

McGILL UNIVERSITY

THE GREEK COMMUNITY :

ITS RESPONSIBILITY AND RESOURCES TO SERVE NEWCOMERS

The views of the decision-makers of the Greek Community of Montreal on the adjustment needs of recent Greek immigrants, the responsibility of the Community to meet those needs and the availability of resources in the Community to establish the required social services.

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by

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Master of Social Work
School of Social Work
McGill University.

A B S T R A C T

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This study is designed from the viewpoint of community organisation practice. It begins with the assumption that recent Greek immigrants have adjustment needs. The study investigates (a) the adjustment needs of Greek immigrants as perceived by the decision-makers, (b) whether they consider the Greek Community has any responsibility to meet these needs, (c) whether they think the Community has resources to establish services.

Following F. Hunter's Methodological approach, a panel of six judges identified the current decision-makers. An

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A C K N O W L E D G M E N T S

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Thanks are also due to those persons, especially all respondents, who, in various ways, contributed to making this study possible.

Sincere thanks are also due to my friend and colleague, Mr. Peter Katadotis, who spared no time or effort to assist me throughout this research undertaking; a clear case of intimidation on the basis of common ancestry.

Thanks are also due to Mrs. E. Garven, who toiled to transform an unruly manuscript into an elegant paper.

Last but not least, I wish to express my deep gratitude to my family and friends whose unceasing concern and encouragement during the past two years made this possible: if patience is a virtue, they are Saints.

Peter Stathopoulos.

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C H A P T E R I

INTRODUCTION

A. RATIONALE OF THE STUDY

The investigator of this study has undertaken to inquire whether the decision-makers of the Greek Community see it as the responsibility of the Greek Community of Montreal to establish a Social Service Department. The basic functions of such a department would be: 1) to link existing services and Greek immigrants who need such services but who, for reasons of language, cultural barriers, lack of knowledge, etc., do not use the available services; and 2) to provide services for recent Greek immigrants which are not presently offered by the existing agencies.

However, the writer would like to make it very clear that - as researcher - he does not hold the a priori view that it is the responsibility of the Greek Community to establish such a Social Service Department. The study attempts to explore this possibility.

1) Situation that gave rise to concern for the Study

Immediately prior to his entrance to the McGill School of Social Work, the investigator had been employed for approximately a year by a social agency in Montreal, working mostly with recent, that is post World War II, Greek immigrants.

During his employment with the social agency,

and afterward, the writer became concerned with the following three questions as they relate in general to immigrants and the recent Greek immigrants in Montreal in particular:

1. What are the adjustment needs of immigrants?
2. What are the barriers which minimize the use of existing social services by immigrants?
3. What structural changes are necessary in order to meet the social and adjustment needs of immigrants?

A review of pertinent literature follows in an attempt to get a view of some of the current thinking on these questions.

2) Adjustment Needs of Immigrants

Throughout the pertinent literature it is pointed out that, besides the basic social needs which are equally common among immigrants and natives, there are needs which are unique to immigrants. These adjustment needs are the result of moving from one culture to another, or perhaps from a rural to an industrial country.

Recent studies indicate that "almost all immigrants are in need of some kind of help".¹ This is due to the intensity with which the adjustment needs confront the immigrant. Both social and adjustment needs appear almost simultaneously. Hromadka argues that social and adjustment needs are different as between immigrants and natives. For

1. J.Kage, With Faith and Thanksgiving. (The Eagle Publishing Co., Limited, Montreal 1962) p/161.

instance, the problem of unemployment for the newcomer "centres around the factors that make re-employment difficult, such as language handicaps, trade training differences, emphasis on different skills, differences in social values and so on."¹ Kidd has subdivided the adjustment needs of immigrants into eight categories : "Reception, physical adjustment, employment and employment adjustment, economic adjustment, education and educational adjustment, and cultural adjustment."²

The investigators' experiences confirm that the above stated adjustment needs are present among recent Greek immigrants in Montreal. For purposes of this study the writer assumes that the pre-World War II Greek immigrants in Montreal have no adjustment needs and have the same access to the social services as the native population.

3) Available Services to recent Greek Immigrants

Voluntary social welfare services in Montreal have developed along religious and language dimensions. Red Feather Services are responsible for servicing all individuals who are non-Catholic, non-Jewish. As most Greeks are Orthodox

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1. V. Hromadka, Meeting the Needs of the Newcomers. (University of British Columbia. Unpublished M.S.W. Thesis 1954) p.91
 2. J.Kidd, New Roots in Canadian Soil. (Canadian Citizenship Council, Ottawa. Undated) p.31

they are eligible to receive services from social agencies under Red Feather auspices.

The Canadian Department of Citizenship and Immigration assumes responsibility for the first year after arrival of immigrants sponsored by the Department itself.¹

The priests of the Greek Community and the Ladies' Benevolent Society² - a charity organization affiliated with the Greek Community - provide guidance and emergency material assistance for destitute immigrants.

However, the availability of these services does not imply use of same by those who need them.³ There are certain barriers which make these services almost inaccessible to recent Greek immigrants. Such barriers include a lack of Greek speaking staff, distance, etc. Diagram I shows how some of these barriers prevent use of social services. Studies on the use of social services by immigrants

1. Department of Citizenship and Immigration. Immigration Legislation - Canada. Unpublished abbreviated policy statements, prepared by Canadian Citizenship Branch, Ottawa, 1955.

The responsibilities of sponsors as well as the Department with regard to the welfare of immigrants are stated in this pamphlet.

2. infra p.23

3. H.J.Gans very eloquently makes the point in relation to the use of services offered by Settlements in his article "The Settlement House and the Attack on Urban Poverty" Expansion and revision of the keynote address to the 1963 North-eastern Regional Conference. National Federation of Settlements and Neighbourhood Centres, Philadelphia, May 2, 1963.

indicate that "many immigrants find it hard to use services because they are reticent and feel very inadequate."¹

Hromadka finds in his study "only a small number of newcomers have been served by a welfare agency."²

Immigrants do not always use the government benefits because of unfounded fears and lack of information.

Ferguson found that :

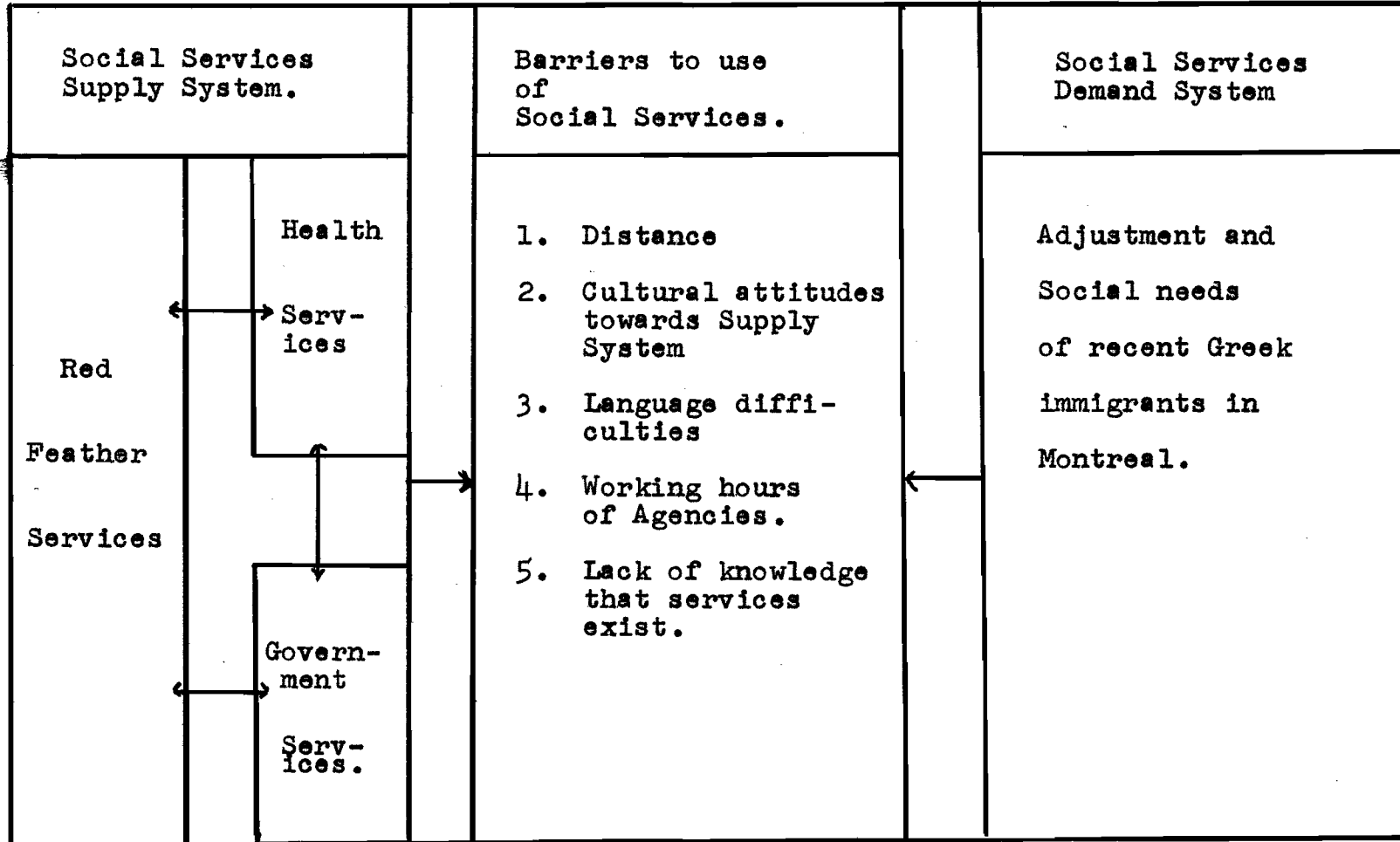
The immigrants are extremely reluctant to take public assistance and will often borrow rather than do so...

Also they may want to sponsor someone themselves later and they fear that their case will be jeopardized if it becomes known that they have had public assistance. There are, too, those who have great pride and find it humiliating to go to the Public Assistance Department...³

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1. E. Ferguson, Newcomers in Transition (Toronto 1964) p.100
 2. V. Hromadka, p.74
 3. E. Ferguson, p.62

D I A G R A M I

Barriers between supply and demand for Social Services.



4) Need for a Link Between Social Services Supply and Demand

It has been emphasized that services which have been established for the general population, for a number of reasons, are not always used by immigrants. The investigator supports the view that for immigrants "special services of a temporary nature are not only desirable but essential."¹

Several studies² support the view that a central multi-functional agency is best equipped to deal with the adjustment needs of immigrants. Such an agency must have multi-lingual staff and be readily accessible to immigrants. This would minimize the barriers which make the present services inaccessible. Implicit in this position are the following assumptions:³

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1. J. Kage, p.173
 2. K.Laflamme, The Role of Family during the Beginning Adjustment Process of a Group of Greek Nationals Immigrating to Canada from Iron Curtain Countries. (Toronto) University of Toronto, unpublished M.S.W. Thesis, 1957.
V. Hromadka, p.85
The Reception and Integration of New Canadians in Windsor (A report prepared by the Community Welfare Council of Windsor in conjunction with the Canadian Citizenship Council, 1955.
 3. It should be noted that there is considerable support for these assumptions. For example in a recent article by M. Rein and F. Reisman "A Strategy for Antipoverty Community Programs" in Social Work, Vol.XI No.2. April 1966 it is stated that multi-functional agencies are the most effective means for connecting demand system of the impoverished client to the supply system of social services.

1. When barriers are eliminated the client system will use services.
2. The supply system is willing to meet the increased demand for services once the barriers are eliminated.
3. Resources are available to meet increased demand for services.

To summarize : recent Greek immigrants in Montreal, as immigrants generally, have adjustment needs which are not met by the social services because of several barriers. It is suggested that establishment of a multi-functional agency can serve as a link between immigrants and social agencies.

As stated above, the purpose of this study is to investigate the readiness of decision-makers in the Greek Community to meet the needs--through the establishment of social services--of recent Greek immigrants.

5. Relevance of the Study to Social Work

The profession of Social Work has a value base and orientation. Ross states that basic to Social Work values are the insistence upon "...the right of the individual to those basic physical necessities (food, shelter, and clothing) without which fulfilment of life is often blocked, ...the right of the individual to help in time of need and crisis..."¹ Social Work, being committed to the philosophy of helping each individual to develop his maximum potential, must seek effective ways to facilitate the adjustment of the immigrant to his adopted country by providing appropriate services.

1. M.Ross, Community Organization: Theory and Principles, (New York, Harper and Brothers, 1955) p.78.

B. SCOPE AND LIMITATIONS OF THE STUDY

1. Major Questions of this Study

Specifically the investigator is concerned with the following questions:

- (a) What do the decision-makers perceive as the adjustment needs of recent Greek immigrants in Montreal?
- (b) Do they consider the Greek Community to have any responsibility for provision of services to meet these needs?
- (c) Do they think that the Greek Community has presently the resources--financial and otherwise-- to establish social services?

2. Theoretical Basis of the Study

This study represents the first stage in Warren's¹ five-stage model of development and change of community action systems. It is an exploration into the initial system environment in order to determine the likelihood of the inception of an Action System within the Greek Community. In other words, the findings of this study are of crucial importance if one is to initiate community action process aiming at developing 'link services' for recent Greek immigrants.

1. R. Warren, The Community in America (Rand McNally & Company Chicago U.S.A. 1963) p.317 - 320

Basic to sound planning for developing such services is fact finding. Dunham states that "fact finding is one of the functions of community organisations."¹

3. Major Concepts

Although some of the following concepts and assumptions have been defined elsewhere, they are here recapitulated for convenience:

- (a) Adjustment needs are those needs which are unique to the immigrant. Their degree of urgency and frequency among immigrants is such that society acknowledges responsibility for meeting these needs.
- (b) Immigrant is a person who arrives in Canada with the intention of permanent residence in this country.
- (c) Recent Greek Immigrants are those post-World War II immigrants of Greek origin who live in the Metropolitan Montreal area.
- (d) Social Services 'consumer' or 'demand' system refers to the recent Greek immigrants who have adjustment needs that can be met through provision of services.
- (e) Social services 'supply' system refers to those voluntary or governmental, social, health or public welfare services which immigrants are entitled to use.
- (f) 'Link' services refers to the proposed services necessary to meet the adjustment and social needs of recent Greek immigrants by providing information, referral and direction to immigrants, with regard to the available services in the Montreal area.

1. A. Dunham. Community Welfare Organisation: Principles and Practice, (Thomas Y. Crowell Company, New York, 1958) p.44

- (g) 'Decision-makers' or 'Leaders' of the Greek community are those members of the Greek Community who can initiate, significantly influence or prevent the implementation of change and action in the Greek Community.
- (h) 'Judges' refers to individuals who were selected by the investigator in order to identify and rank the current decision-makers in the Greek community of Montreal.
- (i) Greek Community refers to the Provincially chartered, non-profit organisation known as the "Hellenic Canadian Community of the Island of Montreal" which serves the religious and cultural needs of its members.

4. Major Assumptions

- (a) The decision-makers have the power -- administrative and otherwise -- to establish social services for the recent Greek immigrants.
- (b) The selected judges are competent to identify correctly the current decision-makers in the Greek community.
- (c) Adjustment needs present among immigrants elsewhere in Canada are also present in the recent Greek immigrants in Montreal.
- (d) 'Link' services can minimize the barriers which presently prevent recent Greek immigrants from using the available services.
- (e) Greek immigration to Montreal will continue for the foreseeable future.

5. Limitations

The study is limited by the fact that the views of the respondents may not represent the views of the members of the Greek Community in so far as the role of the Greek Community in establishing social services is concerned.

The expressed recognition of adjustment needs, Community responsibility and availability of resources on the

part of the decision-makers does not necessarily imply a situation conducive to the establishment of social services by the Greek Community at the present time. Many other variables (e.g. potential pressure from local Greek press) are important to the Community action process but have not been investigated.

C. PLAN OF PRESENTATION OF THE STUDY

Chapter II is devoted to the Greek Community of Montreal, with special emphasis on the demographic, social and cultural characteristics of recent Greek immigrants.

Chapter III deals with the methodology of this study, the selection of respondents, development of instruments for the collection of data. Comments are made on the validity and reliability of the instruments. Procedures of analysis of data are briefly described.

In Chapter IV the findings are presented in narrative and tabular form, followed by discussion and interpretation.

In Chapter V the purpose and the major questions of the study are summarized and then the major findings and the conclusions are presented.

The Appendices consist of the introductory letters which were mailed to the respondents, instructions to judges, questionnaire and the interview schedule.

C H A P T E R II

AN OVERVIEW OF THE GREEK COMMUNITY OF MONTREAL

The purpose of this chapter is to provide data about the Greeks in Montreal which are necessary for understanding the prevailing social climate in the Greek community.

The social climate is an important factor which often dictates kinds of intervention and strategies of action open to a community organisation worker in the initiation of a community action process.

In planning the study and especially in devising the data collection instruments, the writer had to take into account the socio-cultural characteristics of the Greek population in Montreal and the prevailing social climate. However, this brief description of the Greeks in Montreal is limited only to those aspects which bear direct relevance to this study. The basis for this chapter are data which the writer has collected through discussions with school principals, travel agents, articles from the local Greek press, and from his personal observations over the past eight years.

A. DEMOGRAPHIC CHARACTERISTICS

1. Early Migration

No one knows when the first Greek arrived in Montreal. It is claimed that "Greeks formed a part of the Community of Montreal as far back as 1820."¹ By 1906 there were about 1,000 Greeks in Montreal, most of whom had come through the United States. By 1940 the Greek population had reached 2,100 and this number remained static until the post-World War II immigration boom.

2. Post-World War II Migration

Since 1946 the number of Greeks in Montreal has been rising at an ever increasing rate. By the end of 1961 it had reached an estimated 23,623 persons.² The present Montreal Greek population is approximately 30,000. If the present immigration trend³ continues, projections suggest 40,000 Greeks in Montreal in 1970.⁴

1. Brief submitted to the Royal Commission of Inquiry on Education by the Hellenic Canadian Community of the Island of Montreal, unpublished document prepared for the Parent Commission. Undated p.2.
2. Based on private correspondence between J.D. Metrakos, Ph.D., Associate Professor, McGill University, and Awada and Bey, Barristers and Solicitors, Montreal. 1962, p.7
3. On the basis of data derived from the Quebec Year Book 1963 Table 33, and Canada Year Book 1965, Table 3, p.209, the writer has estimated that forty percent of immigrants of Greek origin reside in Montreal. Between 1961-65 inclusive, an average of 1780 immigrants of Greek origin settled in the Montreal area.
4. Appendix A presents graphically, the growth of the Greek population in Montreal from 1941 - 1970 as estimated by J.D. Metrakos, Correspondence with G.Bey.

B. SOCIAL STRATIFICATION

By using such criteria as length of residence in Canada, financial status, formal education, occupation, rural or urban background, the Greeks in Montréal may be assigned to five fairly distinct groups:

(1) The 'Old-timers'. These immigrants, primarily of rural stock, came prior to the Second World War and have little or no formal education.¹ They constitute a small proportion of the total Greek population but include among their ranks some of the most wealthy members of the Greek community² in Montreal. They have a strong identification with Greek culture and the Greek community.

(2) Second Generation Canadian Born. Integrated into the Canadian Society, this group still, however, maintains strong ties with its ethnic group. Scattered throughout the Island of Montreal, members of this group tend to be professionals or entrepreneurs.

(3) Immigrant Elite. This group consists of highly educated, multi-lingual Greeks of Urban middle class origin. This group includes professionals, scientists, artists, shipowners, etc. They constitute a small proportion of the total Greek population in Montreal. They are integrated in the Canadian Society and tend to be aloof from the rest of the Greek population.

1. G. Vlassis, Greeks in Canada, (Ottawa, 1953) p.103

2. Greek 'community' (not capitalized) refers to the Greek population in Montreal.

(4) Immigrant Entrepreneur. In this group are included those post-World War II immigrants who come from rural areas, usually have only primary education and their knowledge of French or English is limited. However they have established themselves financially and are a dynamic element in the Montreal business community. "Some 2,000 businesses, namely restaurants, grocery stores and other service shops are presently owned and operated by these newly arrived Canadians."¹

(5) Immigrant Working Class. These post-World War II immigrants constitute at least fifty percent of the adult Greek population in the Montreal area. They have the same socio-cultural characteristics as group (4) except that they are employees and not financially as well off. However, for many immigrants this is only a transitional stage and given time, they will move to group (4). They live in segregated areas in the central city and work hard in order to attain financial security often at the expense of child care, proper housing etc.

Despite the differentiation noted above, these five groups share certain socio-cultural characteristics which bind them together as a distinct minority group. They all speak the same language and adhere to the Greek Orthodox Church; above all they desire to maintain and perpetuate these common characteristics which gives them a sense of collective identity.

1. Brief to Parent Commission. p.4

C. SOCIAL ORGANISATION

From the early days of immigration to North America, Greeks organised themselves in Communities and Societies in order to preserve and perpetuate their ethnic identity.

"The first immigrants attempted to graft the social and cultural life of the Old World onto the environment of the New."¹

The central institution has been the church. At this point it may be noted that the affiliation of the Greeks with their church is more than religious.

Religion and the Church are almost synonymous for the Greeks; and the Greek Orthodox religion is synonymous with the Greekness. When a Greek says "Is he a Christian?" he means 'Is he a Greek'? The Greek Church is the main factor in a Greek continuity among immigrants nowadays.²

In Montreal the Greek Community was established in 1906 when "the Provincial Legislature granted letters patent to the Greek Church of the Annunciation."³ Legally it is known as the "Hellenic Canadian Community of the Island of Montreal"; however the term 'Greek Community' is used throughout this paper.

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1. T. Saloutos, The Greeks in the United States. Harvard University Press, Cambridge, Mass. (1964) p.71
 2. Cultural Patterns and Technical Change, ed. by Margaret Mead (the New American Library of World Literature Inc. New York, 1955) p.62
 3. Brief to Parent Commission. p.3

The Greek Community "is the organisation through which Canadians of Greek origin, living in the City of Montreal have banded together to preserve the customs and traditions of their forefathers, to perpetuate the language of their native land and to transmit to their children the teaching of the Greek Orthodox faith.¹

In order to attain its objective--preserve and transmit the Greek culture--the Greek Community, in addition to two churches maintains an elementary Greek day school.

Although most Greeks agree about the desirability of preserving their cultural identity, the various subgroups hold divergent views as to how this objective can best be attained. These divergences of opinion have created conflicts which have produced a climate of apathy or even resentment towards the administration of the Greek Community. A brief review of these conflicts is essential if the prevailing relations between the Community administration² and the Post World War II immigrants are to be understood.

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1. Brief to Parent Commission. p.1
 2. Community Administration refers to (a) The Board of Trustees, the executive body, which is elected by the dues paying members for a two year term and, (b) The Board of Governors which consists of approximately twenty members, elected for a ten year period. This body was created in 1956 and has control over the immovable property of the Community. The Board of Trustees cannot build, buy or sell any property unless duly authorized by the Board of Governors.

D. CONFLICTS AND SOCIAL CLIMATE IN THE GREEK COMMUNITY

The perpetuation of the Greek language is accepted as a primary responsibility of the Community. For the recent Greek immigrants this is a prime concern; they insist that this goal can be attained through the Parochial day school. Among many members of the administration the view prevails that day schools are not financially viable in view of the high proportion of school age children in the Greek Community. It has been estimated that the day school reaches only seven percent of the eligible children.¹ The proposed alternative solution is to institute afternoon classes.

Another issue which seriously contributed to the deterioration of relations between the administration and the post-World War II immigrants was the closing of the Social Welfare office in 1959. It has already been indicated that the influx of immigrants has been rapid. The physical facilities were not sufficient to serve a rapidly increasing population. At the same time the demand for services increased while the recipients of services--religious, educational, welfare--were not financially able to contribute towards meeting the costs for the increased services which the Community had to provide. By 1955 there were close to 4,000 recent immigrants in Montreal. They were frequently faced with

1. J.D. Metrakos. Correspondence with G.Bey, p.10

social and financial difficulties and turned to the Greek Community for assistance. The Ladies' Benevolent Society¹ assumed the responsibility for meeting such emergencies. Its members act as interpreters in various hospitals and are often faced with social problems which require professional training, skills and attitudes if the immigrant is to be helped effectively.

In view of the extensive need for services, the Community, in 1958, established a Social Welfare Office staffed by a qualified worker. In spite of the recognition that this office performed a much needed function at the time, it was closed one year later when the new Board of Trustees was elected. Allegedly, political² and financial considerations played a decisive role in the termination of this service.

The priests, the Ladies' Benevolent Society and the Community office personnel have attempted to take over the functions previously fulfilled by the Welfare Office. The closing of this office was perceived by many recent immigrants as an outright rejection of them by the Community.³ At the

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1. This is a philanthropic Society, closely affiliated with the church although it has its own charter. Its main purpose is to assist needy members of the Greek Community. It draws its members mainly from the 'Old-timers' and the second generation Canadian-born groups. For purposes of this study this society is considered as part of the Greek Community.
 2. Represented among the decision makers are members of two rival political groups. These groups have been competing for power within the Greek Community.
 3. The Hellenic Postman a local weekly paper, attacked the Community very severely for closing the office. See issues March-May 1959.

peak of the ensuing conflict, recent Greek immigrants made abortive attempts to establish their own Community.

By 1956 the majority of the Greek population were recent arrivals and posed a political threat to the established pre-World War II groups. To avert this takeover of control of the Community a by-law was passed by the administration to the effect that in order to vote in the elections, a person had to be a member of the Community for three consecutive years prior to the election. This measure ensured the retention of power by the pre-World War II groups. This by-law has been rescinded, partly due to financial pressures and partly due to development of an attitude of non-involvement in the Community by the post-World War II immigrants, so that the threat of takeover has diminished.

Presently the Community has less than eight hundred members; only a few have an active interest.¹ Recent Greek immigrants use the churches for religious services but they seem to be either hostile or apathetic onlookers to what goes on in the Greek Community.

1. The local newspaper Greek Canadian Tribune reports that in a recent General Assembly there were only sixty members present, thirty of these active members in either of the Boards of the Community. Montreal, May 28th, 1966, p.1

E. IMPLICATIONS FOR THIS STUDY

Currently the major decisions with regard to the affairs of the Greek Community are taken by the administration, which does not represent recent Greek immigrants. Therefore, any change, e.g. development of social services in the Community, is possible only with the approval of the administration. Moreover, those who most need these services (groups 4 and 5) are not organised and are unable to put pressure on the administration to develop these services.

It is in the context of this social climate of apathy and hostility between those who need the services and those who possess the power to provide them, i.e. the administration, that this study was undertaken. This climate strongly influenced development of the research design and the choice of the research methods of this study.

C H A P T E R I I I

METHODOLOGY

In the previous chapter it was pointed out that relations between the Greek Community and the recent Greek immigrants have been, and to some extent are still, strained. This fact had to be kept in mind constantly while the investigator considered methodological questions. The writer was aware that the subject under investigation--the establishment of social services for recent Greek immigrants by the Greek Community--might be anxiety-provoking to some, if not all, of the decision-makers. The respondents could easily falsify their answers to the major questions of this study or even refuse an interview. For these reasons the investigator spent a considerable amount of time in devising a research instrument through which frank responses could be elicited. The investigator's work on issues related to methodology might be separated in two major phases.

A. IDENTIFICATION OF DECISION-MAKERS

As previously stated, for purposes of this study decision-makers should be considered those members of the Greek Community who can initiate, significantly influence or prevent, the implementation of change and action in the Greek Community.

1. Selection of Judges

From informal discussion with members of the Greek

Community and his personal knowledge about the power structure of the Greek Community, the writer was of the opinion that the great majority of current decision makers are members of either the Board of Governors or the Board of Trustees of the Greek Community. However, systematic procedure was adopted in identifying the decision-makers.

Following F.Hunter's methodological approach,¹ it was decided to select a panel of judges who would be asked to identify the current decision-makers. All selected judges met two criteria : (a) residence in Montreal for one year or more; and (b) direct working relationships with either Board. The underlying assumption² was that having the opportunity to observe members at least over a year, the judges were able to form a fairly accurate opinion about each member's ability to initiate, influence or prevent decisions. In selecting the judges the investigator took great care to match the judges in relation to their affiliation with the rival political groups of the Greek Community.³ The selected panel of six judges included clergymen, lawyers and ex-members who have recently served on either board.

1. F.Hunter, Community Power Structure, A Study of Decision Makers (Anchor Books, Doubleday & Company, Inc. Garden City New York. 1963) pp.255-263

2. Ibid., p.257

3. Supra, Chapter II, p.22

2. Development of Questionnaire

The task of the judges was to identify and rank the decision-makers in order of their ability to initiate, influence or prevent decisions in the Greek Community. Due to the writer's assumption that the great majority of decision-makers currently serve in either the Board of Trustees or Governors, a list¹ with all the names of the members placed in alphabetical order, was prepared. A set of instructions² was also developed. The instructions defined the term 'decision-maker'. The judges were asked to include names of decision-makers not appearing on the list, to cross out names of persons they did not consider to be decision-makers and to indicate names whom they did not know well enough to evaluate. Then they were requested to rank the remaining names from one to eighteen (the list had thirty names), in order of power to make decisions.

Besides identifying the decision-makers, each judge was asked to rank the selected decision-makers along six different characteristics reflecting the possible source of the power possessed by each decision-maker.

1. See Appendix B.

2. See Appendix C.

3. Administration of the Questionnaire

The investigator decided to mail the questionnaire so that the judges would have the full protection of anonymity.¹ The questionnaire technique also was thought advantageous because the respondents could take the time necessary to complete the form.

Along with the questionnaire and the instructions an introductory letter² was mailed, signed by the Director of Research of the School of Social Work. This letter introduced the investigator, explained the purposes of the study, invited the cooperation of the recipient and promised confidential treatment of all replies.

4. Analysis of Responses

All questionnaires were completed and returned promptly to the School of Social Work. As the first concern was to identify rather than locate the relative position of each decision-maker within the Community, the investigator decided that each time a person was mentioned as a decision-maker he would receive one vote. All persons who received three votes or less (out of six judges) would not be considered as decision-makers. On the basis of this criterion only thirteen persons qualified as decision-makers. Although seven names were suggested of persons not included in the original list, none of them received over three votes. Therefore all thirteen decision-makers are drawn from the original list.

1. H.S. Maas and N. Polansky, "Collecting Original Data" in N.A. Polansky, ed., Social Work Research (Chicago : The University of Chicago Press, 1962) p.153

2. See Appendix C

On further analysing the data, the writer made the following assumptions : The power of each decision-maker is a function of (a) number of votes obtained and (b) agreement of judges as to his relative position ~~on the scale~~.

On the basis of this assumption the decision-makers have been assigned to three power groups. Group A consists of four decision-makers who were placed above the ninth position and received six votes each. Group B consists of four decision-makers who received six votes each, but were ranked by more than one judge lower than ninth place on the scale. Group C consists of ~~the~~ remaining five decision-makers who received four or five votes each and were ranked by at least two judges below ninth place on the scale.

5. Comments on the Reliability and Validity of the Questionnaire

The investigator realises that the instrument was biased in favour of those persons whose names appeared on the list. Those seven persons whose names were not originally on the list might have received more votes had their names been included. However the writer is of the opinion that this bias does not affect the top echelon power group. Consequently it is felt that the most powerful decision-makers are included.

With the decision-makers identified, the investigator had reached the second phase of the methodology : the development of an instrument to collect the necessary data in order to answer the key research questions.

B. DEVELOPMENT OF THE INTERVIEW SCHEDULE

1. Choice of Research Method

The investigator chose the interview technique for the collection of data because of these major considerations:

(a) Some of the respondents, because of their advanced age or limited education, might be unable or unwilling to respond to a questionnaire in writing, but "many people are willing and able to cooperate in a study when all they have to do is talk."¹

(b) Another reason was the emotionally laden nature of the subject under investigation. The interview is more likely to be successful in creating an atmosphere that allows the respondent to express feelings and discuss frankly controversial issues.²

(c) The interview technique would allow the investigator to assemble and tabulate separately the responses of all members of each sub-group of decision-makers.

2. Construction of the Instrument

(a) Content. The purpose of the schedule was to elicit responses to the following major questions of the study, which have already been stated :

1. C. Selltitz, et al, Research Methods in Social Relations
(New York, Henry Holt and Company, Inc., U.S.A.) 1959

2. Ibid., p.243

- i. What do the decision-makers perceive as the adjustment needs of recent Greek immigrants in Montreal?
- ii. Do they consider the Greek Community to have responsibility for provision of services to meet these needs?
- iii. Do they think that the Greek Community presently has the resources--financial and otherwise--to establish social services?

The first question was included only in so far as it was necessary to ascertain whether the decision-makers perceive that the Greek immigrants have adjustment needs before the question could be posed as to responsibility for meeting these needs.

For purposes of this study, responses to the first question are important in so far as the leaders' perception of the frequency and urgency of a given need may affect their opinion concerning their willingness to have the Greek Community take responsibility for this need. Whether the leaders perceive the frequency and urgency realistically is of secondary importance to this study. Insertion of this question also served a tactical consideration, namely, to provide a non-threatening transition to the more contentious question, the responsibility of the Greek Community for meeting the adjustment needs of recent Greek immigrants.

On the basis of a review of pertinent studies¹ a list of adjustment needs was compiled.

1. E.Ferguson, J.Kage, V.Hromadka, K.Laflamme, J.Kidd. op.cit

The decision-makers were asked to state their perception of (1) frequency and (2) urgency of these needs and (3) whose responsibility they considered it to be to meet these needs.

The list of needs included seventeen items which can be grouped in nine categories :.

(a)	Reception	question ¹	(1,2)
(b)	Physical Adjustment	"	(3,4)
(c)	Employment and Vocational Adjustment	"	(5,6,7)
(d)	Social Welfare	"	(12)
(e)	Emergency Financial Assistance	"	(10)
(f)	Interpretation and translation	"	(9,16)
(g)	Recreation	"	(13,14)
(h)	Language Instruction	"	(17)
(i)	General information on		
	i available health facilities		
	ii guidance on financial management		
	iii guidance on matters of legal nature	"	(8,11,15)

1. See appendix E.

b) Format of the Schedule

The schedule is divided into two parts. Part I is highly structured with multiple-choice answers. Providing alternatives, it was thought, would decrease the possible number of forced, deceptive answers. The decision to use closed questions was made for two main reasons :¹

- (1) to ensure uniformity of responses
- (2) to facilitate analysis

Part II was designed to bring out "the respondents' own formulation of the issue, the frame of reference in which he perceives it, the factors that are salient for him, the motivations that underlie his opinion!"²

c) Sequence of the Listed Needs³

The first four questions were listed in the chronological order as they may appear when an immigrant arrives in this country.

Locally relevant and psychological factors were taken into consideration in listing the needs. Questions No. 7, 10 and 12, which might provoke feelings of discomfort among some decision-makers in view of the closing of the welfare office⁴ in the past, were placed in the middle and between needs of less intense emotional content.

1. C. Selltiz et al., pp.258 - 59

2. Ibid., p.262 (italics added)

3. See Appendix E, Column A.

4. Supra, Chapter II, p.21

When the first draft of the schedule was developed the writer discussed the content, format, clarity of questions and structure of the schedule with two professional social workers knowledgeable about the adjustment needs of recent Greek immigrants as well as the population to whom the schedule was to be administered. The wording and sequence of some questions were altered as a result of these consultations.

After the second draft was completed, the investigator administered the schedule to two individuals who received from the judges less than four votes and therefore were not included in the main population of current decision-makers. As a result of these pretest interviews, question 15 was rewritten and the question concerning the responsibility of the Greek Community was changed to provide for total or partial acceptance of responsibility.¹

The schedule was also timed and it was found that an interview lasted 45 to 50 minutes. In discussing the administration of the schedule both pretest respondents expressed the view that it was better for the respondent to have a copy of the schedule during the interview. They also felt that the presence of the investigator was helpful in clarifying questions. The pretest respondents expressed the view that the decision-makers would be basically frank in answering the questions.

1. See Appendix E. Column D.

3. Administration of the Schedule

An introductory letter was mailed to each of the respondents, stating generally the purpose of this study and inviting their cooperation.¹ The letter was followed by a telephone call by the investigator to arrange for an appointment. Before administering the schedule the interviewer² explained to the respondent that he is considered a decision-maker in the Greek Community and for this reason he was chosen for this study. A brief introduction followed, explaining the need for research in order to help immigrants with their adjustment needs and requesting to this end the respondent's cooperation.³ Column E. did not appear on the respondents' schedule.⁴ The interviewer occasionally paraphrased any question which the respondent could not understand.

1. See Appendix F.

2. The investigator conducted all the interviews himself.

3. Interviewer attempted to develop friendly atmosphere. To obtain this, he basically followed the suggestions put forward by Hyman, Herbert, et al, Interviewing in Social Research (Chicago: University of Chicago Press, 1954) pp.27 - 28

4. See Appendix E.

4. Comments on Data Collection, Reliability and Validity
of Instrument

Twelve of the interviews were completed during the third week of April and the last one, early in May. The interviews were conducted in English, although Greek phrases were sometimes used by the respondents in order to express themselves more clearly. The interviews were conducted either in the respondent's office or his home, in complete privacy.

With regard to the reliability and validity of the instrument, the investigator has some evidence that the elicited responses are basically frank. The views which some of the respondents expressed during the interview are similar to those they have made in public statements as far as the responsibility in developing services for the recent immigrants is concerned. The fact that some of the respondents stated that there is no need for professional staff indicates that they were able to express views which could, conceivably, be attacked by spokesmen of the recent immigrants. That the interviewer is acquainted with most of the decision-makers may have been another factor in encouraging them to respond frankly.

C. PROCEDURES OF DATA ANALYSIS

1. Closed Questions - For purposes of analysis the seventeen listed needs were divided into two basic categories:

(a) Adjustment needs which can be met by providing referral, information, direction services, i.e. linking needs with available services and (b) needs which, if they are to be met, require provision of actual services, i.e. providing professional counselling and treatment services.

When the data were collected it was established from the responses that the respondents perceived that the expressions 'some' and 'many' described a need which they thought as being present in more than twenty percent among the recent Greek immigrants. Otherwise they would perceive it as present among 'few' or 'very few'. For analysis a need was classified as 'frequent' if it were perceived to be present among 'some' or 'many' and 'infrequent' if it were perceived as present among 'few', 'very few' and 'do not know'.

Similarly all responses under 'very urgent' and 'urgent' were regrouped as 'urgent' and responses under 'not urgent' and 'do not know' were classified as 'not urgent'. This grouping was considered necessary due to the small number of respondents.

In relation to the question of responsibility, responses under 'Red Feather', 'Government' and 'other' were grouped together under the category 'Greek Community does not accept responsibility'. This decision was made in view of the

fact that the main research question was to discover if the leaders consider the Greek Community responsible for meeting any of these needs.

The other category is 'Greek Community accepts responsibility' which was divided into two sub-categories: (a) 'Total responsibility' and 'Primary responsibility' and (b) 'Supplementary responsibility' which means to provide direction and information service.

2) Analysis of open-ended questions

The following method was employed to classify responses to open-ended questions.¹ The responses were reviewed for explicit statements; these statements were then grouped into mutually exclusive thematic categories.

1. In establishing the categories the investigator followed rules suggested by Selltitz, C. et al p.392

C H A P T E R IV

FINDINGS, DISCUSSION AND INTERPRETATION

This chapter presents the findings of this study under three main headings :

- (1) Findings on Sources of Power of Decision-Makers.
- (2) Findings on Questions in Part I of the Interview Schedule.
- (3) Findings on Open-Ended Questions in Part II of the Interview Schedule.

Discussion and interpretation of findings follows after their presentation in each section.

A. FINDINGS ON DECISION-MAKERS

Sources of Power and Socio-Economic Characteristics of each Subgroup of the Decision-Makers

In Chapter 111 the writer indicated the criteria upon which three-way classification of the current decision-makers was based.¹ Four of the six judges² ranked the decision-makers along six characteristics assumed as possible sources of power.

GROUP A received the highest ranking score (3) for "financial status"; their power rests in their financial position. They are "Old-timers" of advanced age; three of them have some university education.

GROUP B received highest ranking for their "concern for the Greek Community". They are "old-timers", except for one, who belongs to the Elite Post-World War 11 Immigrant group and who uncharacteristically for this group, is involved in the Greek Community. They are not as well established financially as members of Group A.

GROUP C received highest ranking for "formal education". They are drawn from the second generation Canadian-born group. With one exception they are professionals. They ranked low in "financial status".

1. Supra, chapter 111, p. 296.

2. See appendix C. Two of the judges did not follow the instructions and therefore their responses were discarded as not valid. However, their responses resembled closely those of the other four judges.

The three main sources of power then are (a) financial status (b) concern for the Greek Community and (c) formal education for Groups A, B, and C respectively. The rankings in the remaining three characteristics--'Commands respect from other members of the Board', 'Ability to influence large numbers of Greeks in Montreal', 'His position within the Non-Greek Montreal Community'--have not been found to differentiate the three sub-groups.

B. FINDINGS ON QUESTIONS IN PART I OF THE INTERVIEW SCHEDULE¹

1. Perception of Frequency, Urgency of Needs and Acceptance of Responsibility by the Greek Community

The data were not manipulated statistically in view of the small number of respondents (13). For the same reason the responses to the questions on the first part of the schedule² were not analyzed separately for each group. Responses to 'Column E' did not provide any reliable measure of the degree of the respondent's commitment to his position of acceptance of responsibility for a given need by the Greek Community, and therefore data are not presented here.

For purposes of analysis the seventeen listed needs³ were divided into two main categories:⁴ (a) needs which are met by the provision of direct services, and (b) needs which can be met by the provision of referral and information services, in other words, by providing a 'link' service between needs and existing services. Some of the needs include both aspects and an arbitrary decision had to be made, placing the need in the category which best represented it.

1. See Appendix E.

2. Ibid., Columns B, C, D.

3. Ibid., Column A.

4. Tables I and II indicate which needs are included in each category.

Examination of the tabulations discloses that five is a relatively high number of perceptions of a need as 'frequent', so, for purposes of analysis if five or more respondents perceive a need as frequent this need is designated 'frequent'. On the basis of a similar process of discrimination if nine or more respondents perceive a need as infrequent this need is designated 'infrequent'. Similarly, if a need is perceived by nine or more respondents as urgent it is designated 'urgent', and if it is perceived by five or more respondents as non-urgent it is designated 'non-urgent'.

In summary then:

Urgent and Frequent means $U > 9$ and $F > 5$ and Non-Urgent and Infrequent means $Non-U > 5$ and $Inf > 9$.

Tabulation and analysis of the data on a three variable table, i.e. perceived frequency, urgency and acceptance of responsibility, revealed that the leaders' acceptance of responsibility by the Greek Community is not related to their perception of a need as being 'frequent' and/or 'urgent'.

Data from Table I indicate that :

- Need (1) - assistance upon arrival - is infrequent (11) and not urgent (7). Seven respondents accept¹ Total or Primary (T or P) responsibility², three supplementary³ and three none.⁴
- Need (3) - assistance to locate housing - is infrequent (11) and non-urgent (10), but eight respondents accept (T or P) responsibility, for supplementary and one none.
- Need (10) - provision of emergency financial assistance - is infrequent (13) and non-urgent (10), however eight respondents accept (T or P) responsibility, one supplementary and four none.
- Need () - vocational counselling - is infrequent (13) and non-urgent (7). Only two respondents accept (T or P) responsibility, three supplementary, and eight none.

On the other hand

- Need (9) - interpreting in hospitals - is frequent (7) and urgent (9). Ten respondents accept (T or P) responsibility, two supplementary and one none.

-
1. Accept responsibility : consider it the responsibility of the Greek Community to meet need.
 2. Total or Primary, that is, either exclusively or primarily the Greek Community is considered responsible.
 3. Supplementary refers to directional service or minor role in meeting a given need.
 4. None : Greek Community is not accepting any responsibility.

- Need (14) - Provision of recreational services - is urgent (9) and frequent (10). Eight respondents accept (T or P) responsibility, one supplementary and four none.
- Need (16) - Interpreting in courts, schools etc. - is urgent(9) and frequent (8), however, only three respondents . accept (T or P) responsibility, four accept supplementary and six none.
- Need (17)- Instruction in languages - is urgent (17) and frequent (17). Only three respondents accept (T or P) responsibility for supplementary and six none.

T A B L E I

NEEDS WHICH REQUIRE PROVISION OF DIRECT SERVICE

Perceived frequency and urgency of needs and acceptance of responsibility for needs which can be met through provision of direct service.

	Need	URGENT		NOT URGENT		none	Supple- mentary	Total or Primary.
		Frequent	Infrequent	Frequent	Infrequent			
It has been suggested that immigrants need:								
Assistance upon arrival	1	2	5	-	6	3	3	7
Temporary provision of Food and shelter.	2	-	11	-	2	3	3	7
Assistance to locate housing	3	-	3	-	10	1	4	8
Interpreting service in hospitals	9	5	4	2	2	1	2	10
Provision of emerg. financial assistance	10	-	8	-	5	4	1	8
Provision of recreational services.	14	8	1	2	2	4	1	8
Interpreting in schools, courts etc.	16	7	2	1	3	6	4	3
Instruction in English or French.	17	13	-	-	-	6	4	3
Vocational Counselling	7	-	7	-	6	8	3	2
Expert Counselling for personal problems	12	3	7	-	3	3	7	3

Data from Table II indicate that the decision-makers do not accept, indiscriminately, responsibility for link services. They accept responsibility for needs (4) and (5) but only four accept T or P responsibility for need (6)--information about occupational training programs--although this is an urgent and frequent (9) need.

For Needs (8), (11), (13) and (15) decision-makers are divided although slightly in favour of acceptance of responsibility.

Respondents could not list any other adjustment need present among recent Greek immigrants, besides those listed in the schedule.

T A B L E II

NEEDS WHICH REQUIRE A 'LINK' SERVICE

Perceived frequency and urgency of needs and acceptance of responsibility for needs which can be met through provision of referral, information and directional services.

**-----

	Need	URGENT		NOT URGENT		N.A.R.	A.R.	Total or Primary
		Frequent	Infrequent	Frequent	Infrequent	None	Supplementary	
Information on rents and housing	4	-	4	-	9	3	1	9
Assistance to apply for employment	5	3	7	-	3	2	3	8
Information on occupational training programs	6	9	1	-	3	6	3	4
Information on health facilities	8	7	1	-	5	4	3	6
Guidance on budgeting	11	8	1	1	3	5	1	7
Information on recreational facilities	13	1	-	1	11	7	-	6
Advice on legal matters	15	7	3	1	2	4	3	6

2. Discussion and Interpretation.

From Tables I and II it is indicated that decision-makers accept some responsibility for all listed needs. However, they do not consider the Greek Community equally responsible for all needs.

Perceived high frequency and urgency are not related to acceptance of responsibility by the Greek Community. There is no clear cut distinction of acceptance of responsibility for the two basic categories of needs, i.e., needs which can be met through directional or information services and those which require provision of service.

Acceptance of responsibility by the decision-makers seems to be related to such factors as the following four:

(a) Availability of service in the community. For instance need 17 is not accepted because the Government has established and operates language instruction classes for immigrants. Only three accept primary or total responsibility and six none. For Need 16, again only three accept (T or P) responsibility, because, as some put it, there are interpreters in 'Courts', 'Immigration Department' etc. For Needs 7 and 12, respondents do not accept responsibility because they said that 'such services exist'. However, it is worth noting that seven accept supplementary responsibility¹ for Need 12.

1. By 'Supplementary' they usually meant 'Link' services.

(b) Non-availability of services in the Community. Seven respondents accept (T or P) responsibility for each of Needs 1 and 2 (assistance on arrival, temporary food and shelter). Eight and nine respondents accept responsibility for Needs 3 and 4 (assistance in locating housing, information on rents and housing). Most of them commented that 'nobody else is going to provide such service so we had better do it.'

(c) Whether the Greek Community already has accepted responsibility for meeting a given need. For instance, Need 9 is met by the Greek Community, as members of the Hellenic Ladies' Benevolent Society act as interpreters in hospitals. However, Need 16 which is essentially the same need, i.e. provision of interpreting and translation services, is not accepted as the Greek Community's responsibility (see Table I) because the Government has accepted responsibility to provide interpreters in Courts. Need 10 (provision of emergency financial assistance) is accepted because the Ladies' Benevolent Society has been meeting this need for the past ten years. Need 14 is accepted, the reason being the Administration's recent decision to build a Community social recreation centre.

(d) Another basic factor in the leaders' acceptance of responsibility to provide services is whether they consider the provision of such services as conducive and related to the perpetuation of the Greek identity and culture. For instance, the recent decision to build a Community Centre for social and recreational activities was prompted by the above consideration.

Decision-makers seem to be divided in their acceptance of responsibility for Needs 8, 11, 13, & 15 (advice on health, personal finance, recreation, legal matters). Those who accept responsibility often stated that 'the Greek Community should meet these needs through adult education programs as nobody else in the community is prepared to do it'. In other words they perceived that no services are available and most likely will not be initiated by any other body. Those who do not accept responsibility stated that 'the Government should accept responsibility as immigrants are brought here by the Government and will become citizens of Canada.' Therefore the leaders' perception of the Governments' role in meeting adjustment needs is another factor in accepting responsibility.

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C. FINDINGS ON OPEN-ENDED QUESTIONS IN PART II OF THE
INTERVIEW SCHEDULE

The second part of the schedule consists of five open-ended questions. The responses were analyzed for each question separately and findings are also presented separately for each sub-group. The main classificatory principle used in the analysis was explicit mention of a response to each question.

1. Findings for the Open-Ended Questions.

Question 1. Could you briefly state why the Greek Community should be responsible in helping recent Greek immigrants with their adjustment needs?

Responses to this question fall into eight main categories. It may be noted that the same respondent could mention reasons which seem to be falling into mutually exclusive categories. For instance he could mention reasons (b), (c) and (h), (see Table III). However, this could happen because a respondent might see the value of voluntarily helping the immigrants, at the same time recognise that the Community has to provide services because immigrants expect services, and yet hold the view that constitutionally the Community is to provide 'religious services only or primarily.' The leaders expressed the view that the Greek Community should, by choice, accept responsibility to help recent Greek immigrants for the following reasons :

- (a) 'Moral responsibility' was mentioned six times (by two members from each sub-group).
- (b) 'Cultural affinity of Greek Community with immigrants' was mentioned five times, (by three members in Group A and by two in Group C, none from Group B).
- (c) 'Role of the Greek Community is to help immigrants adjust to Canadian Society' was mentioned twice, (by one member from group B and C respectively, none of the members of Group A mentioned this reason).
- (d) 'Greek Community has vested interests in the immigrants; financial and in terms of adding numerical strength to the Greek Community.' This reason was mentioned by eight leaders (twice from Groups A and B and four times by members of Group C.) This was the most frequently stated reason, (eight out of thirteen).
- (e) 'Immigrants expect services from Greek Community anyway' was mentioned four times, (once by members from Group A and C and twice by members of Group B.)
- (f) 'Immigrants are not using existing services because of cultural and language barriers ' was mentioned six times by two members of each group. This supports the writer's view that immigrants are not making use of the available services in the

Community because of cultural barriers.¹

(g) 'No services are available for the immigrants' was mentioned once by a member of Group C.

The above stated three reasons indicate the leaders' attitude that it is imposed upon the Greek Community to accept responsibility for meeting the otherwise unmet needs of immigrants. There are leaders who are of the opinion that the Greek Community should not accept responsibility to provide social services because :

(h) 'The role of the Greek Community is to provide religious services and Greek education to its members.' This was mentioned five times, (twice by members of Group A and B and once by members of Group C).

1. Supra, Chapter I p.3

T A B L E III

STATED REASONS FOR ACCEPTING OR NOT ACCEPTING RESPONSIBILITYTO PROVIDE SOCIAL SERVICES FOR IMMIGRANTS

GROUP	a	b	c	d	e	f	g	h
	Moral Responsibility	Cultural Affinity	Vested Interests in immigrants	Role of Greek Commu- nity is to adjust immigrants	Immigrants expect Services	Immigrants do not use Available services	Special services are not available	Role of Greek Commu- nity is to provide religious services & Greek education.
A	2	3	2	-	1	2	-	2
B	2	-	2	1	2	2	-	2
C	2	2	4	1	1	2	1	1
ALL Groups	6	5	8	2	4	6	1	5

Question 2. Do you think that the Greek Community should establish a social service, staffed with specially trained personnel, in order to assist immigrants?

Six respondents accept the need for such services unconditionally, (two from Group A, one from Group B and three from Group C). Two accept the need for services on the condition that the services must not be under the direct authority of the Board of Trustees. This may indicate the recognition on their part that such services could be affected by political considerations as has allegedly happened in the past.¹ Three leaders accept the establishment of such services if the Government is willing to share financial responsibility. Two respondents agree on the need for provision of services but do not consider it necessary to employ qualified personnel 'as volunteers do the work along with Red Feather'. They are both members of groups A and B.

1. Supra, Chapter II p.22

T A B L E IV

ACCEPTANCE OF RESPONSIBILITY TO ESTABLISH SOCIAL
SERVICES STAFFED WITH QUALIFIED PERSONNEL

	UNCONDITIONAL	CONDITIONAL		CONDITIONAL
	<u>YES</u>	<u>YES</u>	<u>YES</u>	<u>NO</u>
<u>GROUP</u>		If services are not under the Board of Trustees.	If there is financ- ial support from Govern- ment.	No need for qualified personnel. Volunteers do the work.
A	2	1	-	1
B	1	1	1	1
C	3	-	2	-
All Groups.	6	2	3	2

Question 3. Do you think that the Greek Community has the financial resources to develop such a service? What do you think these services would cost the Greek Community annually?

As can be seen from Table IV, the leaders are split into two groups. Three members of Group A estimated the annual cost from \$10,000 to \$15,000 with only one thinking that the Greek Community could afford this amount. One member of Group B estimated the cost from \$5,000 to \$9,000 which he thought the Community could afford, two estimated \$10,000 to \$15,000 but thought the Community cannot afford it and one estimated over \$51,000 which the Community cannot afford. However Groups A and B are close to each other in their estimates of the costs. Group C perceived the costs much higher than the other two groups but its members were divided as to availability of these amounts.

TABLE V

PERCEPTION OF ANNUAL COST OF SERVICES AND
AVAILABILITY OF FINANCIAL RESOURCES FOR
ESTABLISHMENT OF SERVICES.

GROUP	\$ 5,000 to 9,000		\$10,000 to 15,000		\$16,000 to 25,000		\$26,000 to 50,000		\$51,000 & over	
	can afford	cannot afford	can afford	cannot afford	can afford	cannot afford	can afford	cannot afford	can afford	cannot afford
A*	-	-	1	2	-	-	-	-	-	-
B	1	-	-	2	-	-	-	-	-	1
C	-	-	-	-	1	1	1	1	-	1
All groups	1	-	1	4	1	1	1	1	-	2

* One respondent in Group A expressed the view that Greek Community has the financial resources but did not specify amount required annually.

Question 4. What, in your opinion, might be some of the obstacles besides financial, which could hinder the establishment of such a service?

Five potential obstacles were mentioned. (See Table VI) a) Lack of Greek speaking trained personnel was mentioned by four leaders, two from Group A and one from Groups B and C.

This is a realistic obstacle at this time; however, respondents did not consider it insurmountable.

(b) Lack of understanding about the necessity to provide these services was mentioned once by a member of Group A.

(c) Antagonistic attitudes between 'Old-timers' and 'Newcomers' was mentioned by two members from Group C.

(d) Unwillingness on the part of the 'Old-timers' to support services that will benefit 'Newcomers'.

This obstacle was mentioned by two members of Group C. It is worth noting that obstacles (c) and (d) were mentioned by members of Group C only. Recognition of obstacle (c) especially supports the writers view that the present social climate in the Greek Community is one of hostility.¹

(e) Another obstacle mentioned was 'political rivalries among leaders of the Greek Community.'

This was mentioned five times out of a possible thirteen, twice by members of Group B and three times from Group C but never by Group A, the highest ranked decision-makers.

1. Supra, Chapter II, p.23

T A B L E VI

STATED POTENTIAL OBSTACLES TO DEVELOPING
SOCIAL SERVICES BY THE GREEK COMMUNITY

Political rivalries
among leaders.

Unwillingness on
the part of 'Old-
timers' to support
social services

Antagonistic
attitudes between
'Old-timers' and
Newcomers

Lack of understand-
ing of need for
social services

Trained
Personnel

No Obstacles

GROUPS

A	1	2	1	-	0	-
B	2	1	-	-	-	2
C	1	1	-	2	2	3
All Groups	4	4	1	2	2	5

Question 5. Are there any other things I should know with regard to the adjustment problems of recent Greek immigrants?

Three members from Group A expressed the view that immigrants must struggle because, as one put it, "it makes a stronger man out of you". However, five respondents mentioned that 'recent Greek immigrants are progressive, ambitious, hard working' (see Table VII). To quote one respondent: "In ten years, some (recent immigrants) have opened businesses that we Old-timers would never dream of."

Five respondents expressed the view that the Government must take more responsibility for the Welfare of immigrants (two each from Groups A and C and one from Group B expressed this view).

Three respondents expressed the view that 'Newcomers' must share financial responsibilities for social and other services provided, by becoming members of the Community (one from Group A and two from Group C stated this view). There were also three respondents who stated that there is need for adult education programs for immigrants. They felt that through such programs the immigrant can be helped to adjust to the Canadian society. (Two were members of Group C and one of Group B).

T A B L E V I I

STATED GENERAL VIEWS ON THE PROBLEM OF IMMIGRANTADJUSTMENT NEEDS

GROUP	Immigrants must struggle through	Immigrants are progressive	Government must assume responsibility	Immigrants should join community	Need for adult education
A	3	2	2	1	-
B	-	1	1	-	1
C	-	2	2	2	2
All groups	3	5	5	3	3

2. Discussion of Findings and Interpretation

The data from the five open-ended questions suggest that basically the views of each sub-group differ on a number of issues related to the establishment of social services by the Greek Community. The differences are more obvious in the responses of members of Group A and C. Whether it is differences in formal education, inter-generation differences or past experience of members from Groups A and C which account for the differences in their views, it is beyond the scope of this study to examine.

Members in Group A perceive the role of the Community as providing religious services and Greek education to its members. On the other hand members of Group C mentioned that the role of the Greek Community is to help the immigrant adjust to Canadian society (see question 1 (d)) through social services and adult education programs. All members of Group C felt very strongly about the need for the establishment of social services whereas one member from Group A expressed the view that there was no need for qualified personnel. However, he would not object to having trained personnel 'If the Government provides the money'.

Groups A and C also estimate the amounts required to establish social services differently. Members from Group A estimate the amount \$10,000 to \$15,000 annually whereas the members from Group C estimate the cost from \$16,000 to \$50,000

annually. In view of the disagreement on the availability even of the lower amount and the fact that Group A include the most powerful decision-makers, it seems that financial considerations will be a stumbling block in the development of social services.

However, underlying the leaders' responses to the questions of availability of resources, is not only the matter of availability of funds but mainly the willingness to allocate these funds for social services. In this sense, then, social services have to compete with other services which the Greek Community is presently offering, such as Greek education, religious and recreational services. One may understand the reluctance of some decision-makers to allocate the necessary resources from responses such as 'immigrants must struggle through', 'nobody helped us when we came'. These views were expressed by members from Group A who seem to accord low priority to the need for social services, as they think that recent Greek immigrants are 'hard working, progressive, ambitious and given time, they will overcome their present adjustment needs.' This type of attitude on the part of the 'Old-timers' reflects the Social-Darwinianism of early migration.¹

During this period...adjustment tended to work on the principle of survival of the fittest. The good immigrant was the one who survived...The survivors are now among the substantial citizens and sometimes critical of what they consider the 'coddling' of our more recent newcomer. (Italics added)

1. H.Seywerd, "The Adjustment of Immigrants" in Immigrants in Canada ed. by I. Bernolak, Montreal 1955. p.33

This is contrary to the view held by members from Group C who strongly think 'immigrants should be helped to adjust because the sooner immigrants are adjusted the better.' However two members from Group C mentioned that antagonistic attitudes between the old and new arrivals and unwillingness on the part of Old-timers to support services which will essentially benefit newcomers, as possible but not insurmountable obstacles in establishing services. Thus, underlying the financial considerations are attitudes of the Old-timers to recent immigrants. These are important factors affecting the leaders' willingness to allocate financial resources for social services.

Groups A and C also differ in their perception of obstacles, besides financial, in developing social services. Especially the mention of 'political rivalries among the leaders of our Community' by three members of Group C, as well as two from Group B, indicates that they do not perceive themselves as top leaders. In this respect the perception of their position in the power pyramid supports the ranking of the leaders by the six judges and, moreover, confirms the validity of identification and ranking of Community leaders.

Members from all three groups are, in principle, in favour of establishing services and they do not consider the obstacles mentioned insurmountable. Moreover, they expressed the view that the Government must take more responsibility for

the welfare of immigrants. This rather strongly held view was operative when a number of leaders expressed the view that needs Nos. 8, 11, 13, 15 (see Table II) should be met by the Government.

In the following Chapter the major findings are summarised and conclusions of the study are drawn.

CHAPTER V

MAJOR FINDINGS AND CONCLUSIONS

After a brief recapitulation of the purpose and major questions of the study, major findings and conclusions will be presented.

Basic to the initiation of this study is the writer's assumption--supported by recent studies and personal experience--that recent Greek immigrants in Montreal have social adjustment needs which are not met through available Community services.

In this study the writer undertook to investigate whether the decision-makers of the Greek Community consider it the responsibility of the Community to establish a social service department. The basic function of this department to be : (1) to provide 'link' services between immigrants and available services, and (2) to provide services which are not presently offered by existing Agencies.

In order to ascertain whether it is possible to establish such a department under the auspices of the Greek Community, the writer sought the views of the decision-makers on the three following major questions:

1. What do the decision-makers perceive as the adjustment needs of recent Greek immigrants in Montreal ?
2. Do they consider the Greek Community to have any responsibility for provision of services to meet these needs ?
3. Do they think that the Greek Community has presently the resources--financial or otherwise--to establish social services ?

A. SUMMARY OF MAJOR FINDINGS.

1. All current decision-makers are active members in either the Board of Governors or the Board of Trustees of the Greek Community of Montreal.
2. The three main sources of power are: (a) financial status (b) concern for the Greek Community and (c) formal education for Subgroups A, B, and C.
3. Decision-makers are aware of adjustment needs of recent Greek immigrants; they consider it the responsibility of the Greek Community to meet needs for services which are perceived unavailable and which neither Government nor Red Feather are prepared to provide. They are prepared to provide 'link' services to facilitate the use of established services by immigrants.
4. Decision-makers' acceptance of responsibility is not related to perceived high frequency and urgency of any given need.
5. Some decision-makers hold the view that the Government should take more responsibility for the welfare of immigrants.
6. Decision -makers from Groups A and B see the role of the Greek Community as providing religious services and Greek education to its members, while in Group C members consider it

the responsibility of the Greek Community to assist immigrants in their adjustment to Canadian society.

7. All decision-makers are in favour of establishing social services by the Greek Community staffed with trained personnel. Only two object to trained personnel "unless the Government provides the money."

8. The views of the decision-makers vary with regard to annual costs for social services, as well as the availability of financial resources. Most decision-makers in Group A and B estimate costs from \$5,000 to \$15,000 annually. All members in Group C estimate costs from \$16,000 to \$50,000.

9. Besides a lack of financial resources, two other main obstacles were mentioned by some leaders (a) lack of trained Greek speaking personnel and (b) political rivalries among leaders of the Community. However, both were considered surmountable obstacles.

B. CONCLUSIONS

In the light of the reported findings the following conclusions can be drawn :

1. The decision makers are aware that recent Greek immigrants have unmet adjustment needs due to cultural and structural barriers in the welfare system.
2. The decision-makers consider it the responsibility of the Greek Community to establish services in order to supplement existing services in the Community.
3. There seems to be basic readiness among the majority of decision-makers at this time to provide services through qualified personnel.
4. The stumbling block, in the perception of some decision-makers, in the development of services seems to be a lack of required financial resources. However the writer's view is that underlying some leaders' unwillingness to allocate the necessary resources are factors such as (a) the narrow concept of the Greek Community as a body strictly concerned 'with provision of religious services and Greek education to its members', (b) the view that immigrants must struggle in order to appreciate the new life, and (c) the view held by some of the leaders that 'if immigrants want services they must become members of the Community and share the financial burden.'

Notwithstanding these negative factors, it is the writer's opinion that the decision-makers would be prepared to share the expenses involved if either the government or any other authority would contribute to the maintenance of social services.

The more powerful decision-makers are 'Old-timers' with the 'Second generation-Canadian born' being peripheral leaders; the most significant source of power is wealth.

Important decisions are presently made by a small group of persons which confirms Hunter's study in Regional City.

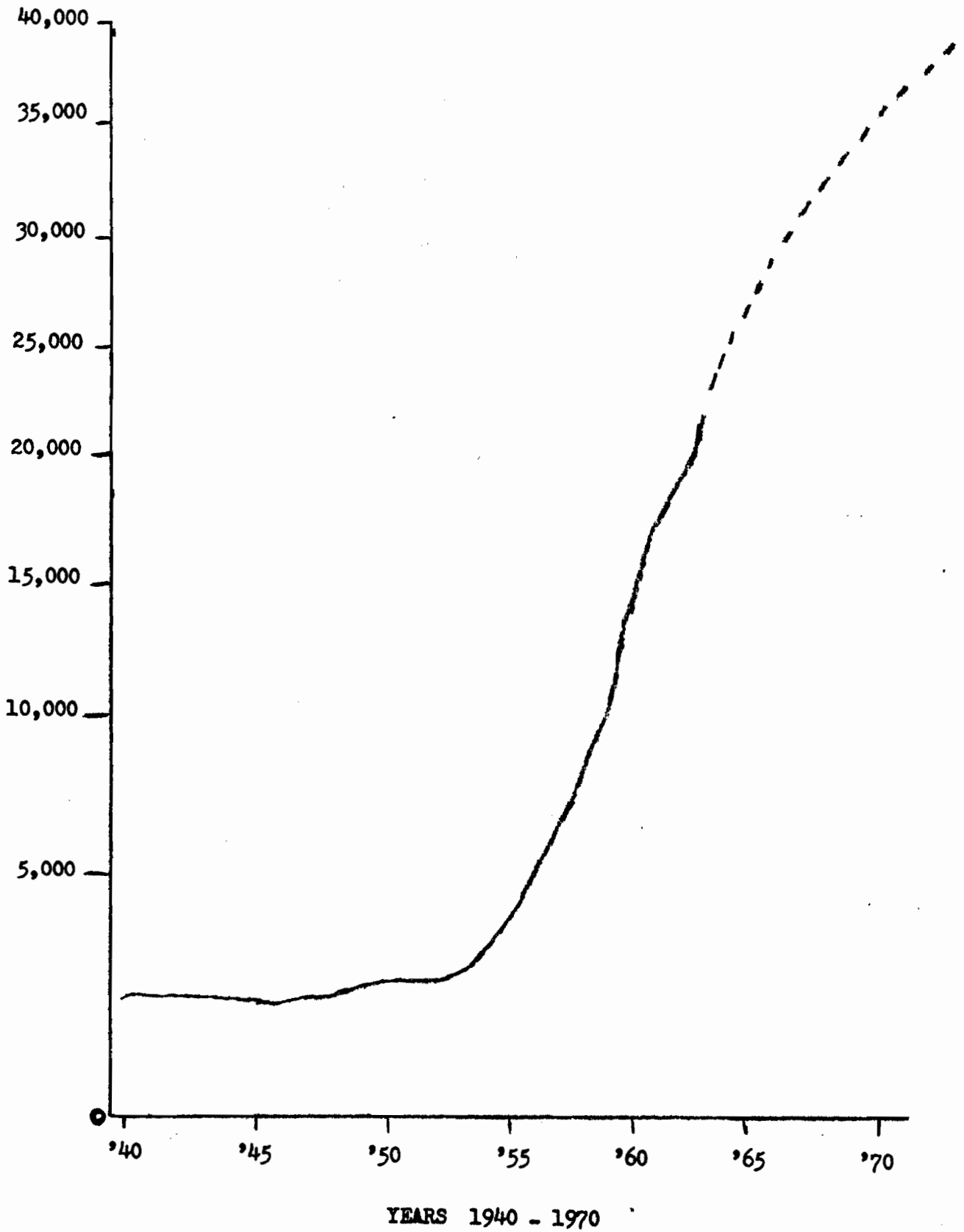
If this pattern of leadership is characteristic of other ethnic communities, then any attempts to bring about change in these communities must take into account this pattern of power.

As the present fragmentation of social services along with other barriers prevents immigrants from using available services it would be worthwhile to investigate the possibility of using ethnic communities as the locus to provide a 'link' service between supply and demand systems in order to reach large numbers of immigrants. The findings of this study also support the view that those governmental and private bodies concerned with the provision of welfare and other services to immigrants--an appreciable minority of Canada's population--must seek the active cooperation of the decision-makers in ethnic communities, encourage them to develop services and when necessary subsidize these services.

A P P E N D I C E S

- A. GROWTH OF GREEK POPULATION IN MONTREAL
1940 - 1970
- B. QUESTIONNAIRE ADMINISTERED TO JUDGES
- C. INSTRUCTIONS TO JUDGES
- D. LETTER TO JUDGES
- E. INTERVIEW SCHEDULE
- F. LETTER TO DECISION-MAKERS

GREEK POPULATION GROWTH IN MONTREAL



Instructions to Judges

Dear Sir:

In this study we are interested in identifying those members of the Greek Community who can initiate, significantly influence or prevent the implementation of change and action in the Community. These persons we shall henceforth refer to as decision-makers.

We feel that your view on this matter will be particularly valuable, because we assume that your position within the Greek Community has given you the opportunity to form a fairly objective opinion as to who are currently the decision-makers.

Following are instructions which will guide you in completing the attached questionnaire. Please read them carefully.

WHO ARE THE DECISION-MAKERS?

To facilitate your task, a list including the names of members currently serving on either the Board of Governors or the Board of Trustees is attached.

1. Please add any other names, including your own, of the persons whom you consider as decision-makers, in addition to those mentioned on the list.

ARE YOU FAMILIAR WITH ALL THE DECISION-MAKERS?

2. Place an X on the column No 1, next to the names of persons whom you do not know sufficiently well to evaluate their position as decision-makers.

3. Also cross out names you feel definitely cannot be included among the decision-makers.

4. WHO ARE THE DECISION-MAKERS IN ORDER OF IMPORTANCE?

Number in the rank order (column No 3) from one to eighteen the names of decision-makers from the most to the less influential decision-makers. Please feel free to review and correct the order in which you initially ranked them.

5. WHAT MAKES A PERSON A DECISION-MAKER?

Other studies have indicated that a number of social characteristics are associated with persons thought of as decision-makers. Six possible characteristics are listed. Please rank them from one to six in order of their importance in characterizing each of the selected decision-makers.

Please return the completed questionnaire at your earliest convenience, using the enclosed self-addressed envelope. For any additional information relating to this project, please contact the undersigned at: McGill School of Social Work, tel. 844-6311, loc. 285. We thank you in anticipation of your full cooperation.

Peter Stathopoulos

COLUMN A	COLUMN B			COLUMN C			COLUMN D			COLUMN E							
	Many	Some	Few	Very few Immigrants	Do not know	Very Urgent	Urgent	Not Urgent	Do not know	Government (1)	Red Feather Service (2)	Greek Com/ty along (1) & (2) only	Greek Com/ty only	Other	Very Strongly	Mildly Strongly	Indifferent
8 Information about available health facilities, i.e. well-baby clinics, hospitals, out-patient services, etc.																	
9 Assistance in completing medical forms interpreting when unilingual Greek patients cannot communicate with hospital staffs.																	
10 Emergency financial assistance when no other sources of help are available, i.e. during week-ends or holidays.																	
11 Guidance on budgeting credit buying mortgages etc. to prevent financial mismanagement and exploitation.																	
12 Counselling by specially trained personnel for immigrants going through serious personal difficulties during their adjustment period to the Canadian way of life. (i.e. psychological difficulties may be manifested by drinking marital disharmony problems with children, etc.)																	
13 Assistance in locating recreational facilities in the city i.e. parks, libraries, Y.M.C.A.'s, etc.																	
14 Recreational centers for themselves and their children																	
15 Advice on matters of legal nature to prevent them from signing binding documents, i.e. before legal action can be taken against them.																	
16 Services for interpreting and translation in schools, clinics, courts, Government offices, et.																	
17 Instruction in either French or English language and preparation for Canadian Citizenship.																	
DEFINITIONS OF TERMS:																	
1. Government = Federal, provincial or municipal level																	
2. Red Feather = The social agencies established in the Montreal area which claim to serve Greek Orthodox clients.																	
3. Greek Community = The Greek Community of Montreal and the Ladies Benevolent Society.																	

McGill University,
School of Social Work,
3506 University St.,
Montreal, P.Q.

April 18, 1966.

Dear Mr.

This will introduce Mr. Peter Stathopoulos - a second year student at the McGill University, School of Social Work - who is currently engaged in a research project, required for the completion of his Master's Degree.

In this study we attempt to ascertain what are the social needs of recent - post World War II - Greek immigrants, and how these social needs could adequately be met. We feel that you are in a unique position to give us valuable information and to this end we request your cooperation.

Your contribution, undoubtedly, will add to our understanding of the immigrant and his adjustment problems in our society. May we assure you at this point that all information will be used for research, and will be treated with utmost discretion.

Mr. Stathopoulos will telephone you for an appointment. We hope that you will grant him an interview at your earliest convenience.

Thank you in anticipation of your cooperation.

Sincerely yours,

E.V. Shiner,
Research Director

APPENDIX F.

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PART I

18. From your knowledge are there any other needs which I have not mentioned so far ?

PART II

1. Could you briefly state why the Greek Community should be responsible in helping immigrants with their adjustment needs?

3.

2. Do you think that the Greek Community should establish a social service, staffed with especially trained personnel in order to assist immigrants ?

4.

3. Do you think that the Greek Community has the financial resources to develop such a service ?
What do you think these services would cost annually to the Greek Community ?

4. What in your opinion, might be some of the obstacles, besides financial, which could hinder the establishment of such a service.?

5. Are there any other things which I should know with regards to the adjustment problems of recent Greek immigrants?

interview schedule was developed and administered to thirteen decision-makers.

Analysis indicates (a) decision-makers are aware of adjustment needs, (b) they accept responsibility to provide both direct services which are not available and 'link' services, (c) they are divided with respect to availability of resources and amount required annually for maintenance of these services.

In conclusion, there appears to be a readiness to provide supplementary services; however, the availability of financial resources is an important consideration.