

Federation Emp
Service

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PIP 10

THE PLAN AND SCOPE COMMITTEE OF F.E.S.

The Plan and Scope Committee authorized by the staff of the F.E.S. to give consideration to the plan of activities of the F.E.S. and to point the emphasis in these activities has analyzed its task as involving four major considerations:

1. Ways and means of most effective service to the social agencies who, some from the beginning and others more recently, have become affiliated with F. E. S .
2. The question of the extent of territory outside of these social agencies to be served and how this can be done most effectively.
3. The relation between these two services.
4. Bearing on all these problems, the relative emphasis to be placed on employment, field work, vocational guidance, psychological testing, research into occupational trends, etc.

The committee has been all too cognizant of the complexities of the situation. It has realized that the character of the F.E.S. beginnings and the history of its development and its affiliations, as well as its financing and the extent and division of its budget are all questions affecting the plan and scope of its work. It has tried to make such suggestions as take account of all these factors. The committee found, in order to map out even tentative direction for consideration by the staff, that it has had to make certain basic analyses.

1. The F.E.S., in order to best justify its place in the community, must do more intensive work than is done by the large public agencies. It should do more than differentiate its work merely by its exclusive

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concern with Jewish applicants. This means emphasis upon individualized work —intensive rather than extensive, within the limitations of a reasonable budget.

2. In line with the above, it must give a service made up of at least a program of vocational guidance, employment on an individual basis, special psychological testing related to vocations and research into occupational trends. This is a four point minimum. On several of these points, general community resources are notably lacking. The committee feels that minimum additions to the budget are absolutely necessary to approach these ends. The present staff is undermanned in certain important departments.

First, the psychological department. This is at present composed of one paid psychologist and a part time clerical assistant. From time to time, students have assisted, but it has been sporadic help. The department is of such importance to the functioning of an intensive program that the committee recommends the addition of a psychologist and a full time secretary. An analysis of the figures of work done by that division and an estimate of the probable demands upon it through additional social agency affiliations within the past year would indicate, without further question, this need.

Second, the committee were agreed on the value not only to the F.E.S., but to the general community, of a research department concerned, among other things, with the gathering of occupational information, the issuance in leaflet or pamphlet form of studies which could be used by its own staff and by vocational counselors in the community. Studies such as are being conducted by the Economic Adjustment Information Service of the Conference of Jewish Relations

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in various industries in New York City are extremely valuable and perhaps ought in some way to be financed as a regular part of F.E.S. activities. The staff of F. E. S. and community needs generally could keep the department busy on special problems related to occupational information all the time.

Third, the field work program which is, in any employment bureau, of major importance, is now manned by a part time worker and a volunteer assistant. It is recommended that field work, planning and supervision be considered a full time job and that an efficient full time secretary be added.

Fourth, it is suggested that a study be made of the duties and allocations of the present clerical staff in the light of their qualifications, as the professional staff are being handicapped at every point by the lack of necessary clerical assistance. Such a study may or may not indicate a need for additional clerical help. Closely related to this is the need for immediately bringing up to standard the inadequate salaries of the clerical workers on the staff. An organization whose duty to the community is to attempt to direct applicants to employment offering fair standards of work cannot itself suffer a badly underpaid staff. A comparison of salaries in the light of similar work in other organizations clearly indicates the need for immediate revision upward.

Fifth, the establishment of minimum salaries for professional workers and a promotional scale which will be sufficient to maintain the permanent staff necessary to build up an effective vocational service. Employment in the F.E.S. should be regarded as more than a stepping stone to public employment work.

The committee feels that unless this is the spirit of the Board

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of the F.E.S. and unless they find means of carrying out this spirit, they are losing the opportunity of making the F.E.S. a more significant force in the Jewish community and a model for vocational direction on an individualized basis. Reasonable, not exorbitant additions to the budget along the lines indicated would make progress toward this goal possible.

If the intensive rather than the extensive approach indicated above is emphasized, it is obviously impossible and impractical for the F.E.S. to serve the whole Jewish community without limitation. The committee therefore suggests that because of the agency affiliations in the F. E. S., and because of necessary limitations on intake, its first obligation is to the clients of social service agencies. The term "social service agency" is to be applied to those social service agencies now affiliated with the F.E.S. and such others as can be definitely defined as social agencies. The committee, however, also realizes that because of obligations assumed and because of the history of the organization, some service to the general Jewish community, is necessary. Such service must be limited because of necessary budgetary limitations and ought to be concentrated in those activities in which the F.E.S. can be most helpful and preferably where reasonable facilities outside do not exist. These activities should be sufficiently flexible to permit of some expansion or contraction as facilities in the general community increase or decrease.

From the point of view of the general community to be served, an analysis of the reports of the F. E. S. and known community needs as well as employment possibilities indicate:

1. That the group to whom, practically speaking, the F. E. S. is giving no service other than registration and for whom a tremendous amount of clerical energy is expended in putting in and taking out registration

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cards, is the group of men and women over forty. It is estimated that at least one third of the time of F.E.S. interviewers is spent on these more or less hopeless situations.

2. That the F.E.S. is giving inadequate service from the point of view of finding placement opportunities to the young men and women just out of high school and college. The committee felt that there should be more concentration on this phase of our service.

3. The group now served are chiefly white collar workers and stock and shipping assistants, within the age group under thirty.

Tied up with the limitation of intake for the general group is the need for an intake worker of professional qualifications at the reception desk. This could be a special worker or there might be rotation among the professional workers. Persons who it was clear the F.E.S. could not serve effectively would from the outset be given advice or referral to other community resources. At the same time, such urgent situations as would seem to demand the services and interest of a case work agency could be referred to one of the social agency workers.

With the above general considerations and basic analyses as a background, the committee submits the following tentative plan for further discussion by the staff.

A division of work in the agency into two main categories:

1. Service to the general clients.
2. Service to the social agency clients.

Employment opportunities are to be distributed among general and special departments on some percentage basis to be determined. At present, the social agencies are actually using about 70% of the employers' orders. Service to the general applicants on the whole would be confined to placement. Interviewers would be divided as follows: men, women, juniors.

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A separate division for juniors is thought to be necessary in order that, so far as possible, individualized work may be done with them. Facilities for testing would be available to those special cases selected by the general interviewers as needing special assistance and would be limited to the time available. The psychological department would also give some assistance in vocational guidance where this was indicated to specially selected cases, particularly juniors. Here also, selection would be by the interviewers. The social agency work would be divided as follows:

1. intake and contact interviewers on an agency basis as at present, i.e., a special worker responsible for JSSA cases; another for JFW, another for JBG, etc. Where the agency intake is small, there might be a combination of two agencies for one worker.
2. Special placement eliminating separate agency divisions with classifications as follows:

- a. Industrial
- b. Clerical and Sales
- c. Juniors

The facilities of the psychological department are to be given preferably to social agency clients, with what time is left as indicated above for special cases from the general departments. Vocational guidance for the social agencies would be handled by the special intake interviewers in consultation with the F.E.S. psychologist where necessary.
