

their children to be reared in".

This is a disturbing but very important book.

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CHILD ABUSE

**By Kempe, R.S. & Kempe, C.H.,
157 p.p. Fontana Open Books,
London, 1978. R.R.P. \$4.25**

In this book Henry C. Kempe, Professor of Paediatrics collaborates with Ruth Kempe, Associate Professor of Paediatrics and Professor of Psychiatry at the medical centre, University of Colorado, to present the collective knowledge and experience obtained from many years of work with 'abusive' families. Henry Kempe was largely responsible for the renewed professional and community concern with child abuse which has occurred since the early sixties. Henry Kempe's interest in the incidence of non-accidental injury in children prompted the American Academy of Paediatrics to conduct a symposium on the problem in 1961.

The publication of an article entitled "The Battered Child Syndrome", by Kempe and a group of radiologists and paediatric and psychiatrist specialists in the prestigious journal of the American Medical Association, further promoted professional interest in the problem. In 1962 Kempe presented a paper to a group of lawyers, doctors and social workers at a conference on child abuse which was called by the United States Children's Bureau. Since that time Kempe has appeared at numerous symposiums on child abuse all over the world and has published material concerning his research into child abuse.

This particular publication presents some material which has appeared in a more technical form in earlier publications edited by Henry Kempe. The book is divided into two main parts. Part 1 — "The Nature of Child Abuse" contains chapters dealing with definitions of child abuse, the characteristics of abusers, the characteristics of abused children and their behaviour, and the nature of sexual abuse and incest. Part 11 — "Dealing with Child Abuse", describes the authors' research findings concerning pre-disposing factors in parents and treatment strategies in working with 'abusive' parents and 'abused' children. The authors conclude with a plea for a

more community-based approach to the problem and a greater concern for children's rights.

Although this book will be a valuable general resource book for welfare workers and agencies, the more discerning reader will find it less satisfactory. One feature which I personally found limiting was the Kempe's tendency to make generalizations of the basis of their own research, without adequately substantiating their findings. An example of this occurs in Chapter Five, where the Kemples describe their research into pre-disposing factors in parents but fail to provide enough information about the content of their questionnaires for the reader to evaluate the validity or general applicability of their findings. Although, this book is aimed primarily at the generalist rather than the specialist, it would have been useful if the reader could have been given access to more details concerning this research. For example, this could have been done either in appendix form, or by references to more detailed research reports concerning the project.

A further limitation is the Kemples' presentation of child abuse only in terms of a medical model. Within the medical model, the abusive parent of caretaker is seen to be the principal cause of child abuse, the assumption being, that abusive caretakers are abnormal or ill. Although this is a legitimate stance to take, the reader who is unaware of the recent contributions to the academic and professional literature by adherents of the ecological and sociological perspectives, could easily gain the impression from the Kemples' writing that the medical approach is the only way of perceiving the problem. This belies the work of writers such as Carter, Gil, Gelles and Garbarino who have described the significance of structural and cultural factors as determinants of child abuse.

Despite these limitations, the book has many commendable features. One virtue is its practicality, in that specific guidelines are provided for professionals involved in treatment work. These treatment strategies are at all times presented within the context of the needs of all family members including the siblings of abused children. The Kemples also make some valuable suggestions for reducing the staff turn-over of social workers involved in child protection work. For instance, they suggest that

child protective workers should be freed from their case-work duties for two to three weeks every three months to evaluate their work and to improve their liaison with schools. This suggestion is worthy of serious consideration by the social work profession and employing authorities. Finally, for the reader who is interested in reading more widely on the subject there is a useful annotated bibliography at the back of the book.

This book is likely to be read and assimilated by a wide audience. As has been the case with other publications emanating from the work carried out at the University of Colorado, it should contribute to an increased awareness and community action for children vulnerable to abuse. In the professional literature and discourse on child abuse, Henry Kempe and his colleagues at the University of Colorado stand out in their commitment to their work and their efforts to communicate their research findings. For this they can only be commended!

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A Planning Guide for Voluntary Human Service Delivery Agencies

**by S.M. Drezner and W.B.
McCurdy Family Service
Association of America, New
York, 1979.**

What is the real task of a manager? Ask this of people and the responses will be illuminating — if only because they will point to the fact that there is probably no other secular topic in this complex industrial work of ours which arouses more babble as well as learned discussion than that of "Management".

The teaching of "Management" is a big business in itself. Consultants and a multitude of training courses are available everywhere (for a price) and Institutes of Management are also there to sustain the harassed and anxiety-ridden executive. In print and by word every aspect of the manager's role is analysed and dissected, with the industrial psychologists and sociologists contributing their bit by methodically scrutinising the personalities of "successful" managers and the

environment of their organisations.

Why this landslide of books, courses, films etc? The reason is not difficult to spot and is that true managers (as opposed to those whose tasks are purely operational) function in an area of abstractions where decisions all too often have to be made on the basis of very incomplete knowledge, where the results of a decision may not be known for months or years — and where in any case new and unforeseen factors may (and do) suddenly appear out of nowhere. This arena therefore is often characterised by an atmosphere of uncertainty.

The "Welfare" or "Human Service Delivery" areas have been rather slower than their industrial counterparts in setting up management training, evaluation and planning systems — probably because they are not profit oriented and the pressure to justify and plan activities in a quantitative manner has not been so urgent.

With the increasing tightening of the welfare dollar however things are changing and more and more do we observe welfare executives groping around the management shelves of bookshops and libraries as well as flocking (albeit sometimes reluctantly) to the various courses sprouting to meet this new need.

Well then, what does a manager really do? The answer of course is that he makes long term planning and economic decisions and the degree to which he makes them effectively is the degree to which he succeeds as a manager. This is all heady stuff, apt to induce acute discomfort in the welfare executive trained to analyse human behaviour and deal with problems on a one-to-one basis.

But let us not despair, for we can always rely on those rational enemies of vacuums to come to our rescue — and I refer to the Americans. This book is a good testimony to their obsession with planning systems creaking under heavy loads of detail and jargon. True to that tradition the authors have produced an attempt to apply the theories espoused by Management By Objectives, Systems Analysis, Systems Design, Managing For Results etc to the Cinderella field of welfare planning. The particular vehicle they have chosen for inspiration is a "new" technique graced with the title of zero base budgeting (or ZBB to initiate). This technique looks at all programs "from base zero" i.e. should the activity go

on? what will happen if it ceases?

If that "new" technique rings a bell in the minds of astute readers let me mention another technique recommended by the authors which will surely transmit the book's atmosphere — i.e. the Delphi technique in soliciting value judgements. This method involves "anonymous response", "Iteration and controlled feedback" and "statistical group response" and is stated to be "a well defined process that can be described quantitatively. In particular, the average error on round one is a linear function of the dispersion of the answers . . ." So it goes on and on. To the relief of the reader however he finds that the rationale of the method is that "two heads are better than one" when making a decision.

My main comment about this book is that its aim is a noble one and that it adequately covers the area managers must deal with before making planning decisions — e.g. what is the organisation on about? what are its aims? how can one reach these aims within necessary limitations? how can one lay a blue-print for the organisation's future? what are the factors in the organisation's environment which must be taken into account?

My concern about this book however is that these matters are dealt with in such a laborious, repetitive and dull fashion as to cause a mental stupor in the reader who is looking for an imaginative and exciting treatment of all those abstract factors and philosophies the manager in the welfare field should concern himself with. The reader will not find in this book the approach which made Peter Drucker such an influential figure in the industrial management field — i.e. one which is characterised by the ability to combine wisdom with commonsense and to dispense this mixture to the reader through the lucid lens of ordinary English.

With an increase of books like this one aimed at the Human Service Delivery field the equivalent of a Peter Drucker may yet emerge to stimulate us. In the meantime my personal preference is to stick to that body of literature which is already abundant elsewhere and do the transferring of ideas myself.

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Parents and Schools

(from page 30)

The level at which a person wishes to participate is accepted. Some people would be actively teaching several days a week; others would come to drink coffee and chat. Teachers hesitate to move to other schools. Many parents are sad when their children finish at the school, because it has become the focus of a neighbourhood community.

CONCLUSION

Analysis of the process of parent engagement at one particular school suggests that participation cannot be fully developed without the active collaboration of all parties. The degree of integration achieved would appear to be enhanced by the observation that the most successful innovations have been initiated at the grass roots level. The project would also suggest that a substantial degree of community and parent involvement can be achieved by reaching into the school from outside if a sustained effort based on goodwill, trust and open communication is made. Observation of this project would suggest that participation in schools is an enriching and confidence building means of strengthening the lives of individuals and families.

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