	12.286	3	4.095	4.809	0.007
	Within group	26.4	31	0.852		
	Total	38.686	34			
Cooperation among colleagues	Between groups	7.551	3	2.517	2.87	0.052
	Within group	27.192	31	0.877		
	Total	34.743	34			
Assistance that colleagues provide to one another	Between groups	11.336	3	3.779	5.194	0.005
	Within group	22.55	31	0.727		
	Total	33.886	34			
Trust among colleagues	Between groups	17.021	3	5.674	6.034	0.002
	Within group	29.15	31	0.94		
	Total	46.171	34			
Respect among colleagues	Between groups	9.551	3	3.184	3.797	0.02
	Within group	25.992	31	0.838		
	Total	35.543	34			
Working atmosphere	Between groups	5.105	3	1.702	1.815	0.165
	Within group	29.067	31	0.938		
	Total	34.171	34			
Communication among colleagues	Between groups	5.186	3	1.729	2.169	0.112
	Within group	24.7	31	0.797		
	Total	29.886	34			

Table 5.3: Analysis of variance - The assessment of interpersonal relations (centre for social welfare size)

Although the data obtained from this research show a high level of invariability and a high level of satisfaction with interpersonal relations in all centres for social welfare, it can be noticed that the employees from Trstenik CSW and Mali Zvornik CSW are most satisfied with all of the listed components of interpersonal relations.

When we relate this finding to the aforementioned poorer assessment of work organisation and responsibility delegation in Kucevo CSW and Mali Zvornik CSW, it can be concluded that it is easier to create a less formal atmosphere in a smaller centre for social welfare.

Personal favours and collegiality neglect the insufficiently clear organisation in centres for social welfare that constitute the sample of this research, which assigns additional importance to interpersonal relations in those centres for social welfare. A somewhat lower level of satisfaction with interpersonal relations is present among the employees in Leskovac CSW, nevertheless, Leskovac CSW showcases high levels of satisfaction with interpersonal relations. (Chart 5.4)

Interpersonal relations and their components

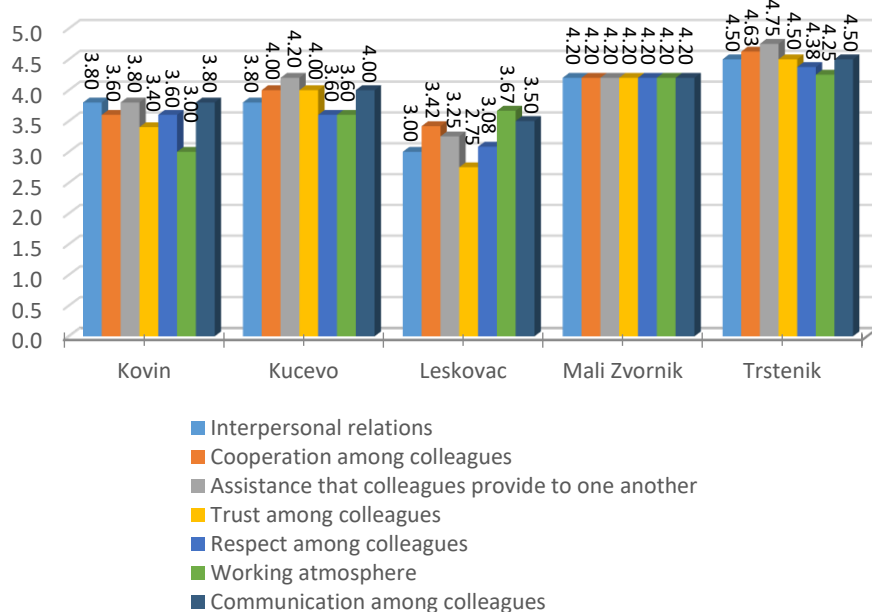


Chart 5.4: Interpersonal relations and their components in relation to the town where CSW is located

Conclusion and recommendation

There is the overall impression that centre for social welfare employees are highly satisfied with their interpersonal relations and evaluate them highly. Since different aspects of interpersonal relations have been highly assessed by employees and are very homogeneous (with average grades as lowest) it can be said that there is one factor or common denominator which connects them and contributes to all centres for social welfare being fairly compact and homogeneous when it comes to interpersonal relations.

Good interpersonal relations are an immensely important factor for increasing work satisfaction and they contribute to increased motivation regardless of the circumstances (workload, lack of staff, inadequate working conditions, etc.). Accordingly, good interpersonal relations need to be fostered and addressed in case of violation.

6) Education levels in centres for social welfare

Based on the results of previous research carried out in centres for social welfare, the need to introduce special education and training for expert employees and managers has been identified. It has been found that managers agree that professional development is necessary in order to increase work efficiency and performance, as well as additional education on each category of services provided in the centre. Likewise, they share the opinions on the preservation of employees' mental health, and therefore identify the need for additional education in this field, primarily in terms of improvement of stress management skills and forming adequate defence mechanisms.

In accordance with the aforementioned, the focus has been placed on determining the areas, i.e. the categories of services provided in centres for social welfare in which the employees had hitherto more or less opportunities for education. The aim of this research phase is to produce a set of recommendations on the education programme formulation based on the obtained data, which would further contribute to the improvement of the employees' performance in centres for social welfare.

The first question in this part of the questionnaire has referred to previous education and training in order to determine the degree to which the centres' employees have so far been engaged in the field of competency improvement, and whether the employees' experience in this segment differs between centres for social welfare from two different local self-government development groups, as well as the employees' experience in centres for social welfare of different sizes.

Education and training

From the presented data, it can be inferred that all centre for social welfare managers from the fourth local self-government development group unanimously state that they have received professional training and education so far, while about 86% of centre for social welfare managers from the third local self-government development group say that they have received some professional training and education, finally, about 14% of them have not been able to receive any professional training and education so far. (*Chart 6.1*)

This finding suggests that the vast majority of managers from both local self-government development groups have so far had the opportunity to attend a certain number of seminars on their work field.

Managers of small, medium-small, medium and large centres argue that they have been able to receive some kind of training and education so far. An exception being 25% of managers of medium-small centres who point out that they have not had the opportunity to receive any training and education at work so far. (*Chart 6.2*)

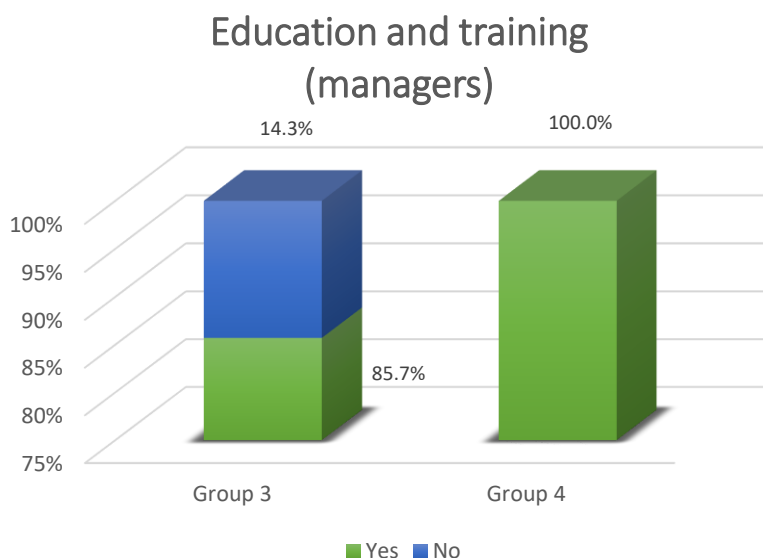


Chart 6.1: Education and training (managers) in relation to the local self-government development group

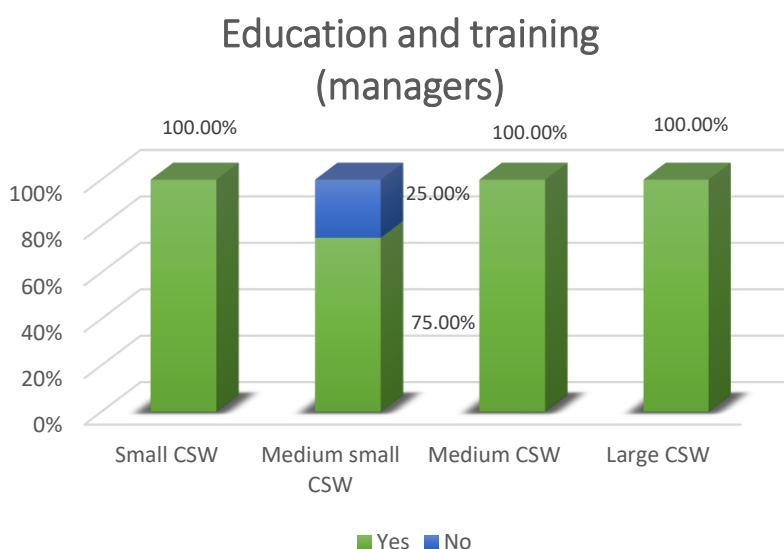


Chart 6.2: Education and training (managers) in relation to the centre for social welfare size

It can be concluded that the previously held seminars either have not been fully corresponding in their scope or have taken place at different intervals thus making it virtually impossible for all managers to equally attend them.

It can be seen from the previous chart that when it comes to the centres from the third local self-government development group, only 14% of managers (out of all managers and expert employees) say that the employees have not received any training and education so far. When it comes to the centres from the fourth local self-government development group, all managers state that their employees have received training and education so far, while the expert employees from these centres for social welfare answer slightly differently with one-third of them (33%) stating that they have not received any training and education so far. (*Chart 6.3*)

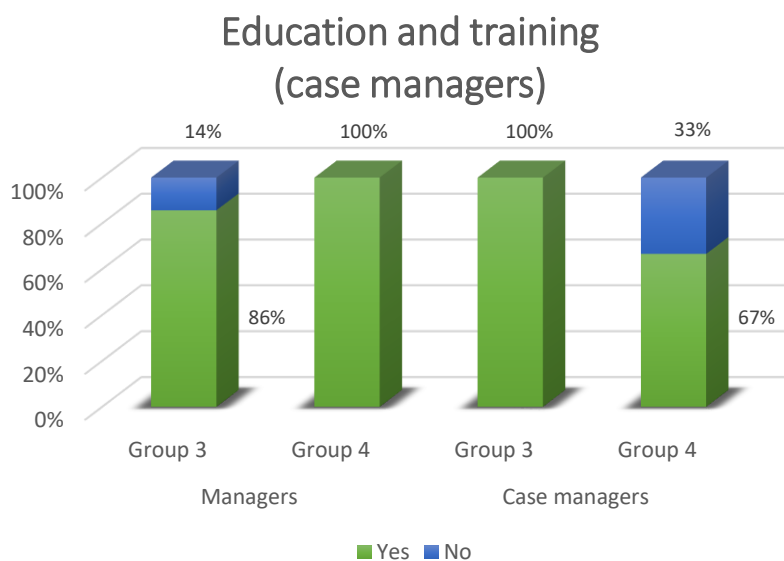


Chart 6.3: Education and training (case managers) in relation to position and the local self-government development group

In order to optimally manage the staff according to their professional competences, it is recommended to form a staff database that would include a list of all training and education that the associate has had the opportunity receive (at work or elsewhere). Hence, further career development and professional education and training could be planned on the basis of this record.

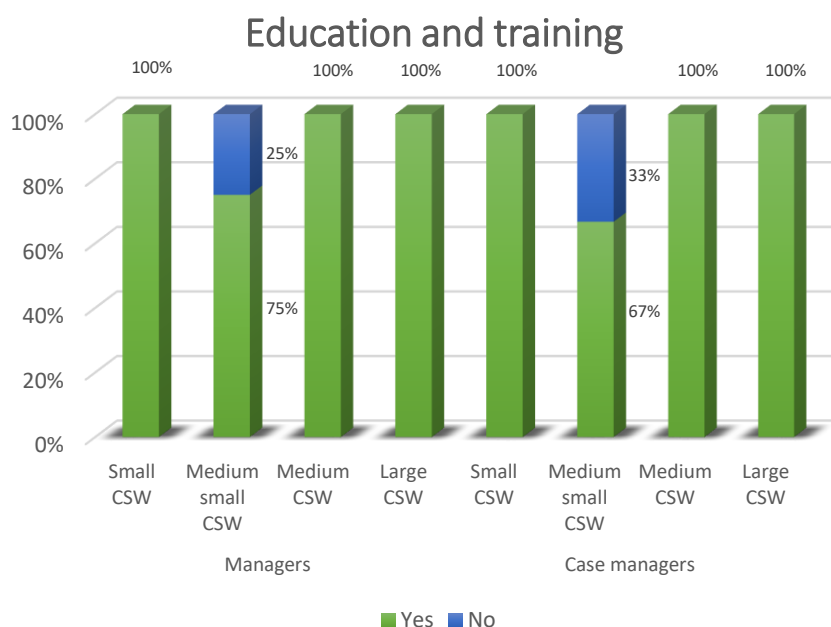


Chart 6.4: Education and training in relation to the centre for social welfare size

Managers of small, medium and large centres for social welfare are unanimous in their opinion that they have received some training and education. The exception being the managers of medium-small centres for social welfare where a quarter of them (25%) state that they have not

received any training and education. Likewise, all case managers, with the exception of one third (33%) of those from medium-small centres for social welfare, agree that they have received at least one training or education so far. (*Chart 6.4*)

A generally high percent of the employees who have received professional training and education corresponds to the fact that centre for social welfare represents a system that greatly focuses on the employees' competence and its improvement. Nevertheless, it is still certainly necessary to form a database that would contain a list of topics of training and education that the employees have received either within social protection system or elsewhere on condition that the content of education and training achieved outside social protection system relates to the nature of work in centres for social welfare.

The contribution of education and training

The following chart shows the managers' and case managers' opinion on the contribution of education and training to a more successful performance in relation to the development group of local self-government to which centres for social welfare belong.

All managers and case managers in centres for social welfare from the fourth local self-government development group agree that additional education and training would contribute to their more successful performance. When it comes to centres for social welfare from the third local self-government development group, all managers and a majority of expert employees (88%) also believe that additional education and training would contribute to their more successful performance. (*Chart 6.5*)

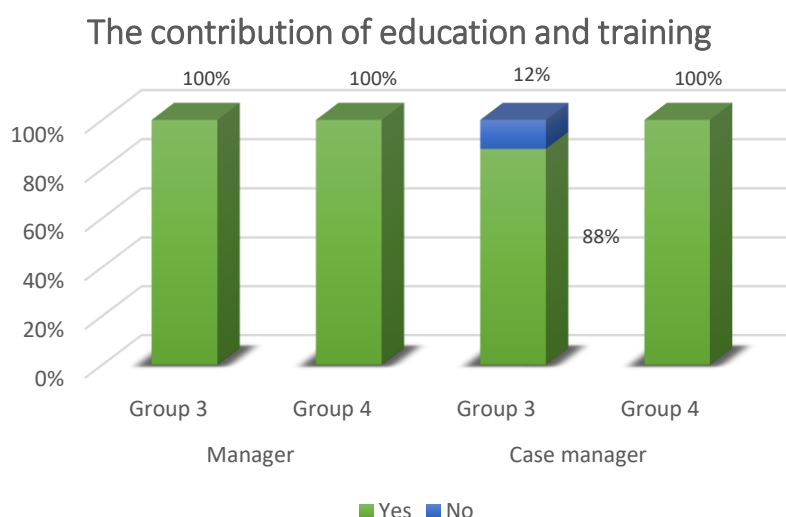


Chart 6.5: The contribution of education and training to a more successful performance

Considering that only 12% of the expert employees from the third local self-government development group think that additional education and training would not contribute to their more successful performance, it can be concluded that the readiness to learn and the need for additional education and training are very pronounced, regardless of the development level of local self-governments to which centres for social welfare belong and that, overall, there is an openness towards the acquisition of new knowledge and skills by social work employees.

Centre for social welfare managers, regardless of the centre's size, believe that additional education and training would contribute to their more successful performance. Similarly, only about a fifth of case managers (20%) from medium-small and small centres believe that education and training would not contribute to a more successful performance. (Chart 6.6)

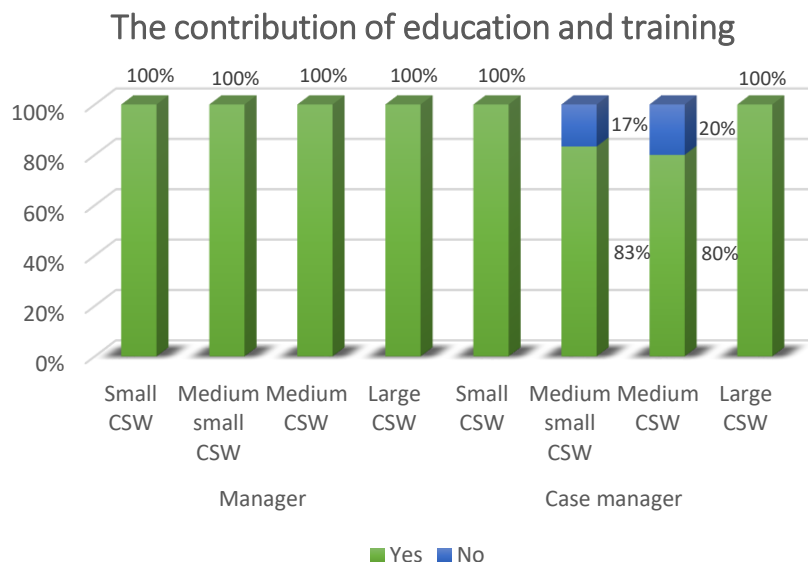


Chart 6.6: The contribution of education and training to a more successful performance

Since the obtained data, regardless of the centre's size, indicate that there is a very low percent of employees who consider additional education and training unnecessary, it can be said that centre for social welfare employees regard education and training as important and express the need to receive it, also, they showcase openness towards additional knowledge acquisition and competence improvement.

Hitherto education and training

Based on the collected and processed data, it can be noted that case managers in centres for social welfare from the third local self-government development group have so far mostly received education and training in the field of violence, to a somewhat lesser degree in the field of family accommodation, accommodation in the institution, juvenile delinquency and dysfunctional family relations and divorce, and custodial care and house assistance. When it comes to the assessments of expert employees from centres for social welfare of the fourth local self-government development group, they state that they have so far received most education and training on violence and custody, to a somewhat lesser degree on juvenile delinquency, dysfunctional family relations and divorce, whereas they cite that they have received least education and training on family accommodation, accommodation in the institution and house assistance. (Chart 6.7)

Additionally, it can be further noted that case managers from centres for social welfare of the fourth local self-government development group have received education and training in the field of custody (67%) more than case managers from centres for social welfare of the third local self-government development group (35%). On the other hand, case managers from centres for social welfare of the third local self-government development group have in

somewhat higher percent received education and training on family accommodation (53%) and accommodation in the institution (59%) than case managers from centres for social welfare of the fourth local self-government development group (33% for both education and training types).

Hitherto education and training

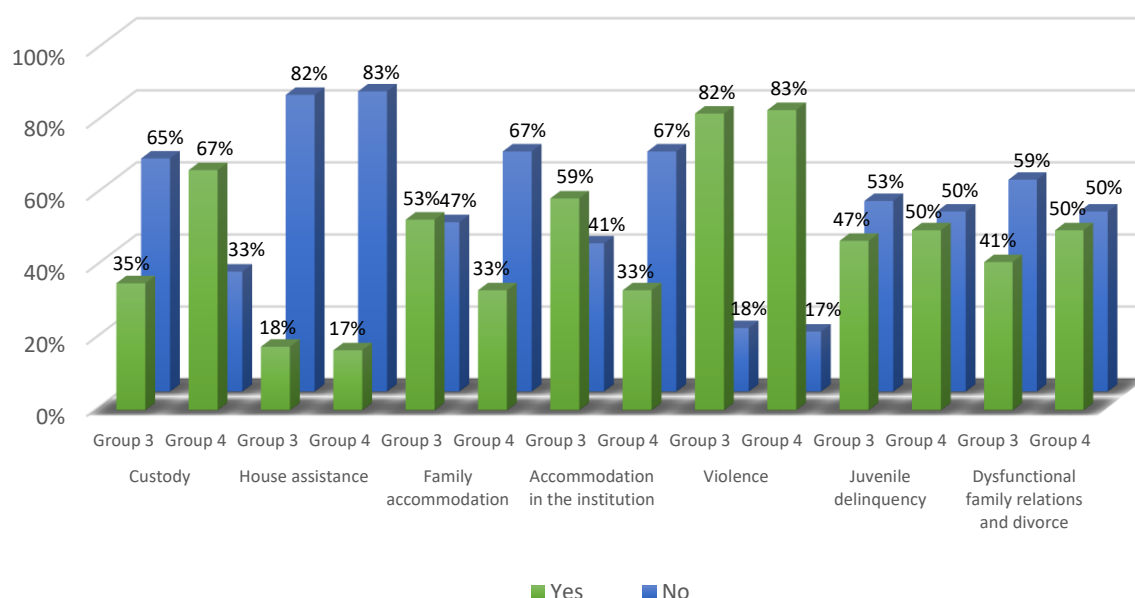


Chart 6.7: Hitherto education and training

So far, both have received least education and training in the field of house assistance. Taking into account the fact that the smallest number of centres for social welfare of both local self-government development groups have received education and training on house assistance, there is a possibility that this outcome results from the fact that house assistance is usually financed by the local self-government and that the plan is to completely remove this service from the centres for social welfare.

From the presented data, it can also be concluded that the education and training are mostly proportionate to the complexity of the field they refer to and that there is a need for urgency when it comes to the expert employees' reaction (e.g. in the case of violence). On the other hand, given the increasing number of divorces and the extremely complex dynamics of dysfunctional family relations, it seems that education and training on dysfunctional family relations and divorce have not been provided sufficiently.

Also, it has been noticed that the education and training on the accommodation in the institution, juvenile delinquency, dysfunctional family relations and divorce should be intensified in centres for social welfare belonging to the fourth local self-government development group. Concerning the last two service types, it has been argued that the education on mediation, handling difficult people (functional communication patterns with the categories of those service users who, due to the particularities of their psychological functioning or under the pressure of a given situational context, essentially do not possess required cooperative

capacities, especially so in terms of constructive solving of the problems they come for), conflict management, family psychotherapy and the like could also be beneficial.

In order for the system to be able to achieve such a demanding goal, it has been recommended to establish vocational centres specialising in specific fields (i.e. for services to centre for social welfare users) which would be able to provide expert assistance to case managers and supervisors, but also to organise necessary education and training on the given field.

The body of data on the received education and training in relation to the centre for social welfare size is interesting. Case managers from small centres for social welfare have so far received most education and training in the field of custody, family accommodation, accommodation in the institution, violence and dysfunctional family relations and divorces, whereas they have received least education and training on house assistance and juvenile delinquency. (*Chart 6.8*)

Hitherto education and training

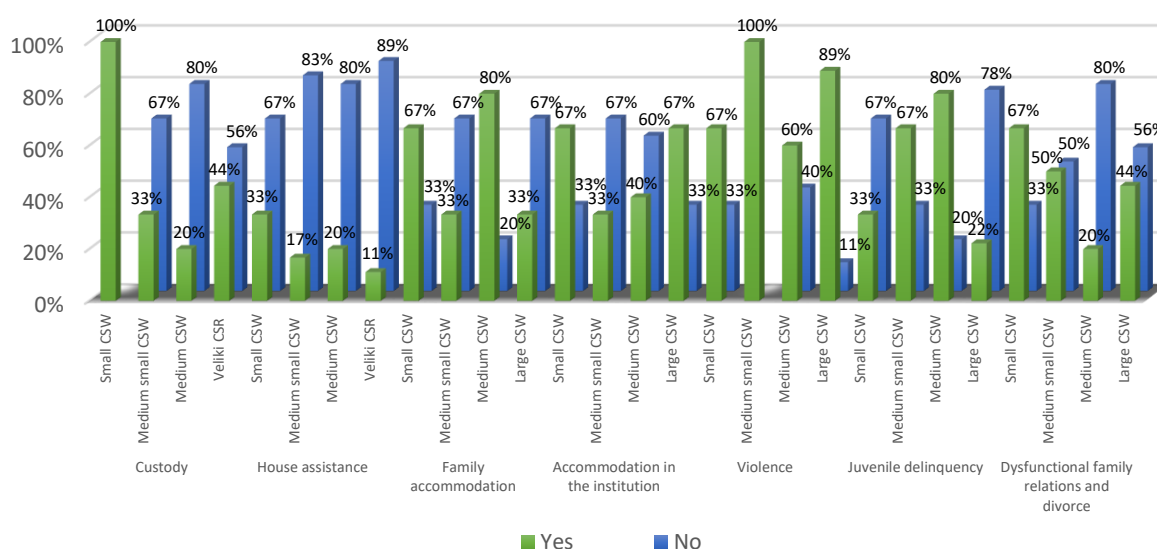


Chart 6.8: Hitherto education and training

Case managers from medium-small centres for social welfare had most education and training on violence, juvenile delinquency and dysfunctional relations and divorces, and least education and training on house assistance. When it comes to case managers from medium centres for social welfare, they state that they have so far received most education and training on family accommodation, juvenile delinquency and violence, and least on custody, house assistance and dysfunctional family relations and divorce. In large centres for social welfare, case managers state that they have received most education and training on violence and accommodation in the institution, and least on house assistance, family accommodation and juvenile delinquency.

Based on these results, it can be concluded that education and training on juvenile delinquency should be organised in small centres for social welfare, education and training on custody and dysfunctional family relations and divorce should be organised in medium centres for social welfare, while in large centres for social welfare it is necessary to intensify education and training on family accommodation and juvenile delinquency. This data should specially be

analysed on a sample including more than five centres for social welfare from this research, but this data also indicate that when it comes to the specific staff training there are great fluctuations in values, and therefore, it is necessary to first list all education and training the employees have already received, to coordinate competences with centres for social welfare (in terms of their size and development levels), and to define a new education and training plan in the following period resulting in each centre for social welfare having at least one expert employee who has undergone training on a specific field concerning services provided by centres for social welfare.

Current expert knowledge

		Mean	Std. Deviation	N
Manager	Group 3	3.57	0.976	7
	Group 4	4.25	0.500	4
	Total	3.82	0.874	11
Case Manager	Group 3	3.82	0.883	17
	Group 4	2.67	1.033	6
	Total	3.52	1.039	23
Total	Group 3	3.75	0.897	24
	Group 4	3.30	1.160	10
	Total	3.62	0.985	34

Table 6.1: Descriptive statistics - Current expert knowledge:
Custody

	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	7.761 ^a	3	2.587	3.198	0.037
Intercept	331.242	1	331.242	409.476	0.000
Position	2.866	1	2.866	3.543	0.070
GN	0.370	1	0.370	0.457	0.504
Position * GN	5.448	1	5.448	6.735	0.014
Error	24.268	30	0.809		
Total	477.000	34			
Corrected Total	32.029	33			

a. R Squared = .242 (Adjusted R Squared = .167)

Table 6.2: Analysis of variance - Current expert knowledge:
Custody

There is a significant difference between centres for social welfare of different local self-government development groups in terms of managers' assessment on how much expert knowledge case managers currently possess on custody. Managers of centres for social welfare from the fourth local self-government development group consider that their case managers

currently possess more expert knowledge in this field than managers of centres for social welfare from the third local self-government development group think for their expert employees. Also, there is a significant difference in the assessment of current expert knowledge in the field of violence among expert employees in centres for social welfare of different local self-government development levels. Therefore, case managers in centres for social welfare from the third local self-government development group assess that they possess more expert knowledge in this field, than what case managers in centres for social welfare from the fourth local self-government development group believe to possess. (Tables 6.1 and 6.2)

When it comes to house assistance, managers in centres for social welfare from the fourth local self-government development group assess the current expert knowledge of their expert employees slightly better than the managers in the centres from the third local self-government development group (though this difference is hardly significant). (Tables 6.3 and 6.4)

		Mean	Std. Deviation	N
Manager	Group 3	2.43	1.397	7
	Group 4	4.50	1.000	4
	Total	3.18	1.601	11
Case Manager	Group 3	2.59	1.543	17
	Group 4	2.33	1.751	6
	Total	2.52	1.563	23
Total	Group 3	2.54	1.474	24
	Group 4	3.20	1.814	10
	Total	2.74	1.582	34

Table 6.3: Descriptive statistics - Current expert knowledge:
House assistance

	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	14.452 ^a	3	4.817	2.120	0.119
Intercept	227.099	1	227.099	99.948	0.000
Position	6.514	1	6.514	2.867	0.101
GN	5.336	1	5.336	2.349	0.136
Position * GN	8.752	1	8.752	3.852	0.059
Error	68.165	30	2.272		
Total	337.000	34			
Corrected Total	82.618	33			

a. R Squared = .175 (Adjusted R Squared = .092)

Table 6.4: Analysis of variance - Current expert knowledge:
House assistance

The assumption is that centres for social welfare from the fourth local self-government development group have more house assistance cases, and therefore, the employees from these centres have had more opportunities to work on the improvement of this particular field.

It has been noticed that there is a significant difference between managers and expert employees in assessments of how much knowledge in the field of family accommodation they currently possess. Managers, generally speaking, estimate that they currently possess more knowledge in this field than case managers themselves estimate.

This result can be linked to previously obtained data regarding the already received education and training in this field. It has been found that the centre for social welfare employees of both local self-government development groups are less educated when it comes to family accommodation (in centres for social welfare from the third local self-government development group about 50% of employees, whereas in centres for social welfare from the fourth local self-government development group about 20% of them). (Tables 6.5 and 6.6)

		Mean	Std. Deviation	N
Manager	Group 3	4.00	1.291	7
	Group 4	4.50	1.000	4
	Total	4.18	1.168	11
Case Manager	Group 3	3.65	1.539	17
	Group 4	2.50	1.378	6
	Total	3.35	1.555	23
Total	Group 3	3.75	1.452	24
	Group 4	3.30	1.567	10
	Total	3.62	1.477	34

Table 6.5: Descriptive statistics - Current expert knowledge:
Family accommodation

	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	11.647 ^a	3	3.882	1.929	0.146
Intercept	346.951	1	346.951	172.377	0.000
Position	8.953	1	8.953	4.448	0.043
GN	0.677	1	0.677	0.336	0.566
Position * GN	4.387	1	4.387	2.180	0.150
Error	60.382	30	2.013		
Total	517.000	34			
Corrected Total	72.029	33			

a. R Squared = .162 (Adjusted R Squared = .078)

Table 6.6: Analysis of variance - Current expert knowledge:
Family accommodation

The reason for this may stem from the fact that managers consider case managers already possess enough knowledge and that they do not need to be further educated in this field. Nevertheless, the finding reflects the need to organise this type of education since there is evident lack of knowledge in the fields by those who deal with them daily.

Overall, managers, regardless of the development group of local self-government to which the centres for social welfare belong, assess that case managers currently possess more knowledge in this field than what case managers themselves assess. On the other hand, there are significant differences between the expert employees depending on the development group of local self-government to which the centre for social welfare belongs. Case managers in centres for social welfare from the third local self-government development group assess that they possess more expert knowledge in the field of accommodation in the institution than case managers in the centres from the fourth local self-government development group. (Tables 6.7 and 6.8)

		Mean	Std. Deviation	N
Manager	Group 3	4.43	0.787	7
	Group 4	4.75	0.500	4
	Total	4.55	0.688	11
Case Manager	Group 3	4.24	1.033	17
	Group 4	2.67	1.633	6
	Total	3.83	1.37	23
Total	Group 3	4.29	0.955	24
	Group 4	3.50	1.650	10
	Total	4.06	1.229	34

Table 6.7: Descriptive statistics - Current expert knowledge:
Accommodation in the institution

	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	15.026 ^a	3	5.009	4.311	0.012
Intercept	418.185	1	418.185	359.920	0.000
Position	8.382	1	8.382	7.214	0.012
GN	2.516	1	2.516	2.165	0.152
Position * GN	5.777	1	5.777	4.972	0.033
Error	34.856	30	1.162		
Total	610.000	34			
Corrected Total	49.882	33			

a. R Squared = .301 (Adjusted R Squared = .231)

Table 6.8: Analysis of variance - Current expert knowledge:
Accommodation in the institution

In this case, we have a pronounced lack of knowledge in expert employees that, in turn, managers do not identify. This data can, on the one hand, reflect the fact that case managers act appropriately when faced with something unfamiliar from a certain field (a good atmosphere in centres for social welfare and the colleagues' openness to provide help is certainly of great importance in this regard). On the other hand, it also reflects the fact that they reluctantly admit not possessing enough knowledge in a certain field to managers.

The employees in centres for social welfare from the third local self-government development group consider that they are more educated in the field of violence than what the employees in centres for social welfare from the fourth local self-government development group consider.

		Mean	Std. Deviation	N
Manager	Group 3	4.00	0.816	7
	Group 4	3.50	0.577	4
	Total	3.82	0.751	11
Case Manager	Group 3	3.76	1.091	17
	Group 4	2.50	1.378	6
	Total	3.43	1.273	23
Total	Group 3	3.83	1.007	24
	Group 4	2.90	1.197	10
	Total	3.56	1.133	34

Table 6.9: Descriptive statistics - Current expert knowledge:
Violence

	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	8.824 ^a	3	2.941	2.629	0.068
Intercept	306.409	1	306.409	273.915	0.000
Position	2.468	1	2.468	2.206	0.148
GN	5.036	1	5.036	4.502	0.042
Position * GN	0.946	1	0.946	0.845	0.365
Error	33.559	30	1.119		
Total	473.000	34			
Corrected Total	42.382	33			

a. R Squared = .208 (Adjusted R Squared = .129)

Table 6.10: Analysis of variance - Current expert knowledge:
Violence

As case managers from both groups appear to be equally educated in the field of violence (about 70%), the question of the quality standards of the education and training they have received is raised. Case managers from centres for social welfare from the third local self-government development group think they possess more knowledge than their colleagues from

centres for social welfare from the fourth local self-government development group. (Tables 6.9 and 6.10)

This finding additionally reinforces the need to form specialised bodies for specific work areas, which would, according to the established methodology, provide expert assistance and training to the employees in centres for social welfare.

All the employees, regardless of position and development group of local self-government to which centre for social welfare belongs, mostly perceive the expert employees' expert knowledge in this field as average.

These results are in line with the previously obtained data - that in centres for social welfare belonging to both development groups of local self-governments only half of the employees have received additional education in this field. (Tables 6.11 and 6.12)

		Mean	Std. Deviation	N
Manager	Group 3	3.29	1.113	7
	Group 4	3.75	0.500	4
	Total	3.45	0.934	11
Case Manager	Group 3	2.82	1.286	17
	Group 4	2.83	1.169	6
	Total	2.83	1.23	23
Total	Group 3	2.96	1.233	24
	Group 4	3.20	1.033	10
	Total	3.03	1.167	34

Table 6.11: Descriptive statistics - Current expert knowledge:
Juvenile delinquency

	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	3.488 ^a	3	1.163	0.841	0.482
Intercept	260.536	1	260.536	188.418	0.000
Position	3.075	1	3.075	2.224	0.146
GN	0.363	1	0.363	0.263	0.612
Position * GN	0.334	1	0.334	0.242	0.627
Error	41.482	30	1.383		
Total	357.000	34			
Corrected Total	44.971	33			

a. R Squared = .078 (Adjusted R Squared = -.015)

Table 6.12: Analysis of variance - Current expert knowledge:
Juvenile delinquency

Similar body of data has been obtained on current knowledge in the field of dysfunctional family relations and divorce. All employees, regardless of the position and development group of local self-government in which the centre for social welfare is located, perceive the expert employees' expert knowledge in the field of dysfunctional family relations and divorce as average. (Tables 6.13 and 6.14)

		Mean	Std. Deviation	N
Manager	Group 3	3.57	0.976	7
	Group 4	4.00	0.816	4
	Total	3.73	0.905	11
Case Manager	Group 3	3.47	1.179	17
	Group 4	2.67	1.033	6
	Total	3.26	1.176	23
Total	Group 3	3.50	1.103	24
	Group 4	3.20	1.135	10
	Total	3.41	1.104	34

Table 6.13: Descriptive statistics - Current expert knowledge:
Dysfunctional family relations and divorce

	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	4.952 ^a	3	1.651	1.404	0.261
Intercept	303.920	1	303.920	258.414	0.000
Position	3.326	1	3.326	2.828	0.103
GN	0.228	1	0.228	0.194	0.663
Position * GN	2.457	1	2.457	2.089	0.159
Error	35.283	30	1.176		
Total	436.000	34			
Corrected Total	40.235	33			

Table 6.14: Analysis of variance - Current expert knowledge:
Dysfunctional family relations and divorce

On the basis of these and previously obtained data, it may be recommended to organise education and training in the aforementioned field in centres for social welfare from both local self-government development groups. As this is one of the most important fields in contemporary social conditions, the issue of the education and training scope is raised.

Presently, taking into account that the current knowledge is assessed as average, it seems as necessary to work intensively on this field so that the centres for social welfare's services in the field of dysfunctional family relations and divorce reach full quality.

With regard to the assessment of current knowledge in individual fields in relation to the centre for social welfare size, there are no significant differences in the assessment of the expert employees' expert knowledge. The assessments and key comments are the following:

- *Custody*: The employees currently assess their expert knowledge, regardless of the centre for social welfare size, as either average or fairly good. Since this is an extremely complex field that includes multiple aspects of work and a wide knowledge of the subject-matter (from legal framework and procedures, to the adjusting of custodians and their protégés), it is necessary to intensify education and training at the level of centres for social welfare of all sizes in order to be able to position themselves to the level of fairly good to excellent, at least.
- *House assistance*: All the employees, regardless of the centre for social welfare size, consider expert employees' current knowledge in the field of house assistance as average.
- *Family accommodation*: The employees, regardless of the centre for social welfare size, assess the expert employees' expert knowledge in this field as average to fairly good. At this stage, it can already be noticed that the employees, on one hand, are extremely critical of their knowledge (there is no inclination towards providing socially desirable answers), on the other hand, that this type of criticism is the best precondition to successful implementation of the new training cycle, where both managers and associates identify insufficient knowledge in the fields they encounter with in their work.
- *Accommodation in the institution*: All the employees, regardless of the centre for social welfare size, perceive the expert employees' expert knowledge in the field of accommodation in the institution as fairly good. In this case, the assessment is somewhat better than the assessment of previously mentioned fields. Hence, in the education and training content planning, accommodation in the institution would not have to be a priority.
- *Violence*: It can be noted that, although there are no significant differences in the assessment of the expert employees' expert knowledge in the field of violence, the employees, regardless of the position and centre for social welfare size, assess this knowledge as average. Given that this is the field that most respondents have identified as a priority in their work, and that the assessment of knowledge in the field of violence does not exceed the category of average, it is recommended to form a set of intensive education and training in this field, which should result in a more purposeful performance in this field, but which should also enable them to master defence mechanisms of personal psychological space.
- *Juvenile delinquency*: It can be noted that the employees, regardless of their position and the centre for social welfare size, assess the expert employees' expert knowledge of juvenile delinquency as average. Although initial items show that education and training in the field of juvenile delinquency has been carried out, this finding indicates that this was insufficient for the associates' knowledge to be assessed above average. New patterns by which minors usually communicate with the social field require additional alterations and knowledge of experts who deal with them, which is especially particular in the field of delinquency and for which training that takes into account the new context is needed.
- *Dysfunctional family relations and divorce*: It can be noted that there are no significant differences in the assessments of the expert employees' current expert knowledge in the field of dysfunctional family relations and divorce, i.e. that all the employees, regardless of their position and the centre for social welfare size, regard the expert employees' current expert knowledge in this field as average.

The obtained results show that the employees' levels of current knowledge in the fields of services provided by the centres coincide. It can be noted that knowledge in all fields is predominantly assessed as average, regardless of the percentage of employees who have undergone education and training in the field of services provided by centres for social welfare.

This finding suggests that one of the possible measures could be the formation of professional bodies within the system, specialised in certain fields of work of the centres, which would be able to provide professional assistance, but at the same time monitor and respond to insufficient knowledge in a given field in centre for social welfare employees. In this way, the acquired knowledge base of the employees in centres for social welfare would be formed. Managers would have a precise record on education and training (and competences) of the employees, and thus would have the possibility of optimum delegation of cases from certain fields as well as to work on planning further development of the employees' professional competencies.

On the other hand, in addition to the education and training that would be planned and implemented by these specialised centres, this would also enable the creation of a so-called knowledge portal accessible to all employees in centre for social welfare. The portal would be in accordance with both professional and work procedure standards and would meet their needs. Knowledge portal, in addition to educational materials from various fields relevant to the work of all employees in centres for social welfare, can also include an interactive part where the employees would share experiences and seek opinions on the situations they cannot handle on their own. It is advisable to make this a portal of a closed type, and therefore, to centralise content authorisation site in the system and to require special access permissions, i.e. that only the employees in centre for social welfare can access it.

Colleagues' current expert knowledge

It can be noted that, when it comes to the employees' assessment of the level of their colleagues' current knowledge, the data is as follows:

- *The field of custody:* The employees in centres for social welfare from both local self-government development groups assess their colleagues' knowledge as average to good.
- *The field of house assistance:* The employees in centres for social welfare from the fourth local self-government development group assess it somewhat better than the employees in centres for social welfare from the third local self-government development group.
- *The field of family accommodation:* The employees in centres for social welfare from both local self-government development groups perceive their colleagues' knowledge as either average or good.
- *The field of accommodation in the institution, juvenile delinquency, dysfunctional family relations and divorce:* The employees in centres for social welfare from both local self-government development groups assess current expert knowledge of their colleagues as fairly good.
- *The field of violence:* The employees in centres for social welfare from both local self-government development groups assess current expert knowledge of their colleagues as either average or good. While the employees in the centres from the third local self-government development group consider that this knowledge is somewhat better than what the employees in the centres from fourth local self-government development group consider. (*Chart 6.9*)

On the basis of the obtained data, it can be concluded that the employees in centres for social welfare from both local self-government development groups generally consider that, currently, their colleagues possess most knowledge in the field of accommodation in the institution, juvenile delinquency and dysfunctional family relations and divorce, and least in the field of house assistance.

In the next step, collected body of data is analysed in the light of the centre for social welfare size.

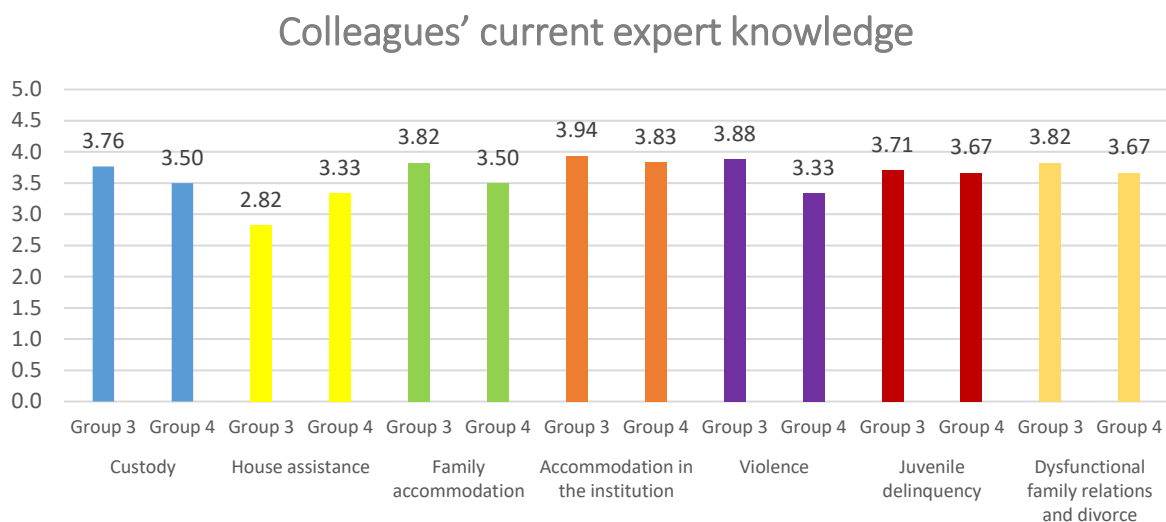


Chart 6.9: Colleagues' current expert knowledge

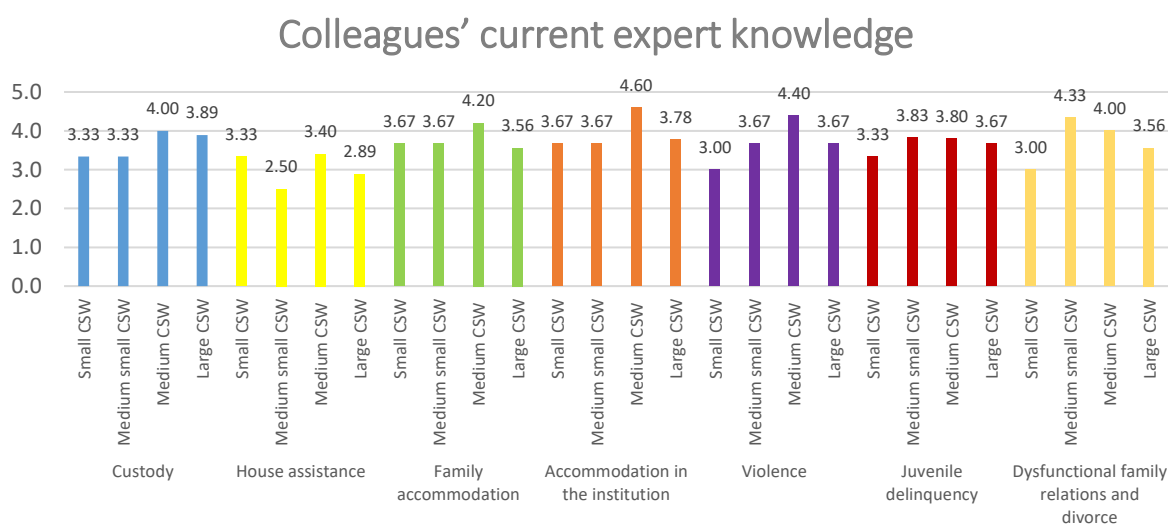


Chart 6.10: Current colleagues' expert knowledge

Comparing of the employee assessment data on the current knowledge levels of their colleagues and data on centre for social welfare size produces following conclusions:

- *The field of custody:* Currently, the colleagues' expert knowledge in the field of custody is assessed in the range from average to good. While the employees from medium and large centres for social welfare assess it somewhat better than the employees in other centres for social welfare.
- *The field of house assistance:* Employees from medium and small centres for social welfare think that their colleagues currently possess more expert knowledge than is the case with employees in other centres for social welfare.
- *The field of family accommodation:* Medium centres for social welfare's employees give a slightly more positive assessments of their colleagues' current knowledge than the employees from other centres for social welfare.
- *The field of accommodation in the institution and the field of violence:* Medium centres for social welfare's employees more positively assess their colleagues' current knowledge in this field than the employees from other centres for social welfare.

- *The field of juvenile delinquency*: Employees from all centres for social welfare assess their colleagues' current expert knowledge in the field of juvenile delinquency as average (employees in medium-small centres for social welfare grade it slightly higher than the others).
- *The field of dysfunctional family relations and divorce*: Employees in medium-small centres for social welfare assess their colleagues' knowledge slightly better than the employees from other centres for social welfare.

Generally speaking, the lowest assessments of their colleagues' current expert knowledge are given by the employees from small centres for social welfare. This assessment refers to house assistance. (Chart 6.10)

Expert knowledge and information exchange

Managers and case managers, regardless of the development group of local self-government in which their centre for social welfare is located, state that they occasionally exchange new knowledge and information with those who have undergone additional education and training. (Tables 6.15 and 6.16)

		Mean	Std. Deviation	N
Manager	Group 3	1.71	1.113	7
	Group 4	2.00	1.155	4
	Total	1.82	1.079	11
Case Manager	Group 3	2.47	1.007	17
	Group 4	1.67	0.816	6
	Total	2.26	1.01	23
Total	Group 3	2.25	1.073	24
	Group 4	1.80	0.919	10
	Total	2.12	1.038	34

Table 6.15: Descriptive statistics - Expert knowledge exchange

	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	4.532 ^a	3	1.511	1.462	0.245
Intercept	99.696	1	99.696	96.489	0.000
Position	0.289	1	0.289	0.280	0.601
GN	0.434	1	0.434	0.420	0.522
Position * GN	1.920	1	1.920	1.858	0.183
Error	30.997	30	1.033		
Total	188.000	34			
Corrected Total	35.529	33			

a. R Squared = .128 (Adjusted R Squared = .040)

Table 6.16: Analysis of variance - Expert knowledge exchange

In this way, the newly acquired contents, through the exchange and sharing of information and expert knowledge among the employees in one centre for social welfare, transcend to all members of the collective and thus their effect in the system is greater when compared to individual employee training.

Based on the processed data, it can be concluded that there is a significant difference in the assessment of knowledge exchange. Managers and case managers from large and medium-small centres for social welfare consider that they slightly more frequently exchange new knowledge and information with those who have undergone additional education and training than is the case with other centres for social welfare. (Tables 6.17 and 6.18)

		Mean	Std. Deviation	N
Manager	Small CSW	1.00	0.000	2
	Medium-small CSW	2.25	0.957	4
	Medium CSW	1.33	0.577	3
	Large CSW	2.50	2.121	2
	Total	1.82	1.079	11
Case Manager	Small CSW	1.33	0.577	3
	Medium-small CSW	2.17	0.983	6
	Medium CSW	1.80	0.447	5
	Large CSW	2.89	1.054	9
	Total	2.26	1.010	23
Total	Small CSW	1.20	0.447	5
	Medium-small CSW	2.20	0.919	10
	Medium CSW	1.63	0.518	8
	Large CSW	2.82	1.168	11
	Total	2.12	1.038	34

Table 6.17: Descriptive statistics - Expert knowledge exchange

	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	12.424 ^a	7	1.775	1.997	0.094
Intercept	97.409	1	97.409	109.612	0.000
Position	0.510	1	0.510	0.574	0.455
VC	8.297	3	2.766	3.112	0.044
Position * VC	0.394	3	0.131	0.148	0.930
Error	23.106	26	0.889		
Total	188.000	34			
Corrected Total	35.529	33			

Table 6.18: Analysis of variance - Expert knowledge exchange

Considering the highly assessed results obtained in the field of interpersonal relations in small and medium centres for social welfare, it can be assumed that the reason for the decreased information exchange can lie in work overload and lack of time for contents that do not constitute a part of regular work activities.

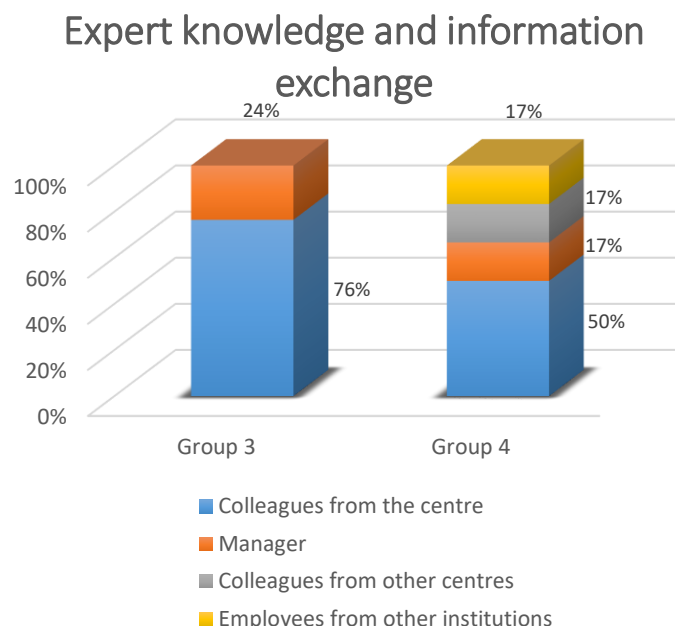


Chart 6.11: Expert knowledge and information exchange

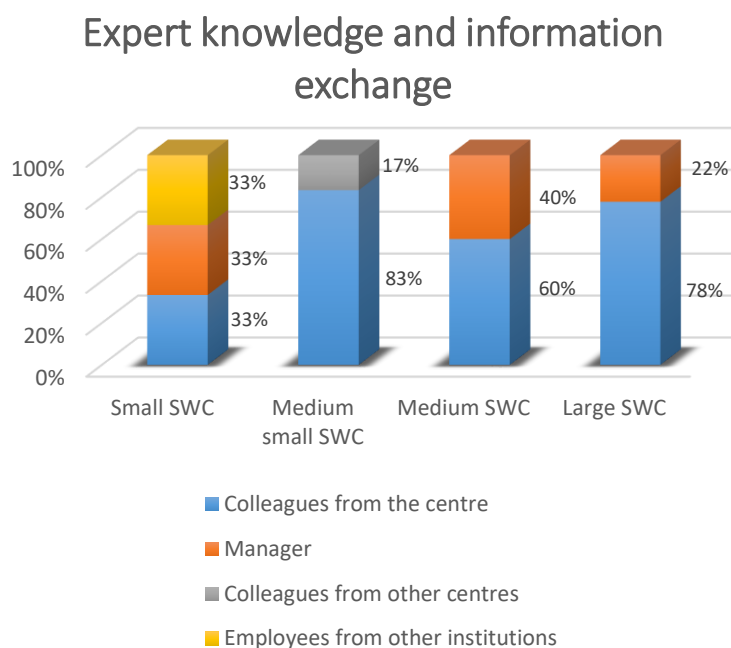


Chart 6.12: Expert knowledge and information exchange

The employees in centres for social welfare from the third local self-government development groups, most often exchange knowledge and information with other colleagues in the centre for social welfare and to a lesser degree with their manager. In the centres for social welfare

from the fourth local self-government development group, in half of the cases, knowledge and information are being exchanged with colleagues from the centre for social welfare, and in other half of the cases, they are exchanged equally with the manager, colleagues from other centres for social welfare and the employees from other institutions. (*Chart 6.11*)

In this case, it is likely that the managers are ready to ignore the hierarchy and show willingness to be “trained” by their employees. Nevertheless, the passing down of knowledge in centres for social welfare from the fourth local self-government development group to all members of the collective indicates that this case features the highest level of expert knowledge exchange.

Employees in small centres for social welfare exchange expert knowledge and information equally with other colleagues from the centre for social welfare, managers and employees from other institutions. In medium-small centres for social welfare, the most frequent exchange occurs with colleagues from the centre for social welfare, whereas somewhat less with colleagues from other centres for social welfare. In middle and large centres for social welfare, employees usually exchange information with other colleagues and manager. (*Chart 6.12*)

Training organisation

The largest number of managers and expert employees from centres for social welfare from the third local self-government development group state that training is organised somewhere between three and five times a year, which can improve the expert employees’ performance. On the other hand, half of the managers and three quarters of expert employees from centres for social welfare from the fourth local self-government development group state that their centres for social welfare organise this type of training once or twice a year, while the other half of the managers from these centres for social welfare argue that training is not organised at all. (*Chart 6.13*)

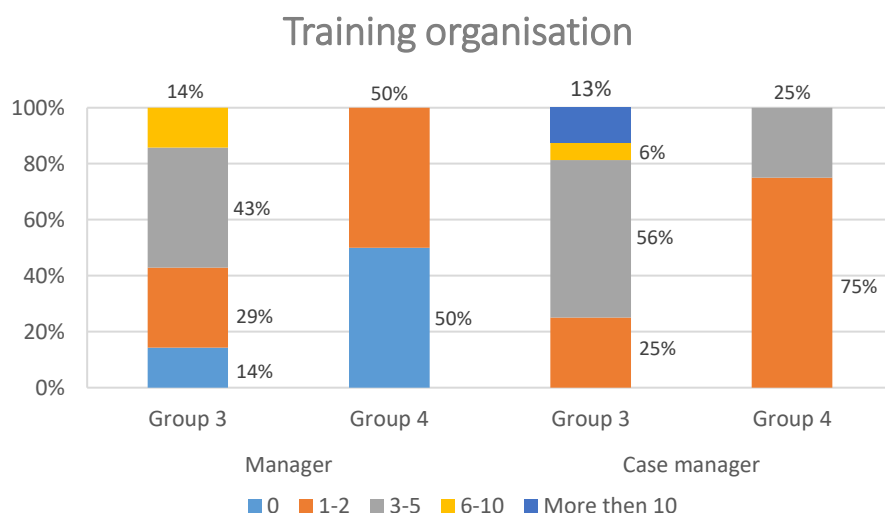


Chart 6.13: Annual training organisation

Inferring from this body of data, it can be concluded that it is necessary to organise additional educational programmes in both groups of centres and that this is especially necessary in the centres from the fourth group of development.

Regarding the centre for social welfare size, it can be noted that managers and case managers from small centres for social welfare generally state that relevant training is organised rarely in their centres for social welfare, that is, usually once or twice a year. In medium-small centres for social welfare, the situation is similar, i.e. managers state that such training is either not organised or organised only once or twice a year, while case managers indicate a somewhat higher frequency of such training (half of the case managers state that such training is organised once to twice a year, and the other half of the case manager state that it is organised from three to five times a year). In medium centres for social welfare, about one-third of managers and expert employees assess that relevant training sessions are organised from once to twice a year, another third of them argue that such training is organised from three to five times a year, and the remaining third of them argue that it is organised from six to ten times a year. In large centres for social welfare, managers and case managers generally agree in the assessments that such training is organised from three to five times a year.

This further suggests that it is necessary to define a training plan that would be able to include small and medium centres for social welfare to a great degree, since it is assumed that due to daily duties and inability to organise work in centre for social welfare with small number of employees (e.g. when one member is missing due to training), there is also less willingness of these centres for social welfare to send their employees to training. (Chart 6.14)

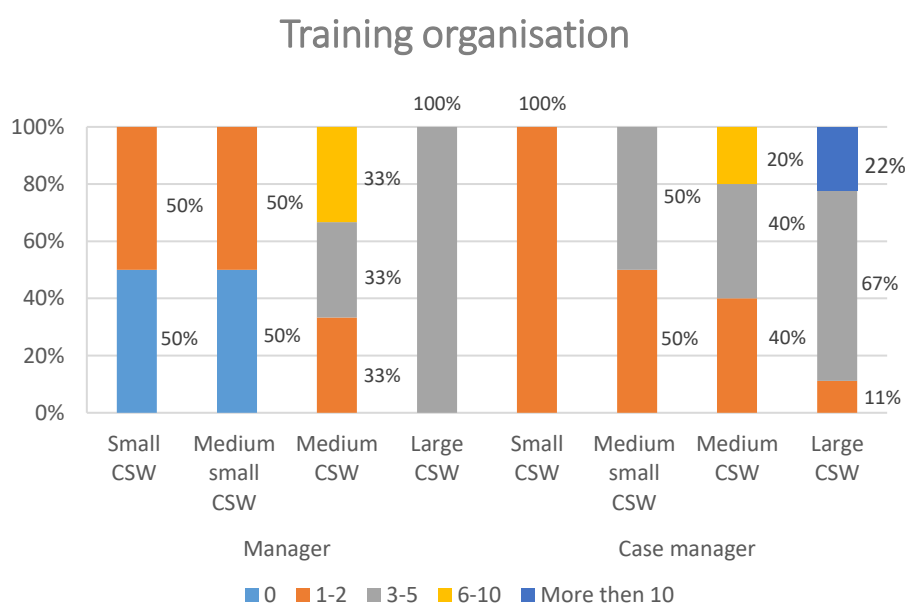


Chart 6.14: Annual training organisation

Training purposefulness

Inferring from the collected data, it can be seen that, when it comes to assessing training purposefulness, both managers and case managers in centres for social welfare from the fourth local self-government development group agree that training is highly useful. When it comes to the managers from the third local self-government development group, one half of them consider such training highly useful, and the other half consider it occasionally useful. Generally, case managers in these centres regard the training as highly useful. (Chart 6.15)

Such assessments reflect the purposefulness and relevance of the organised training, and hence, point to the easy application of the newly acquired knowledge to actual work assignments.

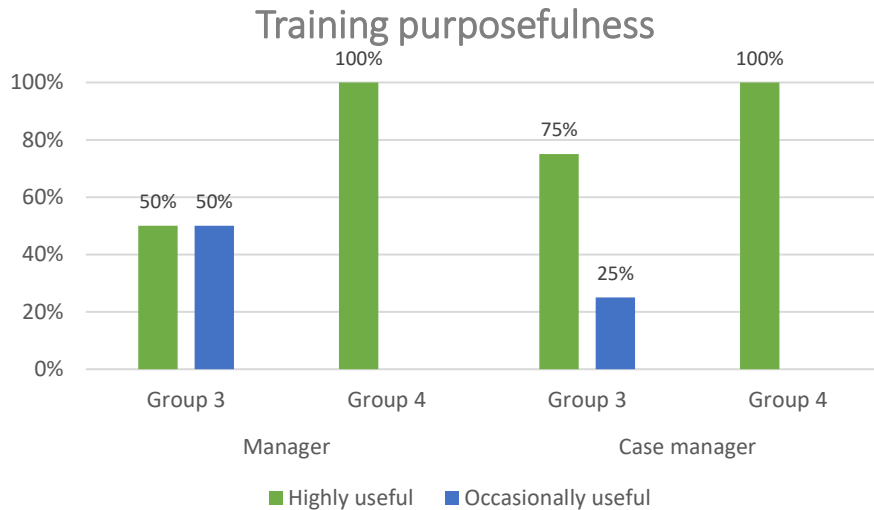


Chart 6.15: Training purposefulness

It is noticeable that both case managers and managers from small and medium centres for social welfare consider training highly useful. In large centres for social welfare, half of the managers consider training highly useful, the other half as occasionally useful, whereas case managers from these centres for social welfare generally consider training highly useful. When it comes to medium centres for social welfare, the largest percent of managers and case managers (about 60%) consider training occasionally useful. The entire sample (100%) believes that additional training would contribute to a more successful performance. (Chart 6.16)

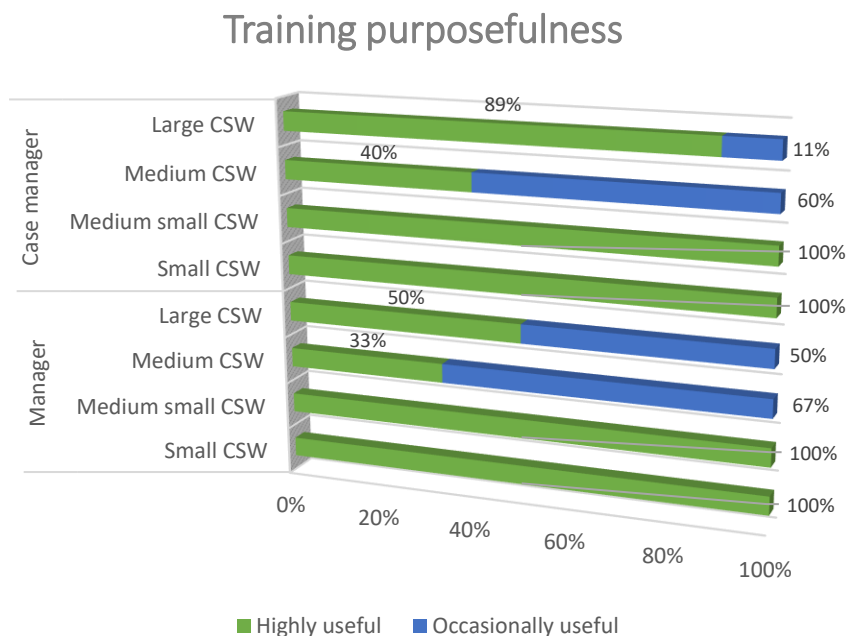


Chart 6.16: Training purposefulness

The body of data collected in this research suggests that the employees express a considerable interest in training on various topics, whereas the fields that case managers and managers identify as most interesting are the following:

- Psychotherapy (family and other);

- Custody;
- Violence;
- Dealing with service users who are difficult to cooperate with;
- Dealing with service users with disabilities;
- Dealing with service users with mental disorders;
- Mediation;
- Leadership skills;
- Dealing with minors who have gone through a criminal trial;
- Family;
- Adoption;
- Juvenile delinquency;
- Initiation of children's right protection proceedings;
- Interviewing children;
- Management in the field of social protection.

Conclusion and recommendation

From all of the aforementioned, it can be concluded that the need for additional education in centres for social welfare is very pronounced, and that there is openness towards new knowledge and skills acquisition both by employees and by managers.

In order for the employees' career development to be as effective as possible, the recommendation is to form a database containing a list of all the education and training that each employee has had the opportunity to receive (within centre for social welfare or elsewhere). Fine-tuning the employees' competencies so as to meet the needs of a centre for social welfare (taking into account its size and the development group of local self-government where the centre for social welfare is located) would thus be of help in education and training planning. This would, in turn, result in every centre for social welfare having at least one expert employee who is trained in a specific field concerning the provided services.

In addition to a database and in line with job requirements in centres for social welfare, it would be beneficial to establish vocational centres specialising in individual categories of services where expert employee training would be organised. These centres could also provide expert support to case managers and supervisors with the aim of improving their performance.

Another measure that could contribute to greater employee efficiency could be the creation of a knowledge portal that would be accessible to centre for social welfare employees only. In addition to educational materials on various relevant fields, this portal could include an interactive part where the employees would be able to share experiences and seek opinions on the situations they cannot handle on their own.

7) Psychological measurement instruments testing

The test battery, in accordance with the intended goals, has included tests accredited by the Institute of Psychology which further guarantees the validity of psychometric characteristics (adequate validity standards, discrimination, and objectivity in the context of population of the Republic of Serbia). Also, all psychological measurement instruments have been used strictly in accordance with the Law on Performance of Psychological Activity.

The first to be administered was a cognitive abilities test, which also serves as a validity criterion of data obtained through the personality test, as well as data collected through a semi-structured interview. The applied KOG-3 test is actually a battery of intelligence tests and is designed to test the intellectual abilities. The structure of this test includes all the presumed cognitive reasoning qualities necessary for working in the social protection system (management positions, positions of supervisors and expert employees).

According to the test results, the average IQ (KOG-3) is 105.5. The minimum IQ measured is 91, whereas the maximum is 121. The intellectual efficiency of our respondents exceeds the average, but it is even more important that it moves within a range that does not fall below the average (which reflects the validity of the cognitive assessment in the examined centres), and the upper range line enters in the scope of intellectual functioning that is above average. (Chart 7.1)

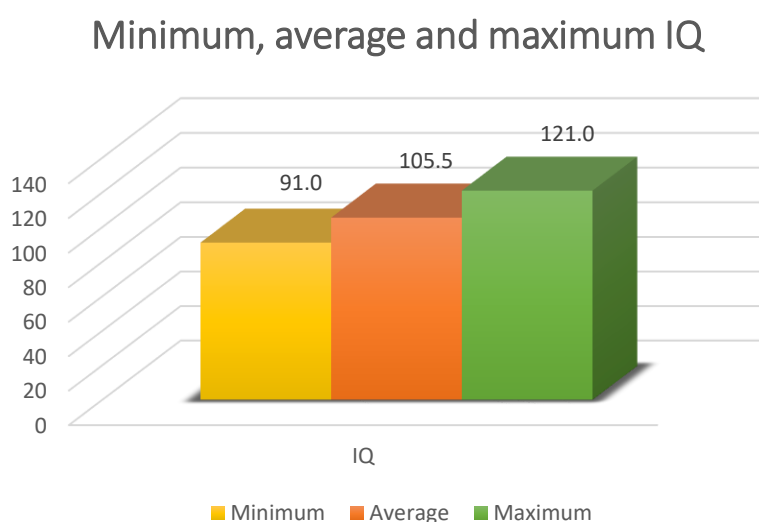


Chart 7.1: Minimum, average and maximum IQ

According to these results, the initial acceptability scope for performing tasks in centres for social welfare can be established (at the lower range end corresponding to the usual psychometric general intelligence criteria), and also the working, expected scope can be set (the level of general and above average capacity).

At the level of different towns, the results of KOG-3 tests show equal distribution within the described range, while at the level of different development groups of local self-governments, centres for social welfare from the fourth local self-government development group showcase somewhat better results than centres for social welfare from third local self-government group. (Chart 7.2)

By setting further standards for the necessary cognitive capacities for efficient performance in centres for social welfare, a greater number of centres for social welfare should be included in order to check the validity of these measures at the level of the entire system. Nevertheless, on the basis of these results the first descriptive analysis can still be provided.

Personality inventory "Big Five Plus Two" (BF+2) was used in personality assessment. The questionnaire consists of 184 items of five-point Likert-type scale. The items are divided into seven large scales. Each of them contains two or three subscales. These scales are: Anxiety,

Depression, Negative Affectivity, Cordiality, Positive Affectivity, Sociableness, Self-Discipline, Perseverance, Forethoughtfulness, Rage, Uncompromisingness, Difficult Temperament, Intellect, Novelty Seeking, Superiority, Positive Self-Image, Manipulation and Negative Self-Image.

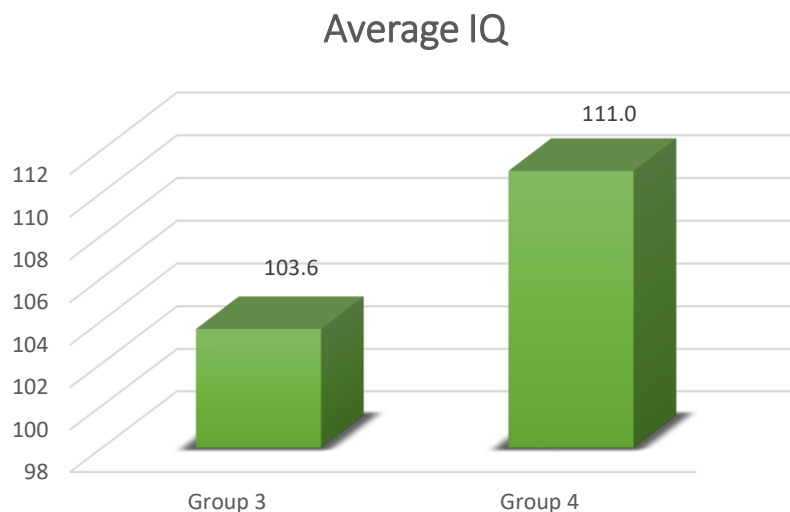


Chart 7.2: Average IQ

According to the obtained data on general personality profile assessment, it can be said that, overall, there are no strikingly surprising results or deviations from the expected values. On average, the respondents show the least traits of Depression (the assumption is that people who are prone to depression do not see social protection institutions as their primary professional choice), then the traits of Rage, Uncompromisingness and Difficult Temperament (considering the stress influences the employees in the centres are occasionally or frequently exposed to, relatively low results on these subcategories are preferred), and Manipulation that at a relatively low level indicates the need for respect of moral principles in work and life in general.

When it comes to general personality profile assessment, the scales they can be particularly distinguished are primarily Self-Discipline and Persistence (as these are the subscales of Conscientiousness they show the attitude towards responsibilities). This case shows an obvious need for taking over tasks and committing to responsibilities, as well as the need to achieve high goals by employing personal resources such as persistence, strong will, organisation, resilience, etc.

According to the degree of prominence, the next are Forethoughtfulness and Intellect scale, which displays the employees' tendency to establish and understand the activity goal prior to taking action, as well as the need for intellectual stimulation and adherence to high standards. Since it is an environment with a good and high educational level, the prominence of these scales has, to some extent, been expected, but it is also clear that social protection represents a field in which these types of personalities recognise the possibility of meeting those needs.

Not less important for providing the general personality profile of the employees in centres for social welfare are relatively high percentages in those scales that speak in favour of social openness, readiness to experience positive emotions in contact with others, but also a positive image of oneself - awareness of one's own values, which is one of the basic preconditions for setting high goals and overall progress. (Chart 7.3)

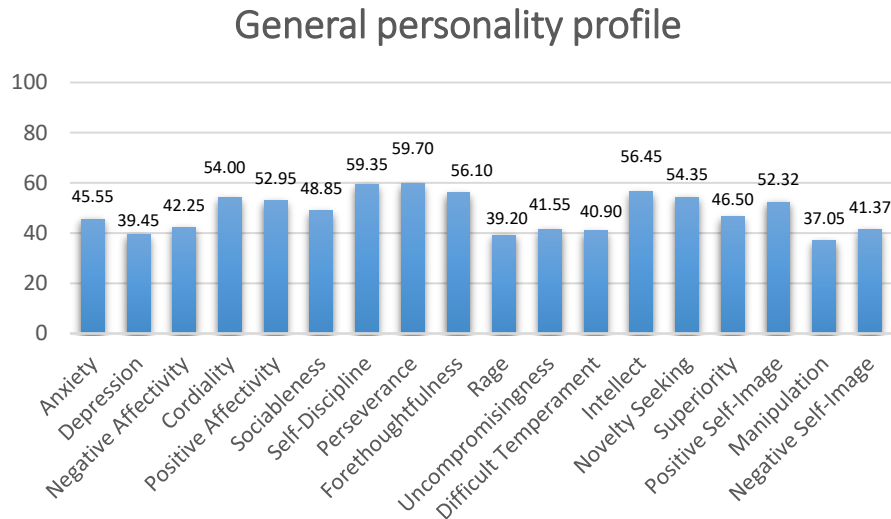


Chart 7.3: General personality profile

The average values actually, more or less, reflect the expected team results and, in the following chart, the existing ranges in the individual scale results can be seen. (Chart 7.4)

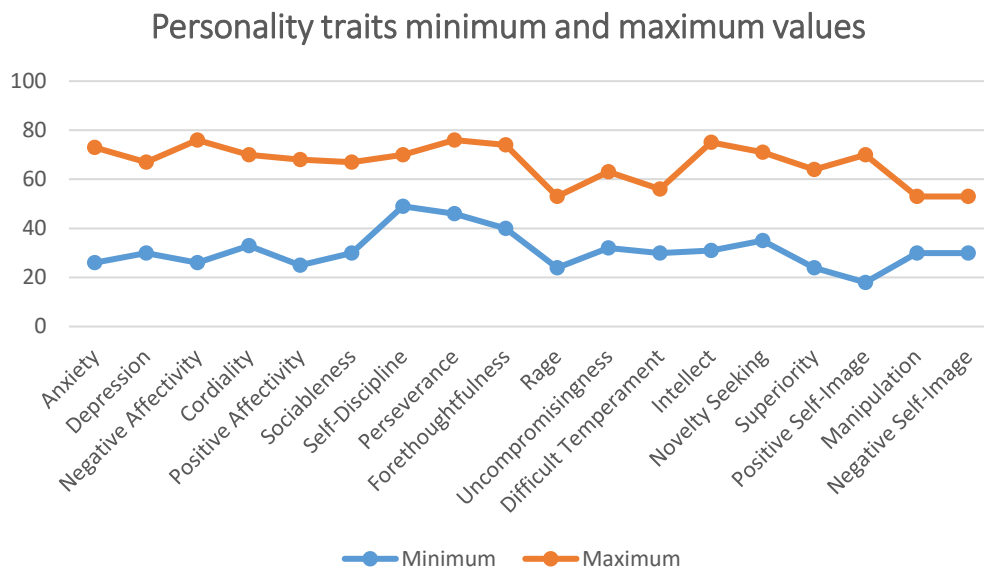


Chart 7.4: Personality traits minimum and maximum values

A critical value that can indicate the prospective possibility for reduced individual work efficiency is an exceptionally low positive self-image (poor evaluation of one's performance and influence is what appears to be a hindrance in work, especially in terms of taking responsibility and cooperation with service users who are difficult to handle).

Significantly low levels in both Negative Affectivity and Positive Affectivity point to possible problems in work, where, on the one hand, there is a threshold of unpleasant experience (which is assumed to be a tendency that can, over time, develop as a defence mechanism as a result of continuous exposure to unpleasant contents in the field of social work), and on the other hand, it reflects the reduced level of readiness to regard the possible problem outcomes optimistically, which would, in turn, constitute a good motivation depot for subsequent activities. In the same

vein, a very high level of Negative Affectivity can be identified (as insufficiently developed defence mechanisms that do not leave enough room for protection against unpleasant content), and therefore, make one feel exposed, sensitive and it can lead to the experience of chronic dissatisfaction.

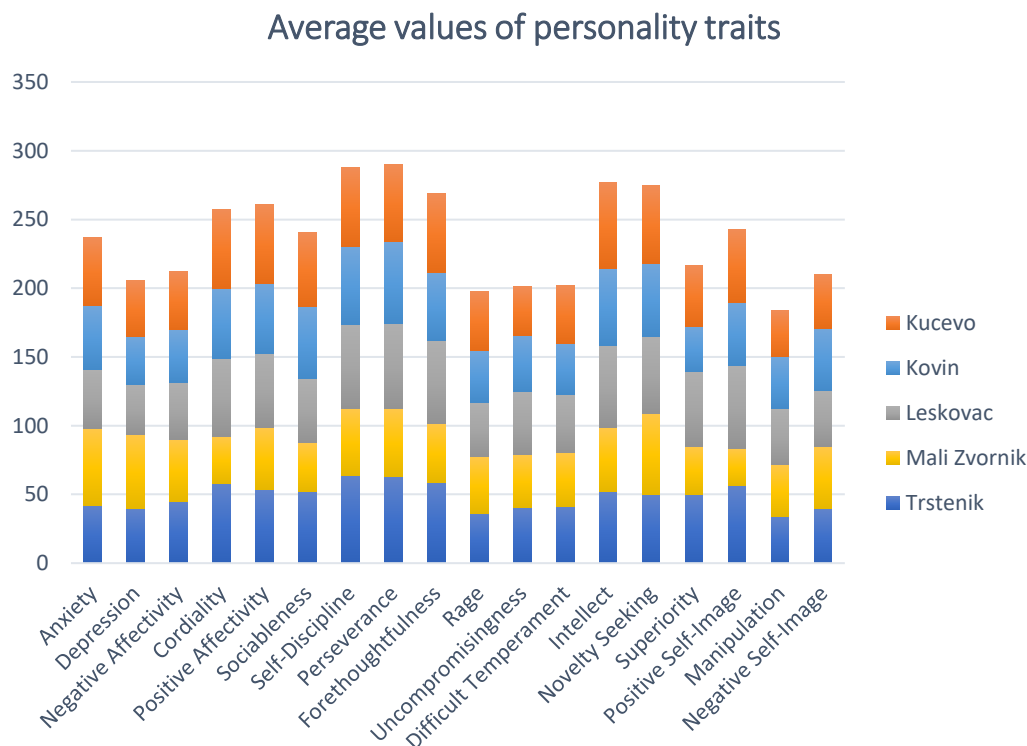


Chart 7.5: Average values of personality traits

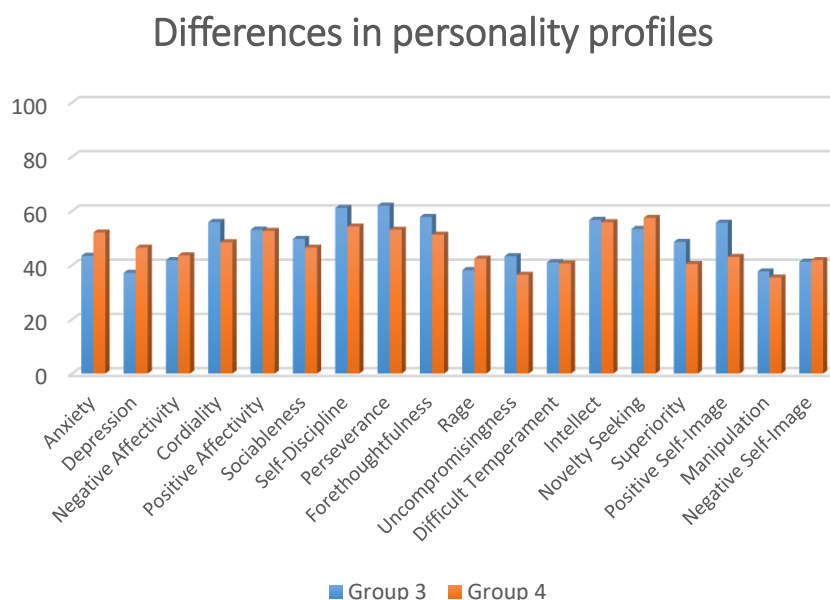


Chart 7.6: Differences in personality profiles

In order to secure full anonymity, this report does not contain the findings on individual towns, nevertheless, some of the tendencies can be identified from the following chart, according to

the system of grouping the values around individual supra-scales. Furthermore, it can be noticed that the employees in Trstenik CSW exhibit significant number of traits from the scales of Forethoughtfulness-Perseverance-Self-Discipline. Centre for social welfare in Mali Zvornik has a team that is predominantly open to novelties, while Kučevo CSW showcases high levels of cordiality and readiness for positive emotion exchange. According to this profile, the employees in Leskovac CSW prove as individuals with a need for open and honest relations, but also with high goal-orientedness. Results from Kovin CSW feature a somewhat reduced readiness for withdrawal in stressful situations, and therefore, a more balanced profile compared to other participants. (Chart 7.5)

When these results are juxtaposed with the parameters of the third and fourth development groups of the local self-government to which centres for social welfare belong, no significant differences are noticed, hence, the distribution of personal dispositions is in line with the aforementioned characteristics. (Chart 7.6)

Although the scope of the sample for determining personality typology of the employees in centres for social welfare has initially been insufficient, four factors explaining 77.2% of the variance have been successfully distinguished through factor analysis. (Table 7.1)

	<i>Factors</i>			
	<i>Factor I</i>	<i>Factor II</i>	<i>Factor III</i>	<i>Factor IV</i>
Anxiety	-0,442	0,805	-0,046	-0,136
Depression	-0,278	0,856	-0,137	-0,234
Negative Affectivity	-0,027	0,945	-0,149	-0,115
Cordiality	0,788	-0,043	0,197	0,062
Positive Affectivity	0,454	-0,524	0,481	-0,141
Sociableness	0,618	-0,079	0,371	0,261
Self-Discipline	0,807	-0,348	0,139	0,032
Perseverance	0,702	-0,138	0,293	-0,103
Forethoughtfulness	0,793	-0,107	0,042	-0,209
Rage	-0,178	0,836	-0,284	0,276
Uncompromisingness	-0,097	0,010	-0,248	0,907
Difficult Temperament	0,044	0,473	-0,729	0,191
Intellect	0,432	-0,167	0,593	0,373
Novelty Seeking	0,174	-0,269	0,776	-0,179
Superiority	0,469	-0,180	-0,074	0,605
Positive Self-Image	0,833	-0,305	0,040	0,220
Manipulation	-0,352	-0,240	-0,678	0,452
Negative Self-Image	-0,610	0,473	0,007	0,476

Table 7.1: Factors

The first factor that describes the employees in centres for social welfare is the so-called "**Gregarian optimist**", and it is characterised by high results in the scales referring to an extrovert experience of reality and an extrovert response to it (outward orientation, i.e. orientation to other people, tasks, objective goals and activities that shape them), with high capacity for self-motivation and a personal, psychological satisfaction upon meeting these needs. (Chart 7.7)

The second factor that groups the individual dimensions of our respondents into the supra-structure known as "**Discouraging preparedness**" indicates a strong tendency to respond to adverse life conditions with tension or dysphoric affect with less aggressive impulse control and less willingness for tolerance and making compromises. (Chart 7.8)

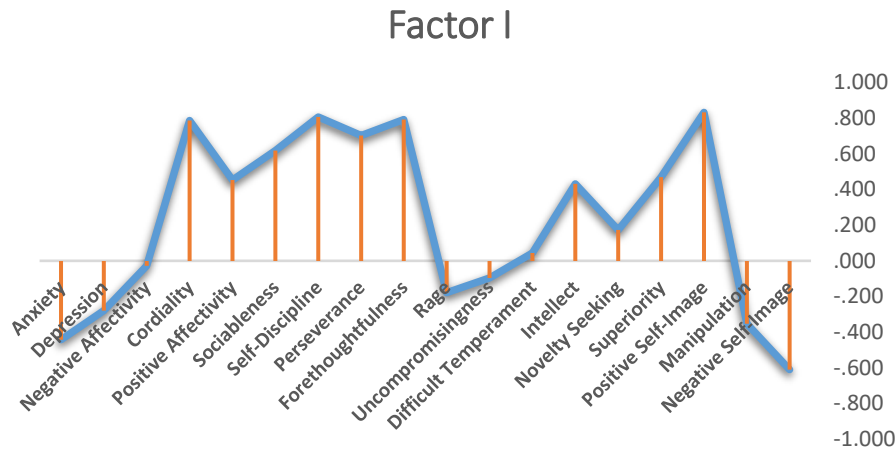


Chart 7.7: Factor I - "Gregarious optimist"

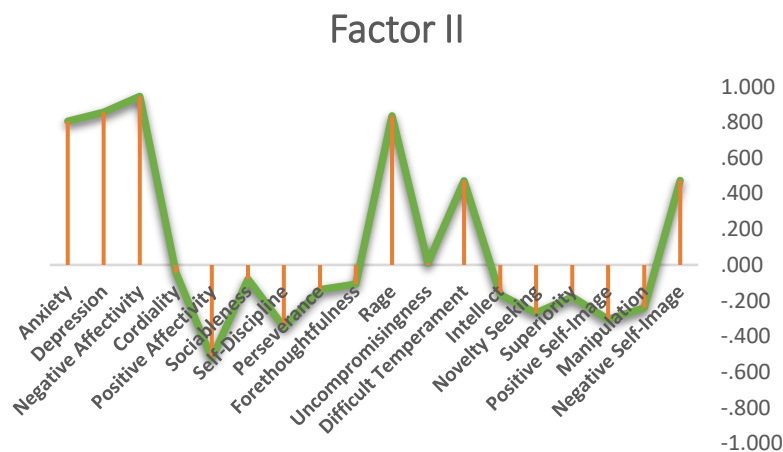


Chart 7.8: Factor II - "Discouraging preparedness"

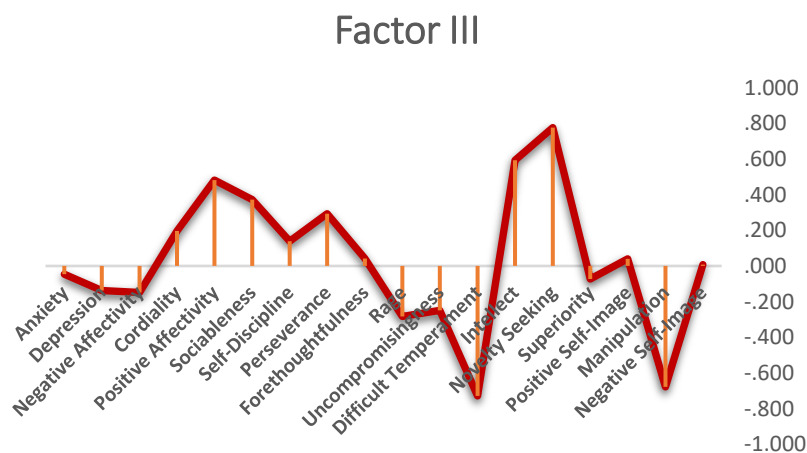


Chart 7.9: Factor III - "Explorer"

The third factor obtained through this analysis refers to the high levels of readiness in respondents for novelty seeking as well as the tendency to create a supportive environment in which the need for intellectual stimulation would be met (an active search for information of one's interest followed by curiosity and aspiration for intellectual progress). Hence, this factor has been termed the **"Explorer"**. (Chart 7.9)

The last, fourth factor, obtained through the factor analysis is known as **"High self-confidence"**, and it is reflected in pronounced traits of uncompromisingness in situations where compromising is needed (and adaptation to the unpleasant life circumstances), which mostly stems from the feeling of superiority, the need to put emphasis on self-importance which can often be followed by narcissistic tendencies. At the same time, individuals with such type of psychological makeup are usually unaware of the fact that others perceive them as individuals with difficult temperament or that they could be regarded as manipulative individuals. (Chart 7.10)

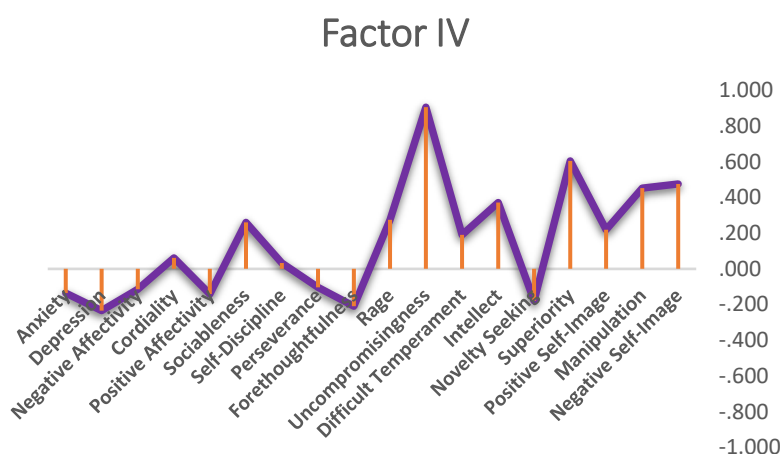


Chart 7.10: Factor IV - "High self-confidence"

8) Interviews in centres for social welfare

Upon conducting the testing as defined by the battery of tests (BF+2 personality test and KOG-3 cognitive ability test), the interviews with the employees in centres for social welfare were conducted.

Throughout the interview, the interviewees were open, frank and did not show any signs of anxiety or fear.

In all centres for social welfare, the interviews yielded rather unvarying results. When it comes to case managers, despite their workload, the overall impression is that they still show motivation for working in centres for social welfare. Most of them identify the lack of expert employees, inadequate work conditions and problems in cooperation with other institutions, especially medical institutions, as unfavourable factors. Nevertheless, virtually none of them stated that he or she was thinking of changing the job. The main reason for this stems from the fact they possess formal education in the given fields and that the satisfaction deriving from provided assistance and positive changes in their service users outweigh the difficulties.

The interviewees almost completely agree in the opinion that the work done in centres for social welfare is not sufficiently valued outside the social protection system. To support this claim, they refer to the general media image and portrayal that are frequently characterised by prejudice and negative connotations as to whether they are performing their job adequately (insufficient media coverage, the lack of understanding of procedures and work conditions, etc.). Nevertheless, they draw motivation for their work from the fact that a great number of service users do value the work done by centre for social welfare employees (they state that their service users often reach out to them only for advice or to inform them about important life events).

They also agree in their desire to improve the system and to work more on prevention. They believe that centre for social welfare organisation improvement would reduce the number of cases which would, consequently, cut the time service users spend within the social protection system (especially when considering that sometimes the entire families are centres' service users and can remain so for decades, only changing the departments within the centre for social welfare they belong to).

The motivation and readiness for further education and training are highly expressed. The interviewees state that further professional development and professional skill improvement would be highly beneficial, especially when dealing with specific categories of users and services.

In their visits to centres for social welfare, the experts have already detected good interpersonal relations. Working atmosphere is very pleasant, colleagues turn to one another for help without hesitation and willingly share knowledge. They themselves point out that good cooperation among colleagues, understanding of directors and a good atmosphere in the team help them cope better with the nature of work and a large number of cases.

It has been shown that high motivation in employees and principal focus on service quality improvement, as one of the greatest driving forces and most important pillars of social protection system in the Republic of Serbia, have mostly reflected in mutual employees' cooperation at the level of individual centres. In that regard, previously proposed recommendation to establish a portal of knowledge and information exchange among the employees, which would be created according to the centres' service types, becomes all the more relevant.

9) On-the-job training

The first round of on-the-job training

During the first on-the-job training, a methodology assessment expert has observed the work of two case managers (one case manager per one day), whereas special attention has been devoted to the following segments: job organisation in the centre, rule and procedure adherence by the expert employees, priority setting, and interpersonal relations. Each of these segments of day-to-day work in centres for social welfare has been defined according to the results obtained through the questionnaire.

It should be particularly emphasised that the case managers, during the expert visit, have not altered their timetable and scheduled clients so as to best reflect the real-life work conditions.

During on-the-job training, the expert has been monitoring two associates, whereas the observations and interventions have been focused on the employees' procedure adherence and on the reasons of potential deviations, as well as whether actual employees' tasks correspond to the current centre for social welfare systematization (insight into task types that employees take on and which do not correspond to the systematization). The expert has also provided suggestions for the amendments of the usual employees' work patterns, while still seeking the employees' and managers' opinion on them.

Within the first on-the-job training, each case manager who has taken part in these activities, has completed Job Satisfaction Survey and Job-related affective Well-being Scale.

Job Satisfaction Survey (Paul E. Spector, 1994) is comprised of nine scales for assessing the employees on their job and its aspects. These nine scales refer to payment, promotion prospects, supervision, fringe benefits, performance-based incentives, rules and procedures, relations with associates, the nature of work and communication. Although it is primarily aimed at examining the employees in the private sector, the Job Satisfaction Survey, throughout many years of its application, has proved to be particularly significant in the public sector employees' surveys.

Job-related affective Well-being Scale (Van Katvik, Fok, Spector, & Kellovai, 2000) is comprised of 20 items, each representing emotions of respondents who answer the questions on how often they have experienced job-related aspects covered by this scale (the nature of work, relation with colleagues, relation with managers, salary, etc.) in the period of last thirty days. Each of the answers represents their positive or negative emotions regarding a particular aspect of their job. The Job-related affective Well-being Scale is particularly significant since it reflects the emotions of respondents at the time of its completion. It relates to the experiences that respondents draw from their recent memory (last 30 days) and it displays the image of current emotions.

Graphic and tabular results obtained through Job Satisfaction Survey and Job-related affective Well-being Scale are presented below.

Job satisfaction

Overall job satisfaction (%)

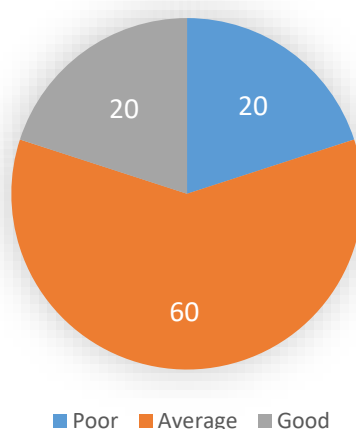


Chart 9.1: Overall job satisfaction

The analysis of the data obtained from the Job-related affective Well-being Scale shows that the overall job satisfaction in expert employees in all centres for social welfare, regardless of their size and development group to which local self-governments belong, is average. More than half of them (60%) find job satisfaction as average, while the other 40% of them find job satisfaction as good, i.e. poor. Despite the evident high work volume in relation to the expert employees' number, the majority of them claim they are satisfied with the job. (Chart 9.1)

First, the source of satisfaction lies in the fact that the employees are doing jobs in the field of their particular interest, for which they have been educated and in which they have invested most of their formal education and professional life. Second, quality interpersonal relations in the collectives that constitute the sample of this research are conducive to the overall level of job satisfaction.

Since the system derives its power from its strongest characteristics (which form the basis for outweighing the negative aspects), these two following aspects can be distinguished as most important for further job satisfaction improvement – the enabling of continuous employees' education in the fields that the employees highlighted as necessary, and the establishing of an online knowledge exchange system, through presentations and scientific articles, as well as through active participation and professional congress attendance, upon which the newly acquired knowledge would also be shared with other colleagues, as well as through case studies of illustrative examples of practical cases.

By observing individual job segments, in relation to the centre for social welfare size, the differences arise when it comes to job nature satisfaction and communication. Namely, medium and medium-small centres are more satisfied with the nature of job than small centres. Since the small centres' organization is not sufficiently developed so as to enable a clear and a consistent division of jobs, satisfaction is built primarily through informal relations. At the same time, this finding poses a threat because even one damaged relation in such small environments can significantly affect the dynamics on the large-scale basis.

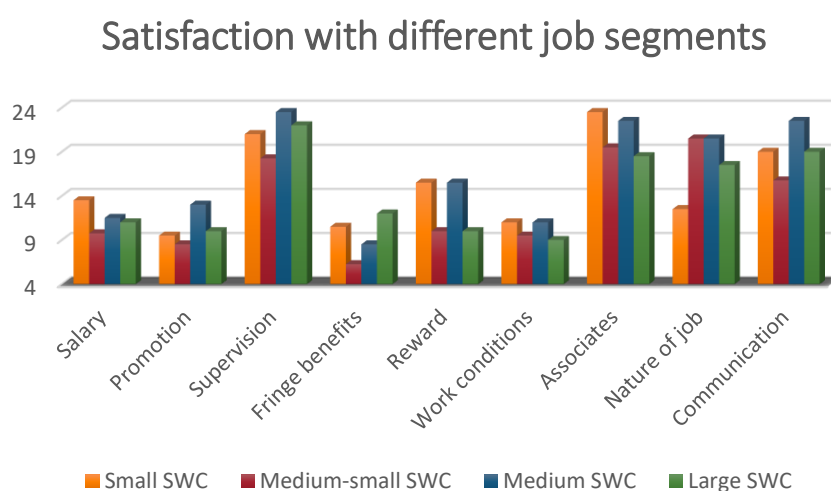


Chart 9.2: Satisfaction with different job segments in relation to the CSW size

In addition, it has turned out that centres for social welfare are characterized by relatively poor communication among themselves. Quality communication among the employees in different centres for social welfare would, to a certain degree, prevent possible negative influence that would cause a drop in the quality of communication within one centre for social welfare.

Previously proposed employees' networking through professional aspects of the job would extend and positively affect their need to further get to know their colleagues from other centres for social welfare and would, naturally, promote communication towards the overall sense of collegiality within the entire social protection system.

Medium centres for social welfare feature greater satisfaction with communication than other centres, and especially so when compared to the medium-small centres. The chart shows that the expert employees highlight the following job elements as most satisfactory: associates, communication, nature of job, and supervision. Sufficient number of personnel enables a clear division of jobs, which mostly prevents the possible misunderstandings in communication. Evidently, medium centres for social welfare display an optimum balance in terms of a group size conducive to both a sound division of jobs and to maintaining informal relations among colleagues, wherein the satisfaction with this aspect of job has been graded the highest. (Chart 9.2 and Table 9.1)

		<i>Sum of Square</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Salary	Between groups	19.150	3	6.383	0.204	0.890
	Within group	187.750	6	31.292		
	<i>Total</i>	206.900	9			
Promotion	Between groups	27.400	3	9.133	0.500	0.696
	Within group	109.500	6	18.250		
	<i>Total</i>	136.900	9			
Supervision	Between groups	43.150	3	14.383	1.621	0.281
	Within group	53.250	6	8.875		
	<i>Total</i>	96.400	9			
Fringe benefits	Between groups	52.350	3	17.450	1.250	0.372
	Within group	83.750	6	13.958		
	<i>Total</i>	136.100	9			
Reward	Between groups	72.600	3	24.200	0.820	0.528
	Within group	177.000	6	29.500		
	<i>Total</i>	249.600	9			
Work conditions	Between groups	7.000	3	2.333	0.107	0.953
	Within group	131.000	6	21.833		
	<i>Total</i>	138	9			
Associates	Between groups	37.600	3	12.533	3.069	0.113
	Within group	24.500	6	4.083		
	<i>Total</i>	62.1	9			
Nature of job	Between groups	97.600	3	32.533	6.400	0.027
	Within group	30.500	6	5.083		
	<i>Total</i>	128.1	9			

Communication	Between groups	63.150	3	21.050	5.002	0.045
	Within group	25.250	6	4.208		
	Total	88.4	9			

Table 9.1: Analysis of variance - Satisfaction with different job segments in relation to the CSW size

Regarding the differences between towns, they were recorded in satisfaction with supervision, associates and nature of job. In Trstenik CSW, expert employees are more satisfied with supervision than those in Kučevo CSW. Mali Zvornik CSW exhibits greater satisfaction with associates than Kovin CSW and Leskovac CSW, whereas Mali Zvornik CSW exhibits least satisfaction with the nature of job. Regardless of these assessment differences, it can be generally noted that job segments such as communication, associates, and supervision are highly graded. All the differences stem from the overall working atmosphere established at the centre, nevertheless, all the cases feature the quality of communication and cooperation, as well as the quality of supervision as compensatory mechanisms – the segments which are the most essential pillars of the systems, consequently, making them the most reasonable to further invest in. (Chart 9.3 and Table 9.2)

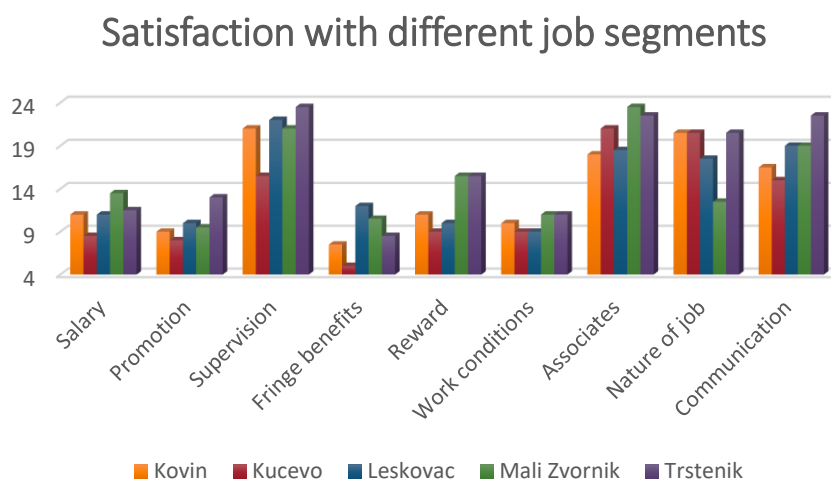


Chart 9.3: Satisfaction with different job segments in relation to the town where CSW is located

		Sum of Square	df	Mean Square	F	Sig.
Salary	Between groups	25.400	4	6.350	0.170	0.940
	Within group	181.500	5	36.300		
	Total	206.900	9			
Promotion	Between groups	28.400	4	7.100	0.330	0.850
	Within group	108.500	5	21.700		
	Total	136.900	9			

Supervision	Between groups	73.400	4	18.350	3.990	0.080
	Within group	23.000	5	4.600		
	Total	96.400	9			
Fringe benefits	Between groups	58.600	4	14.650	0.950	0.510
	Within group	77.500	5	15.500		
	Total	136.100	9			
Reward	Between groups	76.600	4	19.150	0.550	0.710
	Within group	173.000	5	34.600		
	Total	249.600	9			
Work conditions	Between groups	8.000	4	2.000	0.080	0.990
	Within group	130.000	5	26.000		
	Total	138	9			
Associates	Between groups	46.600	4	11.650	3.760	0.090
	Within group	15.500	5	3.100		
	Total	62.1	9			
Nature of job	Between groups	97.600	4	24.400	4.000	0.080
	Within group	30.500	5	6.100		
	Total	128.1	9			
Communication	Between groups	65.400	4	16.350	3.550	0.100
	Within group	23.000	5	4.600		
	Total	88.4	9			

Table 9.2: Analysis of variance - Satisfaction with different job segments in relation to the town where CSW is located

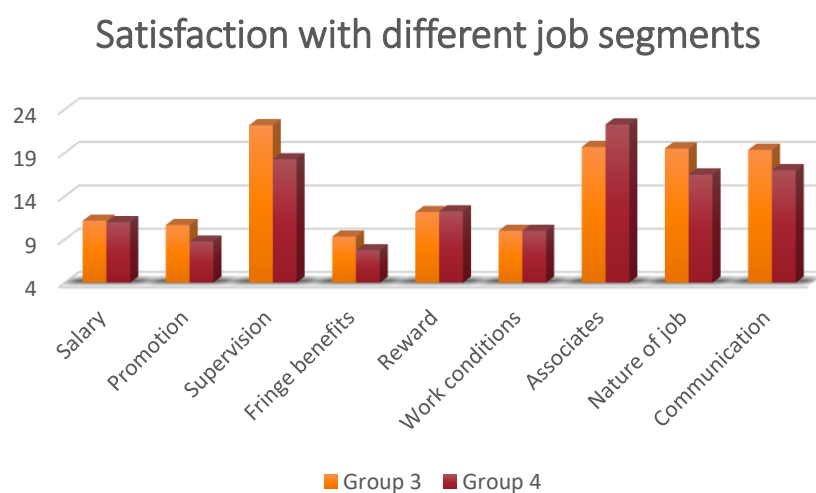


Chart 9.4: Satisfaction with different job segments in relation to the local self-government development group

		Sum of Square	df	Mean Square	F	Sig.
Salary	Between groups	0.070	1	0.070	0.000	0.960
	Within group	206.830	8	25.850		
	Total	206.900	9			
Promotion	Between groups	8.820	1	8.820	0.550	0.480
	Within group	128.080	8	16.010		
	Total	136.900	9			
Supervision	Between groups	36.820	1	36.820	4.940	0.060
	Within group	59.580	8	7.450		
	Total	96.400	9			
Fringe benefits	Between groups	6.020	1	6.020	0.370	0.560
	Within group	130.080	8	16.260		
	Total	136.100	9			
Reward	Between groups	0.020	1	0.020	0.000	0.980
	Within group	249.580	8	31.200		
	Total	249.600	9			
Work conditions	Between groups	0.000	1	0.000	0.000	1.000
	Within group	138.000	8	17.250		
	Total	138	9			
Associates	Between groups	16.020	1	16.020	2.780	0.130
	Within group	46.080	8	5.760		
	Total	62.1	9			
Nature of job	Between groups	21.600	1	21.600	1.620	0.240
	Within group	106.500	8	13.310		
	Total	128.1	9			
Communication	Between groups	13.070	1	13.070	1.390	0.270
	Within group	75.330	8	9.420		
	Total	88.4	9			

Table 9.3: Analysis of variance - Satisfaction with different job segments in relation to the local self-government development group

Centres for social welfare from both development groups of local self-governments display balanced opinions when it comes to individual job segments, which further confirms previous findings. The employees in both underdeveloped and developed municipalities find the segment of reward, salary and work conditions equally dissatisfactory speaking in favor of the need for a systematic solution to these negative impacts on job satisfaction; especially so in terms of work conditions, the improvement of which is needed in both groups of this sample. (Chart 9.4 and Table 9.3)

Job-related affectivity

When it comes to job-related affectivity, the focus is on the positive and negative emotions that the employees experience in their daily work. Positive emotions at work, naturally lead to greater job satisfaction and professional fulfillment. On the other hand, negative emotions induce stress that, in case of high and constant exposure, leads to reduced job satisfaction greater number of conflicts and increased fluctuations in employees' number.

In this regard, there are four categories that are determined according to the dominant emotion experienced during work:

- 1) **HPHA** (High Pleasure - High Arousal): This category refers to positive emotions that encourage better performance and greater engagement. These are the elements of work that bring excitement, arouse enthusiasm and inspiration.
- 2) **HPLA** (High Pleasure - Low Arousal): Reflects positive emotions that can make the employee passive, causing a subjective feeling that everything can be handled slowly and calmly. These emotions make the person relaxed and satisfied, and more passive in terms of the overall activity level.
- 3) **LPHA** (Low Pleasure - High Arousal): The third category is comprised of those job segments that cause annoyance and spur action. These are the situations that cause anger, loss of control and lead to anxiety and fear. These emotions require the change of the current state of the individual. This accounts for the presence of high tension and speed of reaction (the need to get out of discomfort zone).
- 4) **LPLA** (Low Pleasure - Low Arousal): The final category refers to the negative emotions caused by performing a job towards which one has resistance. This group of emotions is characterised by boredom, lack of interest, discouragement, and a depressive response. In the long term, deeply entrenched resistance leads to a reduction in overall efficiency, an increased number of errors, a chronically broken concentration and attention span.

The processed results show that the job brings average satisfaction and is stimulating to 60% of the employees in all centres for social welfare, whereas the other 40% reach above-average figures. (Chart 9.5)

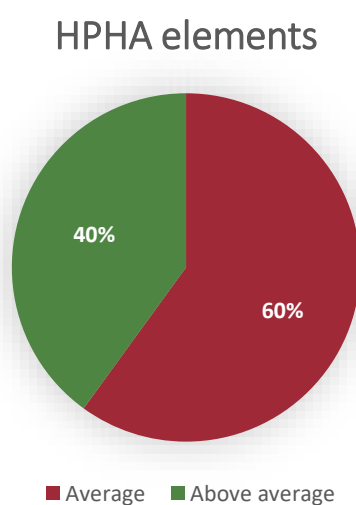
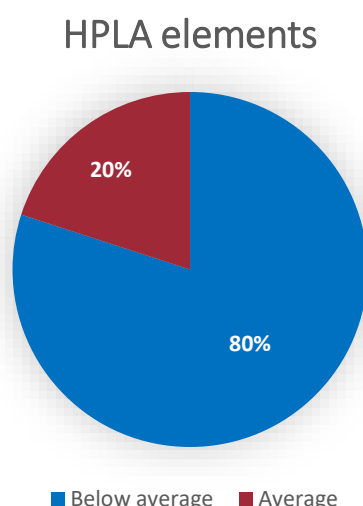


Chart 9.5: HPHA category elements
(High Pleasure - High Arousal)

General recommendation would be that individuals who, despite experiencing positive emotions, feel that they still do not reach their full potential, be encouraged to be more proactive in those segments that are the source of their satisfaction at work. In order to achieve the aforementioned, it is required to establish a new supervision network that would not be focused on professional tasks, but on the employees themselves, which additionally reinforces the need to establish human resources service. In this case, large or medium centres for social welfare would have an HR officer who would monitor individual work approaches and fluctuations in the employees' efficiency, and who would, by understanding their nature, respond to them in a timely manner and thus prevent greater discontent and mistakes in the best possible and available manner.

The figures show that the majority (80%) of centre for social welfare employees do not exhibit passivity when experiencing satisfaction. In all centres, a combination of great volume of work and an evidently good managerial supervision leaves no room for employees' passivity. However, when compared with the previous finding (HPHA) where satisfaction is found largely within the average range, a more realistic image is created and the need to encourage employees' greater proactiveness is displayed. (*Chart 9.6*)



*Chart 9.6: HPLA category elements
(High Pleasure - Low Arousal)*

Unfavorable job conditions that cause frustration spur action in less than a half of centre for social welfare employees (40%). This finding suggests an insufficiently agile response to stress, frustration and job-related problems, therefore, it can be noted that a significant number of employees pull out from situations that cause anger, loss of control and lead to anxiety and fear. Education on stress management and constructive problem-solving for this category of employees could be very useful in order for them to develop more constructive problem-solving ways without possibly having to enter into conflicts and develop destructive and counterproductive behaviour. (*Chart 9.7*)

Most centre for social welfare employees (80%) would be inclined to either accept with resignation and withdraw in at least half of the negative and stressful circumstances. This finding also confirms that the employees should be encouraged not to take problems and unfavourable situations at face value, but to actively seek solutions. (*Chart 9.8*)

LPHA elements

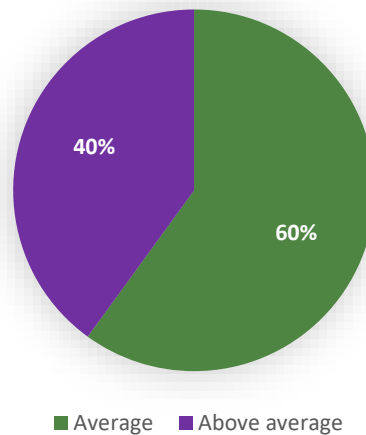


Chart 9.7: LPHA category elements
(Low Pleasure - High Arousal)

LPLA elements

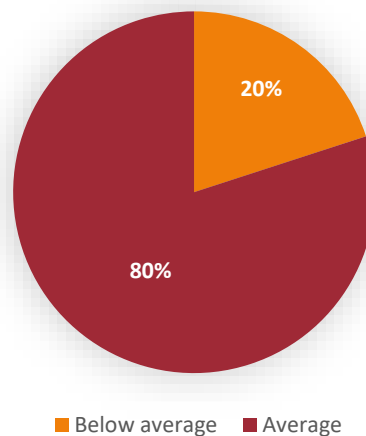


Chart 9.8: LPLA category elements
(Low Pleasure - Low Arousal)

When it comes to the affectivity in relation to the centre for social welfare size, the difference is recorded and reflected in the fact that small and large centres for social welfare experience more negative emotions than medium-small centres and especially more than the medium centres.

This finding indicates that the insufficiently developed centre's organizational structure, which on the one hand makes a clear job division difficult, and on the other hand leaves no possibility for replacement in situations where the employee is overburdened with individual cases, also leaves no room for other employees to dedicate their time to provide support to their colleagues (both on a professional and a human level) as one of the most effective stress levelling models.

In case of large centres, even though there are all necessary resources for professional assistance, the readiness for providing informal support is in decrease – group cohesion and

willingness to interact outside work naturally decline in larger systems. (Chart 9.9 and Table 9.4)

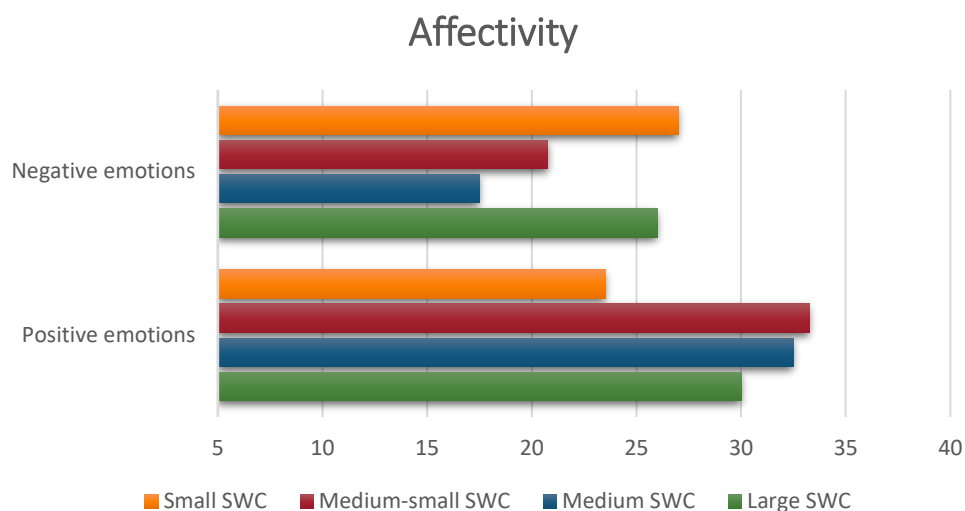


Chart 9.9: Affectivity in relation to centre for social welfare size

		Sum of Square	df	Mean Square	F	Sig.
Positive emotions	Between groups	136.750	3	45.583	3.117	0.110
	Within group	87.750	6	14.625		
	Total	224.500	9			
Negative emotions	Between groups	127.150	3	42.383	6.827	0.023
	Within group	37.250	6	6.208		
	Total	164.400	9			

Table 9.4: Analysis of variance - Affectivity in relation to centre for social welfare size

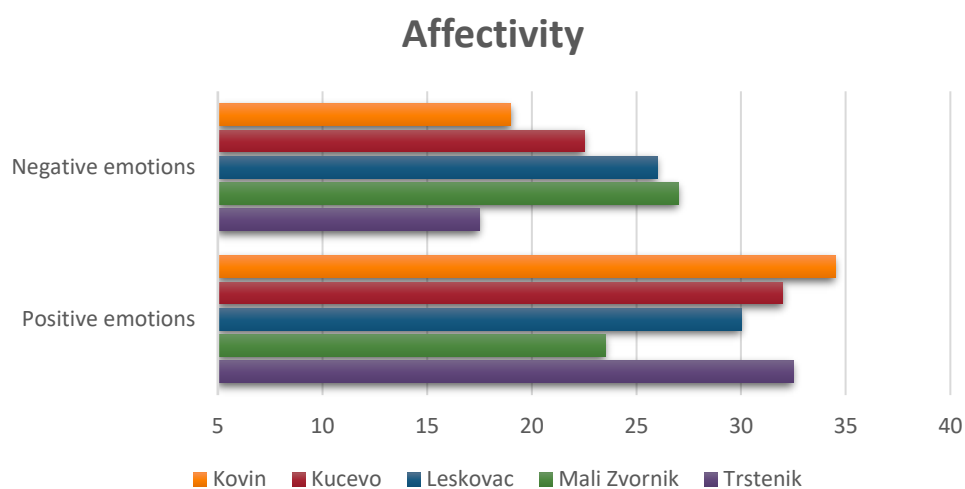


Chart 9.10: Affectivity in relation to the town where CSW is located

By observing centres for social welfare in relation to the local self-government they belong to, a difference in the manifestation of negative emotions can be noted. In Mali Zvornik CSW and Leskovac CSW, a greater amount of negative emotions has been recorded which is in line with the previous finding that small and large centres for social welfare have fewer stress management resources, therefore, negative emotions are more pronounced. (Chart 9.10 and Table 9.5)

		Sum of Square	df	Mean Square	F	Sig.
Positive emotions	Between groups	143.000	4	35.750	2.190	0.210
	Within group	81.500	5	16.300		
	Total	224.500	9			
Negative emotions	Between groups	139.400	4	34.850	6.970	0.030
	Within group	25.000	5	5.000		
	Total	164.400	9			

Table 9.5: Analysis of variance - Affectivity
in relation to the town where CSW is located

There are no differences in job-related affectivity in relation to the development group of the local self-government. This again confirms the finding referring to the fact that a good job organization makes the development level affect the system less adversely.(Table 9.6)

		Sum of Square	df	Mean Square	F	Sig.
Positive emotions	Between groups	50.417	1	50.417	2.317	0.166
	Within group	174.083	8	21.760		
	Total	224.500	9			
Negative emotions	Between groups	36.817	1	36.817	2.309	0.167
	Within group	127.583	8	15.948		
	Total	164.400	9			

Table 9.6: Analysis of variance - Affectivity
in relation to the local self-government development group

The link between job-related affectivity and job satisfaction

By means of factor analysis, four factors serving as a starting point for determining personality typology of centre for social welfare employees have been identified. Through further data analysis, the link between the emotions experienced at work and job satisfaction has been revealed. (Table 9.7)

Four categories of employees in centres for social welfare have been distinguished:

- 1) The first are the employees who benefit from a well-developed hierarchy, with clearly profiled formal communication. They are “**soldiers**” who love order, prefer to earn their place in the hierarchy and leave no room for implications. In a poorly organized system (or

- in cases where immediate reaction is required) they are ineffective. They need solid structure, clearly defined tasks, a good and just leader.
- 2) The second category consists of the employees who are exposed to great stress due to their job nature. This is a vulnerable (“**oversensitive**”) group triggered by this type of job. They do not possess sufficiently developed coping mechanisms to overcome stress. They need constant support and guidance in order to gradually learn to cope with frustration. Their focus is predominantly outward, therefore, negative circumstances affect them greatly.
 - 3) The third are the employees who benefit from good associates and a consistent reward system for a well performed job. They foster good interpersonal relations, rely on the group opinion and express the need for their work to be acknowledged, respected and rewarded (“**team players**”). A good working atmosphere and people they can rely on is what makes them satisfied and good at performing their job.
 - 4) The fourth category is comprised of the employees who are stimulated by financial stability and work conditions. They stay in the system because of the regular income and perceive this job no differently than they would any other, they require greater conformity (“**conformists**”). If these conditions are met, they have the motivation to work adequately.

	<i>Factors</i>			
	<i>Factor I</i>	<i>Factor II</i>	<i>Factor III</i>	<i>Factor IV</i>
Salary	0,384	0,201	0,234	0,767
Promotion	0,817	0,054	0,042	0,087
Supervision	0,885	-0,014	0,122	-0,096
Fringe benefits	0,541	0,47	0,107	0,65
Reward	0,52	0,182	0,768	0,127
Work conditions	0,371	0,18	0,093	-0,845
Associates	0,024	0,176	0,94	0,036
Nature of job	-0,204	-0,836	-0,412	-0,035
Communication	0,817	0,104	0,183	0,074
Positive emotions	-0,142	-0,88	-0,352	0,083
Negative emotions	-0,108	0,964	-0,132	0,157

Table 9.7: The link between job-related affectivity and job satisfaction

It needs to be pointed out that this classification of personality types should be used when hiring new staff as a reference point on the efficiency enhancement of hiring selection procedure and according to personality types as identified within these analyses.

Generally speaking, this scale allows a greater insight into the prospects of the employees’ activation and engagement as well as their character – positive work experience primarily leads to action, whereas passivization is driven by the negative experiences, making the entire system inert and passive in the context of a challenging environment and working with difficult clients.

Specialized training, particularly for younger employees, would provide both motivational and cognitive boost in this job segment, whereas through interactive educational modules it would have the potential to become an integral part of the daily employees’ experience and behavior.

Upon completing the Job Satisfaction Survey and Job-related affective Well-being Scale, a case manager together with an expert performed a task based on the assessment methodology. The objective of the task given to case managers is to objectively determine at what

organisational level the employees have less capacity to make functional decisions. In terms of its content, the task corresponded to the work with the centre's service users, it also included certain constraints in terms of organisation and time with the aim to provoke certain deviations from the prescribed rules and procedures.

The task came in different stages, i.e. following each set of information, the employee had to make a choice so as to solve that particular part of the task, thus, the employee had to make choice after choice (e.g. First, the employee is presented with the exact issue of a service user which requires an urgent intervention while the employee should decide whether (s)he would seek assistance from his/her colleagues in the initial stage; should (s)he, for instance, decide to seek assistance from his/her colleagues, (s)he might, consequently, be faced with the situation where several of his/her colleagues happen to be out of office, which further perpetuates the decision-making process).

According to the decision-making methods and the decision quality, the final task pointed to a most probable project outcome, i.e. the efficacy of its resolution, the degree to which all available centre's resources had been used, organizational crisis prevention mechanisms, the model of adherence procedure and the degree of adherence procedure, etc.)

The second round of on-the-job training

During the first day of the second round of on-the-job training, the employees who have taken part in the first training are presented with the conclusions drawn from the observation of their performance during the first training. Afterwards, the expert introduces the case managers with a proposal for procedure improvement measures and with human resource management tools and protocols with a view to achieving optimal functioning in relation to the centres' capacities, tasks and the employees' abilities.

The employees' task has been to adhere to the proposed measures for two days (the complete duration of the second on-the-job training). Within this timeframe, the expert has been monitoring the employees, helping them in the implementation of proposed measures and keeping track of the results.

At the end of the second on-the-job training, case managers give feedback to the expert on their experience with the introduced changes, which, coupled with the analysis and integration of all received data and conclusions, constitutes the final suggestion on the enhancement of organisational and procedural functioning of the centre and the suggestion on performance assessment tool.

The data obtained through the applied methodology indicate to a shortage of employees in centres for social welfare which poses a major problem when it comes to the efficiency and optimal functioning of the centres for social welfare. Given that the public sector employment ban is still in force, the focus of the second round of on-the-job training was on how to improve work efficiency in the given circumstances.

The interventions primarily referred to the job organization on two different levels. First, in Kučevo CSW there is no employee appointed to deal with the triage of centre for social welfare cases, hence, all the cases happen to be assigned to only one case manager or two case managers happen to receive the same case to process. It has been suggested to appoint a person (supervisor or director) who would be in charge for the allocation of cases and would keep a

record of the cases received. Thus, the duplication of work was avoided, time was saved, and the job was more evenly distributed among the expert employees.

The second level of job organization interventions that the expert has devoted attention to referred to a precisely determined method of admitting service users. All the centers make appointments for service users' interviews, and most centres have one day during the week when they do not admit service users but take on administrative tasks. However, it is often the case that the service users still come even though they have no appointment and, still, always happen to be admitted by the expert employees. The observation of the expert employees' work has led to a suggestion that service users without an appointment, and who do not fall into the category of those who need to be urgently admitted according to the protocol, be returned and explained that they have no scheduled interview appointment for that day. Even though this seems hardly feasible on the face of it (service users have been used to being able to come to the centre at any time and be admitted regardless of the circumstances), once all the centres' employees begin to follow this work method, it will eventually become adopted by the service users. In this way, better job organization is achieved, the quality of service is improved, and expert employees become relieved of time pressure and have more time to tackle current matters and to meet deadlines more efficiently.

During this round of on-the-job training, the expert employees have adhered to the proposed measures. They felt somewhat relieved because they had extra time to work with scheduled service users or to tackle administrative tasks. Their opinion is that they should adhere to the already established measures and demonstrate that expert employees are ready to talk and cooperate, but in keeping with precisely determined rules.

The following area of intervention tackled the regularity of the expert employees' work control. The research has revealed that regular work control is less exercised in small and medium-small centres for social welfare than in medium and large centres. This body of data points to the tendency of establishing informal relations in the centre between the management or the supervisor with the expert employees which may have a negative impact on the overall centre for social welfare functioning.

During the second round of on-the-job training, the experts suggested to supervisors and directors that operational meetings be held each day to discuss the cases scheduled for that day, and it was suggested that, towards the end of the work day, the director or supervisor discuss with expert employees about how the interviews with service users went, and what would be the further steps and proposals for resolving the case. The time needed for these meetings ranged from 10 to 20 minutes.

Integral part of this proposal is to relieve supervisors of operational work on the cases, especially in large centres for social welfare, so as to allow them to dedicate their time to assisting case managers in solving more complex cases.

In case managers' opinion, familiarizing supervisors or directors with the cases on a daily basis and presenting them with the results provides additional assurance when handling the cases.

The research has shown that the centre for social welfare employees are well acquainted with rules and procedures, however, due to substantial workload, they are not always able to adhere to them. During the second round of on-the-job training, the focus was also on the strict procedure adherence when handling cases. Nevertheless, it has turned out that the lack of

interconnectedness of other systems with the social protection system leads to a work process slowdown and that it is generally possible to obtain the necessary documents on time through personal contacts of the employees with the employees in other systems (municipalities, medical institutions, schools, etc.).

Summary

The research has been carried out in five centres for social welfare from local self-governments belonging to the third and fourth development groups. The sample, although small, provides certain insightful data.

Job organisation

By analyzing the data obtained via data collection instruments, interviews, and by following the expert employees' work through different job segments, the overall impression is that centre for social welfare is a relatively well-organized system taking into consideration the deficit in expert employees, job nature and work conditions.

The first conclusion that can be drawn is that, apart from increasing the number of expert employees in centres for social welfare, the improvement of work can also be achieved through outsourcing certain services from the centre for social welfare (financial assistance, gerontology home care, house assistance, etc.). Given that these services are financed from the local self-government budget and that they mostly belong to the category of administrative work, such cases could be processed by an administrative worker, whereas the expertise of expert employees would be designated to more complex tasks.

The establishment of regional centres that would be in charge of certain categories of services provided by centres for social welfare (violence, juvenile delinquency, dysfunctional family relations, etc.) would unburden centres for social welfare's expert employees who often take on counselling tasks, even though such tasks are not part of their job description. Additionally, professionals from different fields could be hired, thus, centres for social welfare could focus on their primary tasks such as case triage, initial assessment, service plan.

Also, regardless of the current circumstances and work conditions, until they change, attention should be paid to case delegation. It is often the case that a psychologist is handed over a case from the field of financial assistance or house assistance, which can lead to further slowdown of the centre's functioning, given that only a psychologist can carry out psychological testing which is almost indispensable when dealing with juvenile delinquents and the elderly.

The optimal job organization in terms of improving the overall centres' service quality is based primarily on the strongest link: the professionalism of the employees, present in all the centres regardless of their size or the development level of the municipalities they belong to. Further profiling of job types and putting together teams based on their field of expertise gained by both formal and additional education is the most stable factor in the development of the entire social protection system.

Employee education

Given the fact that the expert employees have shown great interest in further professional development and gaining knowledge in specific areas of work, it has been suggested to organize additional educational programmes, especially in the field of family and law protection (domestic violence, dysfunctional family relations, etc.).

For example, it would be useful to do an educational training on guided interview with children who have suffered a trauma and appear as witnesses in court proceedings. The proposal is to make it a requirement that only a certified case manager can conduct those interview with children. With the consent of the parent or guardian, the interview would be recorded. Filming the interviews would avoid children going through the traumatic event over and over (in the centre for social welfare, the police, the court, etc.). This kind of work approach to traumatized children has already been in use in the countries of the former Socialist Federal Republic of Yugoslavia (SFRY).

The creation of an online platform intended for knowledge and experience sharing among the employees, enables the development of their competences on the one hand, and on the other hand, positively contributes to the employees' bonding within the entire system. This platform can include useful professional materials, educational video materials made by experts and colleagues, a list of frequently asked questions and answers, an overview of the expert employees' scientific papers presented at congresses, the expert employees' reports following their congress participation or attendance, etc.

Work motivation

High levels of work motivation that have been recorded need to be used and fostered given that workload and daily stress exposure can adversely affect the motivation and lead to fluctuations in its levels.

Leskovac CSW has showcased extremely high job motivation levels. A case manager (psychologist) from the aforementioned centre has made an application tailored to all the departments in the centre, via which the expert employees could note down in their phones or tablets all the steps of the case handling (especially so during field work) and upon entering all the data, the application would create a report, and thus, reduce the amount of time needed for a case. A similar application could be created and applied at the level of the entire system, it could be, then, linked to the existing digital platforms for data entry and employees' reports, which would significantly reduce the time needed for these actions and would allow more detailed data.

One of the measures for further employee motivation improvement is the introduction of a reward system. According to the data amassed through this project's research, the reward system could include financial bonus, public praise, improvement of work conditions, greater possibilities of professional development.

Interpersonal relations and work atmosphere

Interpersonal relations and work atmosphere have been graded highly in all centres for social welfare. Often, good interpersonal relations are cited as the facilitating factor in the context of carrying out the work. This segment can be highly significant and a special focus should be placed on fostering good relations among colleagues and preventing any relation deterioration.

The networking of the expert employees through an online knowledge platform between the centres further contributes to the overall quality of interpersonal relations and strengthens the idea of a common goal which further facilitates the implementation of each new work improvement strategy as well as the improvement of technical and technological work conditions.

Human resources management

In order to materialise all of the aforementioned, it is advisable to establish a central HR service. The multifaceted significance of this centre for social welfare's service would be reflected in greater possibilities of the employees' competence improvement, guided and planned education system tailored to the knowledge and experience of the expert employees, defining compensatory work mechanisms, keeping track of the workload levels and making a long-term solution plan for this situation, implementation of career development programmes (identifying and preparing the employees who, for instance, have the potential for leadership positions).

Furthermore, a great contribution of this service is reflected in the recruitment, selection and admission of the new employees, since both this and previous research reports have shown that there are no prescribed procedures that apply in these situations. Professional selection, in addition to the new staff admission, would be also useful in selecting and appointing an expert employee as a supervisor and a service manager, thus making the selection efficiency meet all the necessary preconditions (educational, experiential, psychological) that are required for a certain position, according to the job description.

Cooperation with other institutions

One of the areas that negatively affect the overall service efficiency in the centres is cooperation with other institutions. Although this cooperation is generally established within the system, centre for social welfare's employees still mostly rely on personal contacts when dealing with cases. Signing of operational protocols on cooperation with other institutions or the creation of a database that, in addition to social protection data, would include data from other systems on the service user, would thus contribute not only to the procedure adherence, but also to a considerable reduction of time needed for case resolution.

Work conditions

Inadequate work conditions have been detected in almost all centre for social welfare (according to data obtained during this and previously conducted research). Slightly more than 20% of centres for social welfare are located in objects that were specifically made for their purposes. However, some centres have been in temporary use buildings which are not at all adequate, for more than two decades. It is often the case that two or more case managers share the office, which can lead to the invasion of privacy and can be off-putting to service users and hinder the interviewing process. In a great number of centres there are no separate and specially designed rooms for parental visits in controlled conditions, which can increase stress in children who have potentially already been traumatized by their family situation.

It has been suggested that the centres, in which that would be feasible, specially adapt the space for parental visits and set up barriers within the offices in order to achieve greatest possible visual and sound isolation so as to meet privacy requirements needed to establish a trustworthy relation between the client and the expert employee.

Given that the centre for social welfare service users are often in wheelchair, it would be more than useful to install wheelchair ramps, which the centres currently do not have, and therefore, people with disabilities have a limited access to the centres.

Social welfare centres' promotion

Further suggestions include that centres for social welfare's organizational improvements should also entail creation and implementation of prevention programmes concerning the fields centres deal with - from informing the public about the activities and programmes of the centres, to projects raising the awareness of the target groups on relevant issues.

Ministarstvo za rad, zapošljavanje, boračka i socijalna pitanja sprovodi procenu organizacione i funkcionalne kompatibilnosti centara za socijalni rad i profesionalnih kompetenci zaposlenih u centrima za socijalni rad u pet izabranih lokalnih samouprava sa ciljem unapređenja uslova rada, kvaliteta i efikasnosti obavljanja poslova u centrima za socijalni rad u okviru nacionalnog projekta „Osnaživanje centara za socijalni rad na teritoriji Republike Srbije“. Dobijeni podaci biće korišćeni isključivo u svrhu ovog projekta.

Upitnik za rukovodioce i supervizore

Pred Vama se nalazi upitnik koji je namenjen ispitivanju različitih aspekata posla u Vašoj organizaciji. Za popunjavanje ovog upitnika potrebno je oko 10-15 minuta. Upitnik je u potpunosti anoniman, te molimo da na njega odgovarate iskreno i otvoreno, po svojim najboljim ličnim i profesionalnim saznanjima, kako bi se dobila što objektivnija i sveobuhvatnija slika trenutnog stanja u izabranim centrima za socijalni rad.

Krajnji rok za prikupljanje podataka je četvrtak 14.03.2019. godine do 14 časova . Molimo da pružite što preciznije podatke za sve stavke iz upitnika kako bi rezultati bili tačni i sveobuhvatni.

Zahvaljujemo na učešću!

Vaš centar za socijalni rad (<i>upisati</i>)					
Pol	M	Ž			
Godine starosti	do 25	26-35	36-45	46-55	56 i više
Školska sprema	Srednja	Viša	Visoka		
Godine staža na <u>sadašnjem</u> poslu	do 10	od 10 do 20	od 20 do 30	preko 30	
Godine staža u <u>ovoj</u> radnoj organizaciji	do 10	od 10 do 20	od 20 do 30	preko 30	
Godine staža na rukovodećim pozicijama	do 5	od 5 do 10	od 10 do 15	od 15 do 20	preko 20
Na kojoj ste poziciji? (<i>upisati</i>)					

PROCEDURE

Koliko često stručni radnici odstupaju od pravila i procedura u svom radu kako bi posao bio završen?	Nikad	Povremeno	Često
---	-------	-----------	-------

Zbog čega se, i u kojoj meri, odstupa od pravila i procedura u radu?	<i>Nikad</i>	<i>Povremeno</i>	<i>Često</i>
Postojeće procedure i pravila nisu dovoljno jasni	1	2	3
Procedure i pravila se podrazumevaju, ali nisu formalizovani	1	2	3
Nema kontrole pridržavanja pravila i procedura u radu	1	2	3
Ne postoje sankcije za nepoštovanje pravila i procedura	1	2	3
Postojeća pravila i procedure su zastareli i nisu primenljivi u praksi	1	2	3
Pravila i procedure su previše krute i nefleksibilne	1	2	3
Nedovoljno poznavanje svih pravila i procedura	1	2	3

ORGANIZACIJA POSLA

Da li smatrate da dobro organizujete posao svojih stručnih radnika?	Da	Umereno	Ne		
Da li posao organizujete tako da svako zna svoja zaduženja i odgovornosti?	Da	Ne			
Da li se u Vašoj organizaciji sprovodi redovna kontrola poslovnih aktivnosti?	Da	Ne			
Da li neko kontroliše Vaš rad?	Da	Ne			
Ko kontroliše Vaš rad (<i>ukoliko je odgovor potvrđan, navesti</i>)					
Da li kontrolišete rad svojih stručnih radnika?	Da	Ponekad	Ne		

PRIORITETI

Da li postoje prioriteti u radu sa klijentima?	Da	Ponekad	Ne
Da li mislite da je potrebno da određeni slučajevi budu prioritetni za rad?	Da	Pojedini svakako	Ne
Ako je odgovor potvrđan, navedite koji su to slučajevi	1.		
	2.		
	3.		
Da li postoji propisano ili interno dogovoreno šta su prioritetni slučajevi?	Da	Postoje pojedini kriterijumi	Ne
Da li je postavljanje prioriteta slučajeva izvodljivo u odnosu na obim posla koji Vaši stručni radnici imaju?	Da	Ponekad	Ne
Da li je postavljanje prioriteta slučajeva izvodljivo u odnosu na radne procedure?	Da	Ponekad	Ne
Da li prioritetni slučajevi dobijaju dovoljno vremena za rad?	Da	Ponekad	Ne

Ukoliko ne, koji su najčešći razlozi za to i u kojoj meri:	Nije razlog	Ponekad je razlog	Često je razlog
Preopterećenost poslom	1	2	3
Nisu jasne procedure za postupanje po prioritetima	1	2	3
Nedovoljna edukacija za rad sa prioritetnim slučajevima	1	2	3
Saradnja sa drugim institucijama je neadekvatna	1	2	3
Zaposleni u drugim institucijama nisu dovoljno upoznati sa specifičnostima rada centra za socijalni rad	1	2	3
Ostalo (<i>navesti razlog</i>)			

SARADNJA SA DRUGIM INSTITUCIJAMA

Kako biste ocenili saradnju sa drugim institucijama?	Loša	Osrednja	Dobra
Koliko je Vašim stručnim radnicima neophodna pomoć i saradnja drugih institucija?	Nije potrebna	Ponekad je potrebna	Neophodna je
Da li Vi i Vaši stručni radnici dobijate potrebnu pomoć i saradnju od drugih institucija?	Nikad	Povremeno	Često

Ukoliko ne dobijate potrebnu pomoć i saradnju od drugih institucija, koji su najčešći razlozi za to i u kojoj meri se to dešava?	<i>Nije razlog</i>	<i>Ponekad je razlog</i>	<i>Često je razlog</i>
Nema jasnih procedura za saradnju sa drugim institucijama	1	2	3
Postojeće procedure za saradnju se često krše	1	2	3
Razmena informacija sa kolegama iz drugih institucijama je spora i neadekvatna	1	2	3
Zaposleni u drugim institucijama nisu dovoljno edukovani za rad	1	2	3
Drugačija organizacija posla u drugim institucijama	1	2	3
Ostalo (<i>navesti razlog</i>)			
Sa kojim institucijama bi Vam bolja saradnja pomogla da stručni radnici efikasnije obavljaju svoje radne zadatke? (<i>navesti</i>)	1.		
	2.		
	3.		

VAŠ CENTAR

Ocenite na skali od 1 (loše) do 5 (odlično)	<i>loše</i>				<i>odlično</i>
Međuljudski odnosi	1	2	3	4	5
Saradnja među kolegama	1	2	3	4	5
Pomoć koju kolege pružaju jedni drugima	1	2	3	4	5
Poverenje među kolegama	1	2	3	4	5
Poštovanje među kolegama	1	2	3	4	5
Radna atmosfera	1	2	3	4	5
Komunikacija između kolega	1	2	3	4	5

EDUKACIJA

Da li ste do sada pohađali neku od edukacija na poslu?	Da	Ne
Da li su Vaši stručni radnici do sada pohađali neku od edukacija na poslu?	Da	Ne
Da li bi dodatna edukacija doprinela da stručni radnici uspešnije obavljaju svoj posao?	Da	Ne

Koliko (na skali od 1 do 5) smatrate da su Vaši stručni radnici edukovani (imaju stručnih znanja) za pružanje usluga iz sledećih oblasti:	<i>Nisu edukovani</i>				<i>Veoma edukovani</i>
Starateljstvo	1	2	3	4	5
Pomoć u kući	1	2	3	4	5
Porodični smeštaj	1	2	3	4	5
Smeštaj u ustanovu	1	2	3	4	5
Nasilje	1	2	3	4	5
Maloletnička delinkvencija	1	2	3	4	5
Poremećeni porodični odnosi i razvodi	1	2	3	4	5

Da li Vaši stručni radnici, koji su prošli dodatne edukacije i usavršavanja, razmenjuju međusobno nova znanja i informacije?	Uvek	Uglavnom da	Ponekad	Retko	Nikad
Koliko puta se na godišnjem nivou u Vašem centru organizuju obuke na kojima stručni radnici dobijaju informacije koje su im potrebne za rad?	0	1-2	3-5	6-10	Više od 10
Ukoliko se organizuju, koliko smatrate da su Vašim stručnim radnicima obuke koje se organizuju od koristi u radu?	Vrlo su korisne	Ponekad su korisne	Nisu korisne		
Da li bi dodatna edukacija za Vas doprinela da Vi uspešnije obavljate svoj posao?	Da	Ne			
Iz kojih oblasti bi dodatna edukacija doprinela da Vi uspešnije obavljate svoj posao? (ukoliko je odgovor pozitivan, navesti)					

Hvala Vam što ste popunili Upitnik!

Ministarstvo za rad, zapošljavanje, boračka i socijalna pitanja sprovodi procenu organizacione i funkcionalne kompatibilnosti centara za socijalni rad i profesionalnih kompetenci zaposlenih u centrima za socijalni rad u pet izabраних lokalnih samouprava sa ciljem unapređenja uslova rada, kvaliteta i efikasnosti obavljanja poslova u centrima za socijalni rad u okviru nacionalnog projekta „Osnaživanje centara za socijalni rad na teritoriji Republike Srbije“. Dobijeni podaci biće korišćeni isključivo u svrhu ovog projekta.

Upitnik za vodioelje slučaja

Pred Vama se nalazi upitnik koji je namenjen ispitivanju različitih aspekata posla u Vašoj organizaciji. Za popunjavanje ovog upitnika potrebno je oko 10-15 minuta. Upitnik je u potpunosti anoniman, te molimo da na njega odgovarate iskreno i otvoreno, po svojim najboljim ličnim i profesionalnim saznanjima, kako bi se dobila što objektivnija i sveobuhvatnija slika trenutnog stanja u izabranim centrima za socijalni rad.

Krajnji rok za prikupljanje podataka je četvrtak 14.03.2019. godine do 14 časova . Molimo da pružite što preciznije podatke za sve stavke iz upitnika kako bi rezultati bili tačni i sveobuhvatni.

Zahvaljujemo na učešću!

Vaš centar za socijalni rad (<i>upisati</i>)					
Pol	M	Ž			
Godine starosti	do 25	26-35	36-45	46-55	56 i više
Školska sprema	srednja	viša	visoka		
Godine staža na <u>sadašnjem</u> poslu	do 10	od 10 do 20	od 20 do 30	preko 30	

PROCEDURE

Da li se u Vašoj organizaciji sprovodi redovna kontrola radnih aktivnosti?	Da	Ne	
Koliko često Vi i Vaše kolege odstupate od pravila i procedura u svom radu?	Nikad	Povremeno	Često

Zbog čega se i u kojoj meri odstupate od pravila i procedura u radu?	<i>Nikad</i>	<i>Povremeno</i>	<i>Često</i>
Postojeće procedure i pravila nisu dovoljno jasni	1	2	3
Procedure i pravila se podrazumevaju, ali nisu formalizovani	1	2	3
Nema kontrole pridržavanja pravila i procedura u radu	1	2	3
Ne postoje sankcije za nepoštovanje pravila i procedura	1	2	3
Postojeća pravila i procedure su zastareli i nisu primenjivi u praksi	1	2	3
Pravila i procedure su previše krute i nefleksibilne	1	2	3
Nedovoljno poznavanje i pravila i procedura	1	2	3

ORGANIZACIJA POSLA

Da li mislite da je posao u Vašem Centru dobro organizovan?	Loše je organizovan	Osrednje je organizovan	Dobro je organizovan
Kome podnosite izveštaj o radu? (<i>navesti</i>)			
Ko Vam najčešće delegira radne zadatke? (<i>navesti</i>)			

PRIORITETI

Da li postavljate prioritete u radu sa klijentima?		Da	Ponekad	Ne
Da li mislite da je potrebno da određeni slučajevi budu prioritetni za rad?		Da	Pojedini svakako	Ne
Ako je odgovor potvrđan, navedite slučajeve koji bi trebalo da budu prioritetni	1.			
	2.			
	3.			
Da li postoji propisano pravilo koji su slučajevi prioritetni?		Da	Postoje pojedini kriterijumi	Ne
Da li je postavljanje prioriteta slučajeva izvodljivo u odnosu na obim posla koji imate?		Da	Ponekad	Ne
Da li je postavljanje prioriteta slučajeva izvodljivo u odnosu na propisane radne procedure?		Da	Ponekad	Ne
Da li prioritetni slučajevi dobijaju dovoljno vremena za rad?		Da	Ponekad	Ne

Ukoliko ne, koji su najčešći razlozi zbog kojih prioritetni slučajevi ne dobijaju dovoljno vremena za rad, i u kojoj meri se to dešava?	<i>Nije razlog</i>	<i>Ponekad je razlog</i>	<i>Često je razlog</i>
Preopterećenost poslom	1	2	3
Nisu jasne procedure za postupanje po prioritetima	1	2	3
Nedovoljna edukacija za rad sa prioritetnim slučajevima	1	2	3
Neadekvatna saradnja sa drugim institucijama	1	2	3
Zaposleni u drugim institucijama nisu dovoljno upoznati sa specifičnostima rada centra za socijalni rad	1	2	3
Ostalo (<i>navesti razlog</i>)			

SARADNJA SA DRUGIM INSTITUCIJAMA

Kako biste ocenili saradnju sa drugim institucijama?	Loša	Osrednja	Dobra
Koliko Vam je neophodna pomoć i saradnja drugih institucija?	Nije potrebna	Ponekad je potrebna	Neophodna je
Da li dobijate potrebnu pomoć i saradnju od drugih institucija?	Nikad	Povremeno	Često
Ukoliko ne dobijate potrebnu pomoć i saradnju od drugih institucija, koji su najčešći razlozi za to i u kojoj meri se to dešava?	<i>Nije razlog</i>	<i>Ponekad je razlog</i>	<i>Često je razlog</i>
Nema jasnih procedura za saradnju sa drugim institucijama	1	2	3
Postojeće procedure za saradnju se često krše	1	2	3
Razmena informacija sa kolegama iz drugih institucijama je spora i neadekvatna	1	2	3
Zaposleni u drugim institucijama nisu dovoljno edukovani za rad	1	2	3
Drugačija organizacija posla u drugim institucijama	1	2	3
Ostalo (<i>navesti razlog</i>)			

Sa kojim institucijama bi Vam bolja saradnja pomogla da efikasnije obavljate svoje radne zadatke? (navesti)	1.
	2.
	3.

VAŠ CENTAR

Ocenite na skali od 1 (loše) do 5 (odlično)	loše				odlično
Međuljudski odnosi	1	2	3	4	5
Saradnja među kolegama	1	2	3	4	5
Pomoć koju kolege pružaju jedni drugima	1	2	3	4	5
Poverenje među kolegama	1	2	3	4	5
Poštovanje među kolegama	1	2	3	4	5
Radna atmosfera	1	2	3	4	5
Komunikacija između kolega	1	2	3	4	5

EDUKACIJA

Da li ste do sada pohađali neku od edukacija na poslu?	Da	Ne
Da li bi dodatna edukacija doprinela da uspešnije obavljate svoj posao?	Da	Ne

Navedite edukacije i stručna usavršavanja koje ste do sada pohađali za pružanje usluga iz sledećih oblasti:		
Starateljstvo	Da	Ne
Pomoć u kući	Da	Ne
Porodični smeštaj	Da	Ne
Smeštaj u ustanovu	Da	Ne
Nasilje	Da	Ne
Maloletnička delinkvencija	Da	Ne
Poremećeni porodični odnosi i razvodi	Da	Ne

Koliko (na skali od 1 do 5) smatrate da ste edukovani (imate stručnog znanja) za pružanje usluga iz sledećih oblasti:	Nisam edukovan(a)				Veoma edukovan(a)
Starateljstvo	1	2	3	4	5
Pomoć u kući	1	2	3	4	5
Porodični smeštaj	1	2	3	4	5
Smeštaj u ustanovu	1	2	3	4	5
Nasilje	1	2	3	4	5
Maloletnička delinkvencija	1	2	3	4	5
Poremećeni porodični odnosi i razvodi	1	2	3	4	5

Koliko (na skali od 1 do 5) smatrate da su Vaše kolege edukovane (imaju stručnog znanja) za pružanje usluga iz sledećih oblasti:	<i>Nisu edukovani</i>				<i>Veoma edukovani</i>
Starateljstvo	1	2	3	4	5
Pomoć u kući	1	2	3	4	5
Porodični smeštaj	1	2	3	4	5
Smeštaj u ustanovu	1	2	3	4	5
Nasilje	1	2	3	4	5
Maloletnička delinkvencija	1	2	3	4	5
Poremećeni porodični odnosi i razvodi	1	2	3	4	5

Da li od svojih kolega, koji su prošli dodatne edukacije i usavršavanja, dobijate nova znanja i informacije?	Uvek	Uglavnom da	Ponekad	Retko	Nikad
Sa kim najčešće razmenjujete znanja i informacije?	Sa drugim kolegama iz centra	Sa svojim rukovodiocem	Sa kolegama iz drugih centara	Sa zaposlenima iz drugih institucija	
Koliko puta se na godisnjem nivou u Vašem centru organizuju obuke na kojima dobijate informacije koje su Vam potrebne za rad?	0	1-2	3-5	6-10	Više od 10
Ukoliko se organizuju obuke, koliko smatrate da su Vam od koristi u radu?	Vrlo su korisne	Ponekad su korisne	Nisu korisne		

Hvala Vam što ste popunili Upitnik!