

[OCT. 1938]

MEMORANDUM ON PLAN AND SCOPE

Submitted by

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Statement of Principles of Employment Service

We are in agreement with the staff committee on Plan and Scope that the following principles of employment service should shape the F.E.S. program:

- (1) emphasis on providing a specialized form of vocational service for the clients of affiliated social agencies, the basis for such specialization being the limited case load to be handled by a personnel having case work training and experience;
- (2) emphasis on providing a relatively intensive and individualized form of vocational service for applicants from the general Jewish community, to be accomplished through limiting intake to such applicant categories for whom we have a known capacity to be of service and not to others for whom we can offer nothing but registration;
- (3) strict adherence to wage and hour standards prevailing in the labor market in determining whether to accept or reject job orders;
- (4) developing facilities for adequate testing, occupational information, and job promotion service.

Current Difficulties which Limit the Application of these Principles in the Administration of the F.E.S.

The staff and board committees considered the following reasons (mentioned in the report of the Staff Committee on Plan and Scope) as possibly responsible for the failure to apply the above-mentioned principles with complete success in the F.E.S.:

- (1) the inadequate budget;
- (2) personnel standards;
- (3) quantitative rather than qualitative standards of performance in evaluating F.E.S. activity;
- (4) absence of clearly defined intake policy.

Although these reasons are, in our opinion, important matters for plan and scope consideration, they only partially account for the difficulties we are experiencing in administering F.E.S. in accordance with accepted principles of employment service. The more fundamental reasons, we believe, are the following:

- (1) continued autonomous development of social agency units within the F.E.S. which cut across clear-cut functional lines (placement, counselling, testing, field work) and interfere with central administration requirements (filing, reporting, classification, forms wage and hour standards, relations with employers);
- (2) as a corollary of the above, intangible obstacles to effective organization, such as the feeling on the part of the personnel in the social agency units that they have dual responsibility without final authority.

Proposed Set-up

An objective situation has been created where the F.E.S. is not a single entity, but a physical combination of 5 unintegrated parts; such attempts to integrate them as have been made through mechanical procedures have only been partially successful; only fundamental changes with a view to complete centralization of administration can make for effective integration.

To achieve this, we propose the following structural, procedural and administrative program:

STRUCTURAL

- (1) Setting up two service divisions, a general and special service division, both departmentalized into
adult male adult female
junior male junior female
- (2) Setting up a psychological division
- (3) Setting up a research and information division responsible primarily for research and field work planning and supervision.

PROCEDURAL

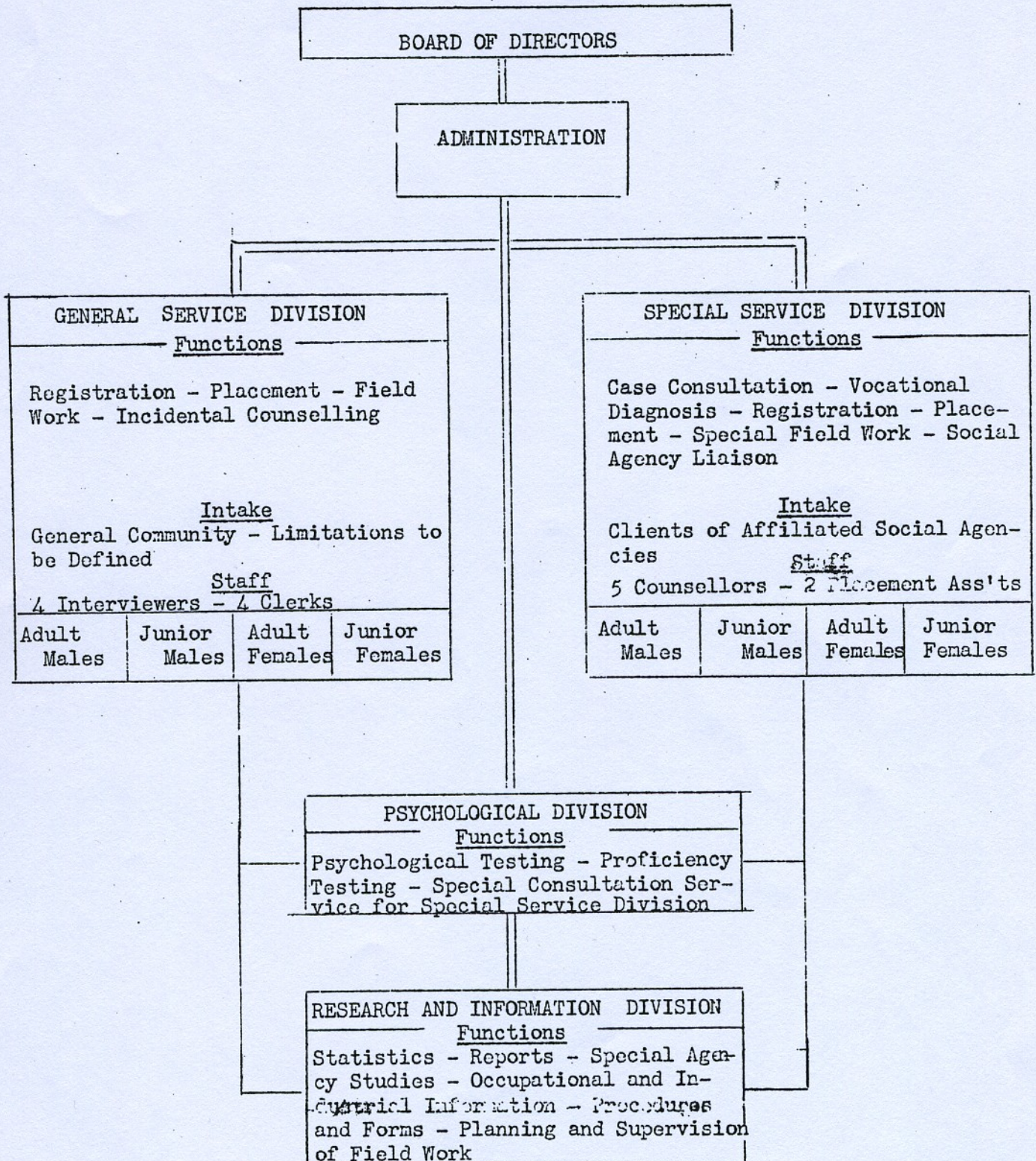
- (1) Limiting intake for the special service division exclusively to client of affiliated social agencies
- (2) Limiting diagnostic testing in the psychological division to clients registered in the special service division; making proficiency testing available to both the general and special service divisions
- (3) Clearing all job orders received by the general service division directly with the appropriate age-sex department of the special service division, preference to be given to special service clients, although not deviating from the sound placement principle of referring only qualified applicants to jobs.

- (4) Establishing thoroughgoing uniformity in accordance with central administration requirements for classifying applicants, statistics, filing, job promotion etc.

ADMINISTRATIVE

- (1) Assigning 6 professional workers (the present number) to the special service division, functions to be allocated as required by the departmental arrangement indicated on the organization chart.
- (2) Four of these six workers to assume (in addition to their other functions) a liaison function with the four affiliated social agencies, interpreting the work of F.E.S. to these agencies and being responsible for all matters not having to do with individual clients nor strictly administrative problems.
- (3) Developing methods by which referring case workers contact directly the special division interviewers handling their cases.

Organization Chart Embodying Proposed Program



FEDERATION EMPLOYMENT SERVICE

DIRECTOR

ASSOCIATE DIRECTOR

PSYCHOLOGICAL DEPARTMENT

RESEARCH DEPARTMENT

1. Vocational Testing
2. Special Vocational Guidance
to limited groups
3. Research into Special Tests
and Application to Vocational
Needs

1. Field Work
2. Statistics
3. Occupational Research

GENERAL DEPARTMENT

SOCIAL SERVICE DEPARTMENT

1. Professional Intake Worker
2. Placement Interviewers Divided:
 - a. MEN
 - b. WOMEN
 - c. JUNIORS
 - Male-interviewer
 - Female-interviewer

1. Intake and Contact
Interviewers on
Agency Basis:
 - JSSA
 - JFW
 - JBG
 - ETC.
2. Special Placement
Interviewers Divided
 - a. Industrial &
Service
 - b. Clerical &
Sales
 - c. Juniors