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THE FORD FOUNDATION REPORT

September 5, 1978 - September 5, 1980

Job Path
25 West 39th Street
New York, New York 10018

A Project of the Vera
Institute of Justice

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INTRODUCTION

The Vera Institute of Justice established Job Path in 1978 in order to demonstrate the feasibility of using supported work to enable mentally retarded youths and adults to make the transition from sheltered environments to conventional employment. Although a number of rehabilitation agencies were providing sheltered employment for some mentally retarded people and a placement service for others who were considered ready for competitive employment, there was a missing link in the provision of vocational services - a transitional employment program for mentally retarded people who have the potential to enter the competitive labor market but need a structured, introductory, real work experience in order to do so. Job Path utilizes the supported work model to prepare mentally retarded people for unsubsidized employment by outstationing them in public and private sector organizations where this population learns to do useful work while earning the minimum wage salary and benefiting from a network of program supports.*

Since two years have elapsed since Job Path enrolled its first group of trainees on September 5, 1978, this is a particularly appropriate time to report on the experience of the 221 trainees who have

*Throughout the time that Job Path trainees participate in the program they are on the Vera Institute's payroll. The trainees do not consider themselves to be truly hired, however - nor does Job Path - until they graduate from the program and receive a salary from the organization for which they will be working on an unsubsidized basis. In this report, therefore, we shall use the term "hired" to refer to conventional employment and not to the stage when trainees are on Vera payroll.

participated in the program. An overview of salient employment statistics will be found in Attachment A, but it may be helpful to note at the outset that 114 people (52%) have been placed in competitive employment to date. Since this figure includes trainees who have been in the program for less than six months, it blurs the fact that 71% of the trainees who enter Job Path during its first 18 months of operation (September 5, 1978 - March 4, 1980) have made the transition to the competitive labor market.* In all cases the transition was made within twelve months of program activity.) (For a full discussion of the outcomes see the section entitled PROGRAM RESULTS.)

This report will review the program's background, discuss its primary and secondary objectives, analyze the characteristics of Job Path's trainees, present the program's methodology and procedures, consider its results, examine geographic and programmatic dissemination, and indicate what lies ahead for Job Path in 1980-81.

BACKGROUND

The Vera Institute of Justice, a private, not-for-profit corporation was established in 1961 to promote efficiency and fairness in the criminal justice system. The Institute has since expanded its activities to include working with the social service system as well.

*70 of the 98 first year trainees and 37 of the 53 trainees from the first half of the second year have been placed in competitive employment.

Vera began to experiment with employment strategies in 1968 in order to enable ex-offenders, ex-addicts, and recovering alcoholics to become productive workers who are competitively employed. To provide a bridge to the labor market, Vera developed the concept of supported work which provides a means of compensating for the deficiencies that hard-to-employ people present in terms of work habits, job skills, social behavior and experience. Five rehabilitative elements have become integral to Vera's concept of supported work:

1. Real job assignments - Participants in a supported work program become accustomed to the realities of the work place by doing meaningful work, in contrast to what is known as "make work" or "busy work." The skills that are learned are transferable to the current needs of the competitive labor market.
2. Graduated stress - A supported worker will experience incremental demands for productivity. Supervisor's initial expectations are significantly different from later ones.
3. Sympathetic, but firm, supervision - Excessive lenience will not prepare the supported worker for the realities of the competitive labor market, but insufficient empathy will prevent him or her from making the necessary initial adjustments to the work place.
4. Regular evaluation and feedback - Supported workers are less able to assess their performance on the job than other workers because they are inexperienced and have a low self-image. Consequently, regular evaluation and feedback are essential requirements.
5. Peer support - Feeling different, strange, even alienated from the larger social group, supported workers need to share their common concerns with one another. People from similar backgrounds can strengthen and support each other in ways that even the most gifted professional cannot.

A series of experimental projects testing these concepts was capped by the establishment of the Wildcat Service Corporation in 1972. Designed to serve ex-addicts and former offenders, Wildcat sparked a

national interest in supported work, and in 1974 the Ford Foundation and five federal agencies collaboratively established the Manpower Demonstration Research Corporation (MDRC) to oversee a 15-site supported work experience.

The MDRC experience was still in process in the fall of 1977 when the New York State Department of Mental Hygiene/Metropolitan Placement Unit contracted with the Vera Institute to test the feasibility of supported work as a transitional employment mechanism for mentally retarded persons. With additional funding from the Ford Foundation and the assistance and advice of experts in the field of mental retardation, Vera designed a pilot program in the winter of 1978 to test the impact of supported work on ten mentally retarded individuals. The participants were assigned to training sites at Chemical Bank and the Metropolitan Museum of Art and were paid a minimum wage salary by the Vera Institute. At the end of the eight week pilot, five trainees were offered unsubsidized employment by the bank or museum.

These results led to significant expressions of interest in the supported work model from city, state and federal officials in the field of retardation, as well as from executives of leading private rehabilitation agencies. Consequently, in July, 1978 the Vera Institute established Job Path as a demonstration program to provide transitional employment services for from 50 to 100 mentally retarded youths and adults in the first year of operation.

At the end of the first year of program activities (September 5, 1978 - September 4, 1979), 46 of the 98 enrollees (47%) had been placed in competitive employment and 44 enrollees (45%) still had a portion of their 12 months of allotted time for supported work remaining. The number of referral agencies had increased from 10 to 57, and the number of training sites from 5 to 68. Given these encouraging results, Job Path decided to expand the demonstration program to 160 mentally retarded individuals in its second year of operation; forty-four trainees would be carried over from the first year and 116 new trainees would be enrolled. (Job Path actually enrolled 167 trainees during its second year.)

Also in 1979 the New York City Department of Mental Health, Mental Retardation and Alcoholism Services issued its 1980-81 plan in which supported work services were identified as a high priority. In keeping with its plan the Department issued a request for proposals* (RFP) from agencies interested in operating a supported work program on Staten Island. The Vera Institute's proposal was accepted, and after several months of planning, Job Path opened a satellite office on Staten Island in June, 1980. (For further discussion of the Staten Island program, see the section entitled DISSEMINATION.)

OBJECTIVES

Job Path's primary purpose, as already suggested, is to enable mentally retarded youths and adults to make the transition from sheltered environments -- special education classes, workshops, and other rehabilitation agencies -- to stable jobs in the competitive labor market. In so doing, it was expected that a number of secondary objectives would also be accomplished:

*The issuing of an RFP is standard operating procedure at this agency for new services to be purchased from an outside contractor.

1. Participants would develop an increasing sense of competence and independence, and enhanced feelings of self-confidence and self-worth.

2. Employers, supervisors, and co-workers would develop new awareness and appreciation of the capabilities that mentally retarded people possess. It was expected that Job Path trainees would, themselves, contradict many of the stereotypes about mental retardation that tend to prevail among those who have had little or no contact with this population.

3. Job Path would be instrumental in evoking interest in supported work as a transitional employment mechanism for handicapped populations.

POPULATION CHARACTERISTICS

There is a popular tendency to make the mistake of referring to mentally retarded people as "retardates." This term seems to imply that the condition of having less than average ability to think, reason, figure, or remember is the only distinguishing characteristic worth noting. An analysis of Job Path's trainees, however, indicates that the youths and adults for whom the program has provided services differ in a number of quantifiable ways, both cognitive and non-cognitive, some of which appear to have an impact on program outcomes. They also differ in a number of important ways that cannot be quantified but that may also affect functioning. (See PROGRAM RESULTS.)

Gender and age are the most obvious ways in which participants have differed. One hundred and thirty-four participants (61%) are male and 87 participants (39%) are females.* Comparing trainees at their age upon entering Job Path, one sees that:

42 people (19%) were between the age of 17 and their 21st birthday;
112 people (51%) were between the age of 21 and their 25th birthday;
67 people (30%) were age 25 and over.

The U.S. Bureau of Labor Statistics has defined youth as the age span between the 16th and 25th birthdays. According to this classification, 70 percent of the trainees whom Job Path has served (154 out of 221) are considered to be youth.

A closer examination of the age at which trainees entered the program indicates the following breakdown:

2 (1%)	enrolled at age 18
15 (7%)	" " " 19
25 (11%)	" " " 20
40 (18%)	" " " 21
26 (12%)	" " " 22
27 (12%)	" " " 23
18 (8%)	" " " 24
13 (6%)	" " " 25
20 (9%)	" " " 26 - 29
27 (12%)	" " " 30 - 39
8 (4%)	" " " 40 - 49

*A further breakdown of the population according to the codes established by the Equal Employment Opportunity Commission reveals that 61 trainees (28%) are black males, 13 (8%) are Hispanic males and 55 (25%) are white males. Among the females 30 trainees (13%) are black, 8 (4%) are Hispanic, 47 (21%) are white and 2 (1%) are Asian.

To appreciate the differences among trainees it is also interesting to consider the matter of secondary disabilities. Of the 221 participants, 104 (47%) have neurological, orthopedic, psychological, and general medical problems of sufficient severity to be an important factor in their overall functioning. The disabilities include profound hearing loss, cerebral palsy, sickle cell anemia, heart murmurs, seizure disorders, unintelligible speech, endocrinological disturbances, brain injury, limited eyesight, hypoglycemia, and congenital malformations. Some secondary disabilities are more dramatic than others, but all of these 104 participants have significant medical or psychological problems.

Other interesting variations are apparent when one explores the previous employment records of the 206 trainees (93%) whose job histories were available:

128 people (62%) had never worked in competitive employment.

34 people (17%) had worked three months or less.

7 people (3%) had worked between four and six months.

10 people (5%) had worked between seven and twelve months.

27 people (13%) had worked one year or more.

Within the overall category of mental retardation, the level of intellectual functioning varied significantly. Mental retardation is often reported in the form of I.Q. (intelligence quotient) scores which purport to indicate whether a person is psychometrically of "normal"

intelligence (scoring between 90 and 110), mentally advanced, or mentally retarded. I.Q. scores are divided into categories. The referral agencies use the categories and definitions which follow. (The numerical I.Q. range reported refers to scores obtained from the Weschler tests.)

<u>Level of Mental Retardation</u>	<u>Intelligence Quotient Score</u>
Borderline*	70-84
Mild	55-69
Moderate	40-54

Two further categories not usually applicable to Job Path are "Severe" (I.Q. range of 25-39) and "Profound" (I.Q. range of 24 and below), even though one trainee with an I.Q. of 39 was admitted, trained, and placed in unsubsidized employment. His ability to function in conventional employment opens the question of providing services to other severely retarded participants.

It should be noted that intelligence tests have come under increasing criticism of late. The criticisms reported by the President's Committee on Mental Retardation include these:

- # The tests are based on the values of white, middle-class persons, and are, therefore, not pertinent to persons of other cultures.
- # The tests measure achievement based on differences in opportunity to learn, rather than native intelligence.
- # The tests are over-simplified reflections of complex and unique human characteristics.

* Although the referring agencies use the category of "Borderline", the definition adopted by the American Association on Mental Deficiency in 1973 eliminates this category.

Allowing for the questionable validity of I.Q. scores, however, the program can report this data for 163 of Job Path's 221 participants. I.Q. scores for the remaining 26% (N=58) are not available. Essentially half of the participants for whom Job Path has I.Q. scores fall in the mild to moderate range with scores of between 40 and 69 and half fall in the borderline range with scores of 70 and above.*

At the outset of program operations the staff had expressed some concern about admitting "higher functioning" candidates, but as the program evolved two factors caused a change of mind. First, after observing the numbers of "higher functioning" people being referred from sheltered workshops, the staff decided that these people needed to receive services that would enable them to leave the workshops and to make the transition to stable jobs in the competitive labor market.

In addition, there seemed to be little correlation between I.Q. category and actual functioning in a number of cases. Indeed, approximately 67% of the trainees who had to be terminated from the program had I.Q. scores that were 70 or above. (Job Path has I.Q. data for 15 of the 18 trainees who were terminated from the program and 10 of the 15 scored 70 or higher.)

*Sixteen participants scored between 40-54 (moderate), 64 scored between 55-69 (mild), 83 scored above 70 (borderline) and 1 scored between 25-39 (severe). These scores were achieved on different I.Q. tests administered by different people in various referral agencies at different time intervals. Even if the program felt comfortable about the validity of I.Q. testing, therefore, it would still be uncomfortable about the validity of this particular data base.

The relationship between I.Q. scores, ability to function in the program, and ability to obtain and retain unsubsidized employment will be considered in the section entitled PROGRAM RESULTS.

Reading scores and math scores also provide possible measures of mental functioning (again allowing for the fact that different tests were administered under different circumstances.) In both of these areas there are considerable differences among the trainees for whom we have scores reported. Referral agencies have reported reading scores for 180 (81%) of the 221 trainees whom Job Path has served during its first two years of program operation. The following data reveal:

139 trainees (77% of available scores) are rated on a zero to fourth grade level.

41 trainees (23% of available scores) read on a fifth grade level or above.

Experts in the field of reading regard anyone who reads below a fifth grade level as being functionally illiterate, which means that slightly more than three out of four of the 180 trainees for whom we have reading scores are not able to read well enough to be considered literate in our society.

Job Path has had math scores reported for 165 (75%) of the 221 trainees who have participated in the program to date. According to the reported data:

103 trainees (62% of available scores) scored between 0 and grade three.

62 trainees (38% of available scores) scored between grades four and six.

None of the available scores indicate functioning above sixth grade.

Before the staff got to know mentally retarded people well, it had assumed that the entire population would barely be able to read or compute. Although that initial assumption holds true for the majority of the people for whom the program has provided services, it is too sweeping a generalization. Some mentally retarded people develop in uneven ways. The concept of "idiot savant" is an extreme example of this phenomenon.*

In planning the program, moreover, the staff had concentrated so thoroughly on how intellectual deficits would affect the kinds of jobs trainees could handle that it did not take into consideration the significance of deficits in adaptive behavior or socialization. It is difficult to know to what extent immature social behavior is a function of retardation and to what extent it is a function of the limited opportunities available to mentally retarded people in the course of their maturation. People who have spent many years in sheltered workshops, for example, have not worked alongside of and socialized with non-retarded people. If these mentally retarded people smile, or laugh at inappropriate times, it cannot be assumed that their social behavior is a reflection of their intellectual limitations. If they are accustomed to giving vent to their feelings at times and places that our culture deems incorrect, one also has to wonder whether their behavior is an aspect of mental retardation or a reflection of prior experiences that have been largely removed from the mainstream.

* The idiot savant is described in psychiatric dictionaries as being a "feeble minded" person who possesses a high degree of special ability in a complicated area such as music, calculation, or memory of facts (for example, knowing the day of week for any date.) In all other respects, this person shows the same degree of ability as other people of his or her intelligence or functioning level.

A breakdown of agencies that have referred Job Path participants reveals the following:*

120 trainees (54%) have come from sheltered work-shops and other rehabilitation agencies.

34 trainees (15%) have come from special education classes.

31 trainees (14%) have come from the Office of Vocational Rehabilitation.

16 trainees (7%) have come from the Youth Employment Program.

15 trainees (7%) have come from the developmental offices of the five boroughs.

3 trainees (1%) have come from group residences.

2 trainees (1%) have come from other sources.

Deficits in adaptive behavior sometimes are apparent during the interview process. It is not uncommon for applicants who come to Job Path to enter the room with their heads hanging down and to retain this posture during the interview. These applicants may insist on wearing their hat and coat indoors. Their answers to questions are likely to be barely audible and monosyllabic. In sum, their behavior during the interview process is clearly different from that of people who enter a room where they have never been before, introduce themselves to a stranger, and discuss their background with an apparent ease that disguises their inner feelings.

Other indications of deficits in adaptive behavior become apparent on the training site. Some trainees burst into tears if their supervisor corrects them. Some have been known to walk away from their job

*As a result of rounding off, the percentages total 99 instead of 100.

if they are frustrated or bored. The staff have found that deficits in socialization are at least as significant as intellectual deficits, if not more so, in the transition process that is designed to culminate in competitive employment.

METHODOLOGY

To design, implement, evaluate, and modify the program as needed, Job Path has developed a staff that is represented schematically in the Table of Organization on the following page. The program consists of the following components:

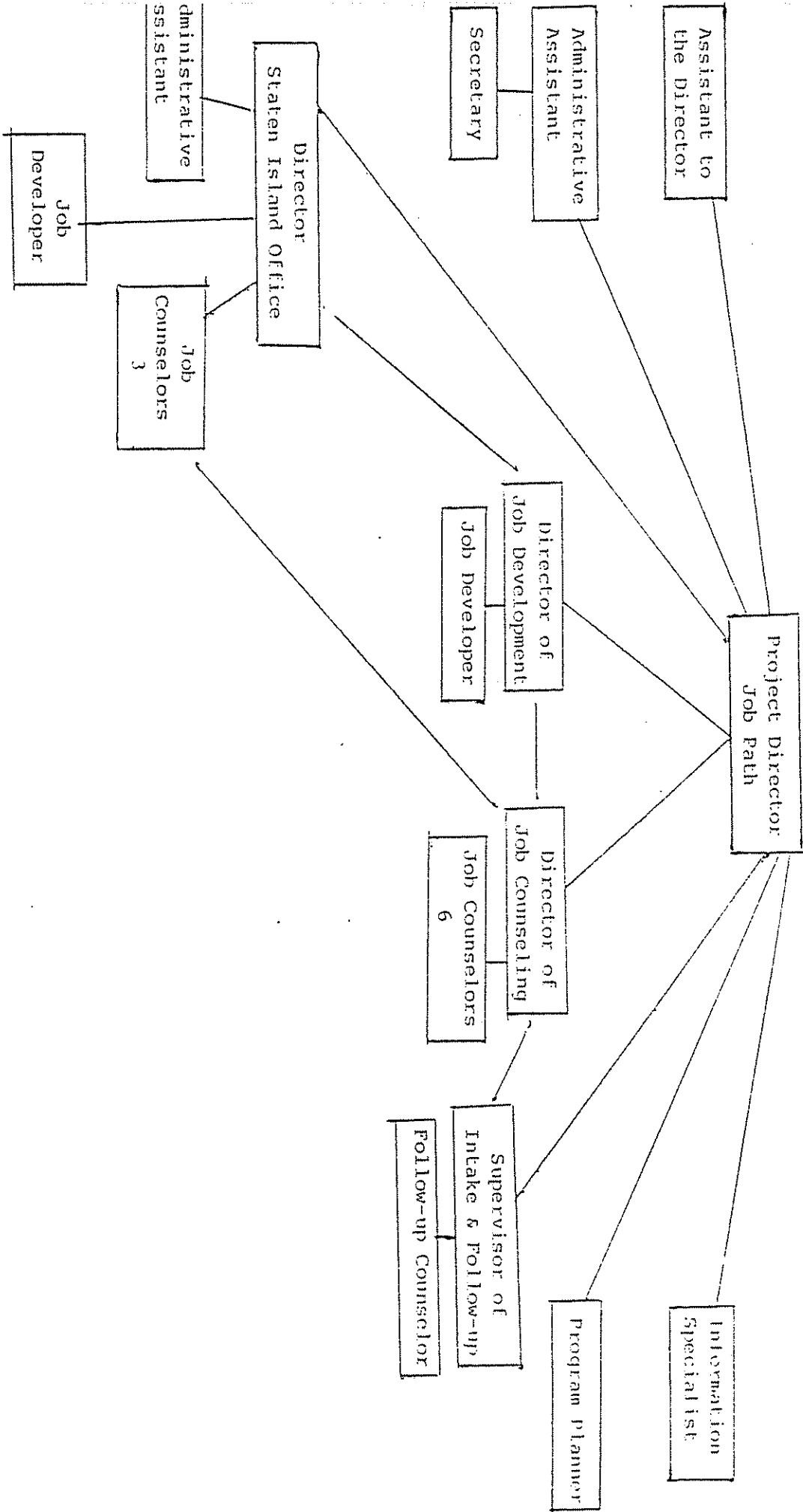
1. Outreach and Intake - To enroll 221 mentally retarded youths and adults between September 5, 1978, and September 4, 1980, Job Path has drawn upon referrals from the indicated sources on page 13. When Job Path was established, it received referrals from ten agencies; the program is now working with 99 referral agencies. (See Attachment B.)

An outreach worker has visited a number of referral agencies personally in order to acquaint them with Job Path's purposes and program. Moreover, she has made return visits to some of the larger agencies because the referral counselors who are on staff in the fall are not necessarily there in the spring.

In addition to visiting the agencies, Job Path has hosted four open house afternoons to which referral counselors have been invited. These afternoons have given Job Path an opportunity to receive valuable input as well as to give updated information. The relationships that the program has developed and maintained with referral counselors in a variety of agencies have made it possible for Job Path to extend its

Job Path

Organization Chart



population from 98 trainees at the end of Year I to 221 trainees by the end of Year II.

Establishing and maintaining good rapport with referral groups has enabled Job Path to serve trainees more effectively. By a cooperative approach, for example, the Job Path counselor and the counselor from the residence that had referred B. were able to help her overcome her chronic lateness and learn how to allow herself sufficient time to get to work promptly.

On-going communication has also enabled the program to fill training sites that job developers have found at times when Job Path has lacked an appropriate trainee. When job developers came up with four public sector mailroom sites, for example, and the program had only three trainees whose reading skills were adequate, it was able to call a number of referral agencies with whom frequent contact had been maintained. As a result a fourth person was soon found.

In the course of talking with referral counselors, the outreach worker has made a point of explaining the program's intake criteria. Job Path tries to make certain that everyone who enters the program genuinely needs supported work in order to become employed, but it also tries to limit its acceptance to individuals who appear as if they will be ready to become competitively employed within a year's time. If the program were to veer too much in one direction, it would find itself with trainees who require a good employment agency but who do not need the support system that Job Path provides. If, on the other hand, the program were to veer too much in the opposite direction, it would find itself with trainees who need well over a year before they can become

ready for the competitive labor market. Thus, Job Path needs to maintain a delicate balance, which the outreach worker attempts to communicate to referral counselors.

The specific eligibility criteria that Job Path has established require that all applicants:*

- . be evaluated as mentally retarded in the moderate to borderline ranges;
- . be at least 17 years old;
- . show potential for competitive employment, as determined by interviews by intake counselors and by the written evaluation provided by the referral agency;
- . demonstrate no severe medical or psychological problems that could impede ability to work; if on medication, have the ability to be responsible for self-medication;
- . be motivated and interested in working;
- . travel independently, or have the ability to learn new routes.

(For a discussion of the characteristics of the 221 participants, see the following section.)

Two staff people -- the supervisor of intake and follow-up and an intake/follow-up counselor -- do all of the interviewing. At times a second interview is necessary in order to determine a candidate's suitability. (For a copy of the intake interview form see Attachment C.) Job Path has learned, for example, that the program can teach

*Job Path plans to establish a pilot project for 20 neurologically impaired persons who will be eligible for the program as of October 1, 1980, under a different set of eligibility criteria. The pilot project in question will be discussed in the section entitled PLANS FOR 1980-81.

job skills and work habits, but that it is far more difficult - and sometimes impossible - to instill motivation, so it is important to detect people with negative attitudes toward work and screen them out. The program also tries to avoid accepting applicants with severe psychological problems. One young man, for example, arrived at the Job Path office carrying a lead pipe "for protection," thereby evidencing problems that the program is not equipped to handle.

The intake interview also provides an opportunity to begin to develop an individualized plan of training for each applicant who is accepted. During intake, staff members have learned that some applicants do not want a sedentary job whereas other applicants prefer it. Some people are loners and others are sociable. Some candidates have health problems that limit lifting, bending or standing. And, as the previous section on POPULATION CHARACTERISTICS indicated, some people can read and some cannot.

2. Job Development

There are two aspects to job development: arranging for subsidized sites to provide useful training so that participants will acquire job skills that are currently in demand and learn good work habits that are always desirable; and arranging for unsubsidized placements or hirings.

Hirings occur in two ways. In many instances what begins as a training opportunity turns into unsubsidized employment. Job Path participants simply "roll over" from their status as "trainees" to their new status as "employees" at the firm which has been training them. In other instances firms hire Job Path participants who have received their training elsewhere. Those cases are termed "direct hires."

Most of the trainees who have become competitively employed have been placed on two to three different sites in order to gain necessary work experience, although a small number were hired by the first agency where they were placed and an even smaller number have needed as many as six placements. (For a complete list of training sites and unsubsidized placements, see Attachment D.)

In the first year of operation the director of job development chose to put equal emphasis on arranging for public and private sector training, and succeeded in developing 34 sites in each sector. Despite this equal distribution, the hirings were distinctly unequal. Twenty-nine of the 46 trainees who were hired in Year I (63%) were employed by private sector companies compared to the 17 (37%) who were hired by public sector agencies.

With city, state, and federal agencies increasingly instituting freezes on hiring, it became apparent that public sector hirings in the second year were going to be even more unlikely than in the first year. Consequently, the director of job development decided to concentrate on private sector sites during the second year of program operation.

By the end of the two-year time frame, Job Path had worked with a total of 93 private sector sites and had arranged for 96 competitive hirings with business firms and private not-for-profit corporation.

Despite the limited amount of unsubsidized hiring that has stemmed from the public sector (17 hirings in Year I and 6 hirings in Year II*),

*Two of the public sector hirings were for 13-month CETA-funded positions.

these sites continue to be important to Job Path because they give new trainees an opportunity to gain initial skills and self-confidence in a real work setting. Since CETA funds pay the minimum wage salaries that trainees in public sector agencies earn, job development is somewhat easier than in the private sector. Indeed, the program has quite often found itself with a waiting list of public sector agencies.

Nonetheless, developing training sites in the private sector that will result in long term hiring is the ultimate test of a good job developer. To be successful job developers learned to think in business marketing terms and to assiduously avoid a "do-gooder" approach. They developed strategies for singling out the most appropriate kinds of work for mentally retarded people and for locating firms which offer that kind of employment. They also learned to seek work in growth industries and stable areas of employment in New York City, which explains the program's interest in hotels, law firms, investment banking firms, savings and commercial banks and insurance companies. Moreover, job developers learned to identify key individuals in certain businesses and unions, through whom they developed a network of leadership in one industry after another.

Once the program has been able to break into a field, job development becomes somewhat easier. It took eight months before the program found a law firm which agreed to provide training for a participant. In the following year ten more law firms accepted Job Path participants for training as messengers, duplicators, office aides, mailroom clerks, and porters. Nine of the eleven firms have hired the people whom they

have trained. When a job developer approaches another law firm and shows the list of firms where Job Path has placed participants, it is more likely that the program will be welcomed.

In their overall efforts, job developers also use letters from employers and parents who have had experience with Job Path participants to help convince prospective organizations to participate in the program. A sampling of these letters can be found in Attachments E and F.

As a further marketing tool, Job Path offers private sector employers three fiscal options with negotiable time frames and subsidies:

A. "Work experience" enables a company to provide a partially subsidized opportunity for a trainee(s) to learn a job without making a firm commitment to hire. (Foundation monies have been used for payment of these subsidies.) Under this arrangement a trainee(s) remain on the Vera Institute's payroll and the company is billed for its share of the minimum wage salary -- typically between 35% and 90% of the total -- with Vera paying the difference. Some companies like this approach because they have an opportunity to see how a mentally retarded person works without having to put that person on their payroll. Interestingly, within three months, two out of three companies that have taken this approach have wound up hiring the trainees in question.

B. An On-the-Job Training (OJT) contract for a specified period of weeks holds different attractions. An OJT agreement is initially more financially advantageous to a company than a work experience arrangement because special funds enable Vera to reimburse as much as 50% of a participant's salary during the training period. However, an OJT contract means that the firm has committed itself to hire the trainee, assuming, of course, that he or she meets the company's standards. It also means that the trainee is on the company's payroll from the first day of training. (Nine companies have chosen this route.)

C. A direct hire allows a firm to hire a trainee as it would any other employee and receive no subsidy whatsoever. Thirty-four companies have chosen this option because they anticipated that the record keeping that would be involved with a subsidy arrangement would require more effort than they cared to expend. (The trainees these firms selected had all received prior training on public and/or private sector sites.)

These three arrangements are different from a fiscal point of view, but they do not differ programmatically. Regardless of the alternative an employer selects, Job Path still supplied a counselor who visited the site and provided a support system for the trainee and his or her supervisor. (See sections on COUNSELING and FOLLOW-UP.)

Finally, Job Path has received considerable assistance from its Job Advisory Board, which was first convened in September, 1979 and is now an established adjunct to job development. (For a list of the membership, see Attachment G.) It was through the intervention of two people

on the Job Advisory Board that the program was able to break into the hotel industry, and through the help of a third advisor that Job Path was able to establish a foothold in three branches of Alexander's Department Store. The Job Advisory Board has also critiqued Job Path's marketing brochure and offered suggestions that have improved the presentation that job developers make. Job development is never easy, but the program's Job Advisory Board has gone out of its way to reduce the frustrations and difficulties.

3. Supervisor Orientation - The decision to offer work experience to a Job Path trainee usually rests with the personnel department of public and private sector sites, but the responsibility for overseeing the trainee on a day-to-day basis rests with the line supervisor. It is, therefore, essential for the supervisor to understand the capabilities and needs of mentally retarded workers. It is also useful for Job Path to understand the precise needs the supervisor is seeking to fill so that the program can place an appropriate trainee on the site.

Under ordinary circumstances the job developer who arranged with the personnel department for Job Path to place trainee(s) in the organization also meets with the line supervisor. The job developer explains the program to the supervisor, discusses what he or she can and should expect of trainees, and gives assurances of the help and support that Job Path's counselors are prepared to provide. At the same time, the job developer determines the precise needs of the site so that she can suggest the most appropriate trainee when the placement decision is made.

There have been occasions, however, when a firm required that a trainee be assigned so quickly that there was no time for a job developer to meet with the supervisor. Under those circumstances, the job counselor who accompanied the trainee to the firm has explained Job Path to the supervisor and answered his or her questions.

Job Path has found that, regardless of who does the orientation, supervisors' anxiety has been considerably relieved when they learned of the availability of support services offered by the program to trainees and to supervisors.

4. Placement - Placement has a dual definition. Sometimes a participant is assigned to a training site in order to acquire specific job skills and overall work habits. (It is hoped, of course, that after being trained, this participant will "roll over" on to the company's payroll.) At other times a participant is referred to a company that does not provide training but is interested in hiring them.

After trying various methods of placement Job Path has arrived at a procedure that has worked well for the past eight months. The approach not only results in an effective match but also serves to unite job development and job counseling as a team effort.

The director of job development knows the needs of each training site because in most instances she has either developed the site herself and done the supervisor orientation or has discussed the site with the job developer who made the presentations. Similarly, the director of job counseling knows the needs of each trainee because they all

attend one of the peer groups that she leads on a weekly basis.

(These will be discussed later in this section.) By pooling insights and information when they meet twice a week, the director of job development and the director of job counseling have been able to produce the most appropriate possible matches.

Moreover, by working together, they have overcome an understandable tension between job development and job counseling. When, after a great deal of hard work, a developer persuaded an employer to accept a trainee, only to discover that there was no trainee who could fill the particular job at the time in question, the job developer was likely to be frustrated and disturbed. By the same token, when a counselor enabled a trainee to become job ready, motivated, indeed, bursting to be hired, only to discover that there was no job in site, the counselor was likely to be frustrated and disturbed. Now that the director of job development and the director of job counseling work closely together, each has learned to appreciate the other's viewpoint. There is still frustration, of course, but it is a frustration that is mutually shared, rather than a case of "us" against "them."

5. Job Counseling - The director of job counseling and four job counselors have provided essential support services for trainees and supervisors. Inexperienced in dealing with the world of work, trainees need sustained help in learning how to cope with its demands, how to respond to supervision, how to interact with co-workers, even how to dress appropriately. Inexperienced in dealing with handicapped workers, supervisors need sustained help in striking a sensible and sensitive balance between firmness and understanding as they gradually increase their expectations.

Job counselors assist trainees and supervisors in the following ways:

. Initial orientation - Prior to a placement, be it the first or the fifth, the counselor and the trainee visit the new site and meet with the supervisor in order to establish relationships and reduce initial anxiety. By traveling to a new site with his or her counselor, the trainee also learns the route to take.

. Regular site visits - Counselors visit a site at least twice a week to observe the skills that the trainee is supposed to be learning, detect the ease or difficulty with which each task is being accomplished, and note when the trainee is ready to take on new assignments or to be moved to another site. These visits also enable the counselor to get first hand knowledge of the trainee's interaction with the supervisor and with co-workers.

. Individual conferences with supervisors - In addition to the ad hoc conversations that take place when counselors are making their site visits, a bi-weekly meeting is scheduled with the supervisor so that the counselor can receive evaluation and feedback of the trainee's performance. Job Path counselors have learned to delve beyond the assurance that "everything's fine" in order to identify problems while they are still minor. Counselors have also learned to urge supervisors to call them in between scheduled conferences, should anything arise which the supervisor finds disturbing.

. Individual conferences with trainees - Counselors meet privately for an hour a week with each trainee, and whenever crisis situations

arise as well, to discuss job-related concerns and to help him or her develop the necessary social and employability skills to complement the job skills taught by the site supervisor. (For a discussion of the emotional growth of trainees see PROGRAM RESULTS.)

. Group meetings - Led by the director of job counseling, these hour-long weekly meetings with 10-12 participants in a group foster peer support as trainees share experiences and help each other solve common problems. Peers are not afraid to confront each other, to berate each other, to refuse to take excuses from one another, or, conversely, to praise each other, to support one another, and to offer suggestions on handling difficult situations.

. Referrals - Job counselors refer trainees to appropriate ancillary services for help with housing, health, recreation, schooling, and such. Job Path has deliberately tried to avoid duplicating the efforts of other agencies, in order to concentrate on providing transitional employment services which were not available in the existing service delivery system.

Over the course of the past two years, it has become apparent that Job Path could not operate without the job counseling function that has become an inherent part of the program. The nature and amount of this support, however, may vary, depending on the needs of the target group. On Staten Island, for example, where many participants suffer from the impact of long years of institutionalization, Job Path has chosen to reduce the program's standard caseload of 12 trainees per counselor to only eight trainees per counselor.

6. Follow-up - Job Path has learned that trainees who have received a network of supports when they are in the program need to have the supports gradually reduced rather than abruptly removed at the time of hiring. Consequently, a follow-up component has been developed to provide systematic post-program supports. At first a follow-up counselor visits a newly-hired employee once a week and the supervisor bi-weekly, if the employer approves of this arrangement. In the rare cases when a company objects to site visits, the counselor meets with the employee during non-working hours and telephones the supervisor from time to time. In any event, the visits are gradually reduced over the course of a year, the frequency being determined by the former trainee's stability. The intensity of follow-up that is needed typically depends on how job-ready the trainee was at the time the firm chose to hire him or her.

The program had thought that the reduction of follow-up counseling would proceed in reverse arithmetic progression, but discovered that such is not always possible. One former trainee, for example, did well for nine months and then began staying home because she thought a crew of temporary workers was making fun of her. Another former trainee was a model employee for four months, at which time his supervisor was replaced and the "model employee" had a series of conflicts with his new supervisor. Such situations require intensified counseling.

The program has recently introduced group meetings for former trainees in the hope that peer support will enable them to cope with the problems of frustration and boredom of not being promoted when others around them move on, and of the seeming contradictions that perplex them.

On the one hand, for example, Job Path encourages former trainees to integrate into the work force, to have lunch with their co-workers, to go bowling with them, to be part of the crowd. On the other hand, the program encourages them to be different. A highly skilled secretary may be able to come back late from lunch or leave the office early and get away with it, but an entry level office aide is so easily replaced that he or she cannot indulge in lateness. Thus, former trainees are being given a dual message: be like everyone else - but not too much like them.

It is too soon to evaluate the impact of these groups on former trainees, but Job Path thinks that peer support may be as helpful for them as it is for trainees in the program.

PROCEDURES

If every trainee were a textbook case, he or she would follow a general three-step Job Path procedure, albeit at an individualized pace. First, with the Vera Institute responsible for paying the salary, the trainee would be placed on a public sector training site for approximately 12 weeks. Next, while still on the Vera payroll, the trainee would spend approximately 12 more weeks in a private sector training site. Finally, the trainee would be hired and placed on the payroll of a public or private sector employer. Trainees are individuals, however, not textbooks, so the usual procedure has many exceptions.

Some trainees spend time on "lay-off," which means that they are between training sites. If they have exhausted the 1000 hours of training at a public sector agency (which is all that is allowed under CETA work experience) and the job developers have not come up with an appropriate private sector training site, trainees go on "lay-off."

If they are using up CETA-funded hours on a training site that is not appropriate, they go on "lay-off" until the program has a better public sector agency. When a counselor concluded, for example, that one of his trainees was not going to be able to acquire the skills needed to do clerical work, the trainee was taken from the agency where she was trying to learn filing and placed on "lay-off" until a training site in housekeeping became available. Time spent on "lay-off" is added to a trainee's year in the program, if necessary, so that he or she is not penalized for the time gap, which is not his or her fault.

The procedures that Job Path observes when a trainee is to be placed on "lay-off" are explained in detail to a participant by his or her counselor. Procedures leading to the disciplinary action that Job Path calls "suspension" are considered so important that they are carefully and thoroughly spelled out in the Trainee Manual.

(For a copy see Attachment H.)

Suspension occurs when a participant's work habits are such that the program has to resort to removing him or her from the training site for a brief period of time during which no salary is paid. Before considering suspension, a counselor discusses a trainee's poor work habits with him or her on three separate occasions and gives him or her a written warning on the fourth occasion stating that one more repetition of unnecessary lateness, unverified absence or whatever other behavior is at issue will result in suspension.

During the first two years of program operation, 33 trainees have been suspended for a brief period of time. Eleven have since re-entered the program and have subsequently been placed in unsubsidized employment and six are currently receiving subsidized training. After re-entering the program and receiving further counseling, sixteen other trainees continued to exhibit attitudes and behaviors that would be unacceptable for unsubsidized employment in the competitive labor market. Job Path, therefore, had to terminate these sixteen participants from the program. Eight of these trainees were terminated from Job Path during its first year of operation and another eight were terminated during its second year. Termination is the final disciplinary measure at the disposal of the program, and it is a step which is taken with great reluctance. All told, 7% (N=16) of Job Path's 221 participants have been terminated since the program began.

PROGRAM RESULTS

As already reported, Job Path provided supported work for 221 trainees between September 4, 1978 and September 5, 1980, and placed 114 trainees in unsubsidized employment during this period. (Because five participants were placed twice,* the program actually arranged for 119 separate placements.) Thus, 52% of the trainees made the transition from supported work to unsubsidized employment.

* Three of the five were readmitted to the program, because it was felt they had been placed prematurely. (The program has since learned to turn down a hiring opportunity, rather than place a trainee who has not had sufficient time in the program for his or her particular needs.) The other two trainees needed to be moved from one job to another because of circumstances that concerned our counselors. In one instance the supervisor seemed so biased toward a mentally retarded person that we moved our participant in a week's time. In the other instance, co-workers locked a former trainee in a refrigerator, after which incident her attendance, understandably, dropped sharply because she was afraid of further harrassment or tom-foolery, as the case may have been.

During the course of their training as supported workers and their later experience as unsubsidized employees, Job Path participants have served on the staffs of 142 public sector agencies, private sector firms, and non-profit organizations in both sectors.

A closer look at program results shows that 98 trainees entered Job Path between September 5, 1978 and September 4, 1979 and forty-six (47%) went on to competitive employment during that year. Forty-four other first-year participants in good standing who had not completed the 12 months of allotted transitional employment were carried over into the second year. Twenty-four of those 44 were placed in competitive employment between October 29, 1979 and July 22, 1980. In all, 70 of the 98 trainees (71%) who entered Job Path in its first year have made the transition from sheltered environments to conventional employment within 12 months of program activity.

During Job Path's second year as a demonstration project, which ran from September 5, 1979 to September 4, 1980, the program served 123 new trainees in addition to the 44 supported workers who were carried over from the previous year. It is premature to tabulate the final unsubsidized placement rate for second-year enrollees because 70 trainees have been in the program for less than six months.

It is not too soon, however, to consider the employment experience of the 53 trainees who entered Job Path during the first half of its second year, between September 5, 1979 and March 4, 1980. Thirty-seven of these trainees (71%) have been placed in unsubsidized employment as of the date that this report was written. (Three trainees were placed in two different jobs, resulting in a total of 40 placements.)

For an overview of the status of all 221 Job Path trainees see Table I.

Table I Status of the Total Number of Job Path Entrants*

	<u>Number</u>	<u>Percent of Those Entering Program</u>	<u>Percent of Those Leaving Program</u>
A. Number who entered program	221	100%	---
B. Number who left program	148	67%	100%
C. Number hires in unsubsidized jobs	114	52%	77%
D. Number who left without being hired in unsubsidized jobs	34	15%	23%
E. Number still in program	75	34%	---

The length of time that trainees remained in the program seemed to depend upon three main factors:

1. The speed with which trainees learned specific job skills and practiced desirable work habits such as punctuality and attendance, appropriate dress and grooming, and the ability to accept supervision and get along with co-workers. (Other desirable work habits include the ability to avoid being easily distracted, the ability to work under pressure, and the ability to change daily routine when necessary.)

2. The availability of an appropriate job. Some trainees were job ready for quite some time before an unsubsidized placement for their particular skill was found. (When a supervisor was pleased with a trainee's work and urged the firm to hire him or her, employment was much more likely to occur or to occur more quickly than when a comparably satisfied supervisor took a passive role.)

*Two of the trainees who re-entered the program have not yet been placed in unsubsidized jobs. They are not counted twice in the number of individuals who entered the program, but they are included among those still in the program.

3. The policy that various firms have toward hiring. A number of organizations have hired trainees before Job Path considered them job ready. These companies viewed the record keeping that they thought would have been entailed during a partially subsidized training period as too bothersome for their taste. They preferred, therefore, to place the trainee on their payroll and receive no subsidy. (When this policy resulted in trainees being hired before Job Path considered them job ready, the program chose to provide the full support that would have been available had the participants still been in the program.)

It is important to keep these factors in mind when reading Table II.

Table II - Program Status by Time in Program

<u>Time</u>	<u>Status</u>		
	<u>Left for Unsub-</u> <u>sidized Employment</u>	<u>Left Without Being</u> <u>Placed in Unsubsi-</u> <u>dized Employment</u>	<u>Still in</u> <u>Program</u>
Less than 3 months	17	10	38
3-6 months	62	9	21
7-9 months	20	3	7
10-12 months	<u>15</u>	<u>12</u>	<u>9</u>
TOTALS	114	34	75

Job Retention

Of the 114 Job Path participants who entered the competitive labor market 89 former trainees (78%) are either currently working for the employer with whom they were placed upon leaving the program or else have completed at least a full year of employment before leaving. The length of time on the job has varied considerably, as the following table illustrates.

Table III - Post-Program Job Retention for 89 Former Trainees

<u>Length of Time on Unsubsidized Job</u>	<u>Number</u>
Less than one month	1
1-3 months	13
4-6 months	20
7-9 months	15
10-12 months	5
More than a year	35

Of the 26 trainees who had left their jobs before working a full year, nine were fired, four were laid off, and thirteen resigned. These figures require some further discussion, however, for clarification.

Six of the nine people who were fired simply did not live up to the standards their employers had set; the other three firings were not so simple. One trainee was hired well before he was ready for

competitive employment because Job Path was unable to persuade the employer to accept a partially subsidized training arrangement in place of a direct hire. It was unfortunate, therefore, but not surprising when the newly-hired messenger was fired within eleven days.* A second trainee was replaced during the time that he underwent a rather lengthy hospitalization, and a third trainee had a nervous breakdown that required residential psychiatric treatment.

The four lay-offs are also somewhat deceptive. One trainee was hired for an eight-month temporary job in the private sector and was laid off at the completion of that time. Another trainee did such fine work that the court which had been training her in clerical skills hired her, despite the fact that it did not have an available line on its budget. After exhausting the voucher money at its disposal, the court had no alternative but to let the worker go. (Anticipating this outcome, Job Path had tried to convince the trainee to give the program a chance to find her a stable job, rather than accept the court's offer for temporary employment, but the lure of instant hiring was so great that she was unwilling to pass up the court's offer.)

Some of the thirteen resignations also require explanation. Job Path took the unusual step of suggesting that one recent hired trainee resign because his counselor quickly saw that the job required more physical dexterity than this young man possessed because of limitations imposed by cerebral palsy. Job Path arranged for the trainee to return

*Job Path had not yet developed its policy of providing full program supports in the case of premature hiring, although this trainee was so far from job ready that it is doubtful that more support would have made a significant difference in the time frame the firm had set.

to the program for further training and for another trainee to take the vacated job.

Three other resignations occurred for personal reasons which Job Path counselors consider to be valid. In each case, neither the program nor the employer faulted the trainee for his or her decision.

Trainees Who Have Not Been Placed in Competitive Employment

One hundred and seven* trainees who entered Job Path have not been placed in competitive employment. Out of this group 75 participants are currently enrolled in the program, two had to leave because of psychiatric problems, and 32 had experiences that warrant further explanation.

Sixteen of these 32 trainees (7% of the 221 enrollees) were terminated because of persistent attitudes and behaviors that were incompatible with competitive employment. Lateness, poor attendance, and an inability to assume responsibility were the most frequent reasons for terminations.

Nine trainees (4%) were classified as having "received maximum benefits" (RMB). Job Path uses this term when the program has done everything it knows how to do for a trainee, but is still unable to prepare him or her for the standards of the competitive labor market.

Seven trainees (3%) resigned from the program. Four of the seven chose to leave in less than a week's time; of the remaining three, one moved to Puerto Rico, one objected to counseling, and one decided not

*Two trainees have been placed once and are back in the program. Including them, the total becomes 109.

to work.

Given an intake policy that results in the acceptance of the overwhelming majority of applicants, it is important to note that only 34 (15%) of the 221 trainees in the first two years have left Job Path because of terminations, resignations, or the inability of the program to place them in unsubsidized employment.

Further Observations

The material that is included in this section represents an attempt of program operators to search for possible relationships between a few variables and program outcomes in an effort to guide further policies and actions. It is important to distinguish here between these efforts and the study which the Vera Institute Research Department is preparing in which it will compare the employment history of 60 trainees ("experimentals") and 60 comparable non-participants ("controls"). These findings will be reported on by the Research Department at a later date, although a few early observations will be included in this report.

In relationship between I.Q. scores and results was of particular interest. (To interpret the following data, it is important to bear in mind that of 163 trainees for whom Job Path has this information, 51% scored 70 or above on I.Q. tests and 49% scored between 39 and 69.)

The majority of trainees in both groups did well in both subsidized and unsubsidized employment. Curiously, however, when one examines the small numbers that did not complete the program or did not retain their unsubsidized employment, one finds that in most respects so-called "higher-functioning" trainees did less well than so-called "lower-

functioning" trainees:

- . Job Path has I.Q. scores for 13 of the 16 trainees who had to be terminated from the program for inappropriate behavior. Eight of the 13 (62%) had I.Q. scores of 70 or above.
- . Job Path has I.Q. scores for five of the nine trainees who received maximum benefits (RMB) that the program knows how to offer but did not become ready for competitive employment. Four of the five (80%) had I.Q. scores of 70 or above.
- . Job Path has I.Q. scores for six of the nine trainees who were hired and subsequently fired. Five of the six (83%) had I.Q. scores of 70 or above.
- . Job Path has I.Q. scores for three of the four trainees who were hired and subsequently laid off. All three scored over 70.

The only area where trainees and former trainees with lower I.Q. scores outnumbered those with higher scores was in the number of resignations from the program and from their jobs.

- . Job Path has I.Q. scores for the seven trainees who resigned from the program. Six of the seven (86%) had I.Q. scores of 69 or less.
- . Job Path has I.Q. scores for eight of the thirteen former trainees who resigned from their jobs after being hired. Six of the eight (75%) had I.Q. scores of 69 or less.

It may well be that if I.Q. scores were available for all of the trainees, different results might emerge. It may also be, as was discussed in the section on POPULATION CHARACTERISTICS, that I.Q. scores are of questionable validity. Nonetheless, there seems to be a pattern of persons with higher I.Q.s being disproportionately present among those with largely negative experiences in every area except the question of resignations. Experience suggests, therefore, that there is no reason to hesitate accepting applicants on the basis of their I.Q. scores being

between 39 and 69. Indeed, it might be wise during intake to try to find out precisely why an applicant with an I.Q. of 70 or above needs Job Path's services. Perhaps the level of intellectual functioning is not the primary reason a number of candidates are unable to get jobs on their own. This may be particularly the case with male applicants, because there are more entry level jobs for them than there are for comparatively unskilled women.

Job Path has not ruled out the possibility, however, that there may be something about the program that is more alien to those in the higher I.Q. range. In the course of analyzing job development, subsidized placements, job counseling, unsubsidized placements and follow-up services in the year ahead the staff will try to remain aware of the impact these program elements may have on participants with higher I.Q. scores.

Outcomes for the 134 men and 37 women for whom Job Path has provided services, have also been considered in terms of gender. All told, 187 of the 221 participants have either been placed in competitive employment or are currently in the program. When one classifies the 34 men and women into the groups that were terminated, received maximum benefits (RMB), and resigned from Job Path, the numbers in each category become too small for statistical analysis. Nonetheless, there is some hint that men and women may react somewhat differently to the program. Men tend to be terminated, whereas women tend to resign. Similarly, after being placed on unsubsidized positions, men tend to be fired and women tend to resign, although, again, these numbers are too small for statistical analysis. As time goes by and Job Path has larger numbers, it may be able to look at these patterns more quantitatively, but at this stage the program can

only report the observation. It seems worth noting, however, because a tendency to resign or back away from something that appears too difficult or unpleasant may be the result of female acculturation in our society. At the moment, therefore, Job Path is noting what seems to be a provocative suspicion that mentally retarded women behave like many other women who have learned what have been acceptable feminine roles.

In an effort to guide future policy, the staff had wanted to see whether there might be any correlation between the length of time spent in the program and job retention, but it was not possible to do this. As explained previously, length of time in the program may simply reflect the availability of an unsubsidized job or a company's preference to hire directly and in so doing avoid the record keeping entailed in dealing with subsidies. Moreover, since Job Path continues to supply the full range of supports when a person is hired before he or she appears to be job ready, it is not possible to draw any conclusions about the relationship between the length of time in the program and job retention.

The staff was also interested in finding out what relationship, if any, appears to exist between previous employment history and job retention after Job Path. It, therefore, examined the previous job experience of 40 Job Path participants. Twenty, who were classified as Group A, have been working in unsubsidized placement for over a year following their Job Path training. Another 20, who were classified as Group B, lost their post-Job Path unsubsidized placements within three months of having been hired. The staff surmised - seemingly

incorrectly -- that the 20 participants who had retained their jobs for over a year (Group A) probably brought stronger employment histories to Job Path than the 20 participants who lost their jobs within three months (Group B).

Table IV - Relationship Between Previous Job History and Post-Job Path Job Retention

	<u>Group A</u>	<u>Group B</u>
No previous experience in competitive employment	11 (55%)	9 (45%)
Summer jobs only	2 (10%)	2 (10%)
Competitive employment for 3 months or less	2 (10%)	4 (20%)
Competitive employment for more than 3 months but less than a year	4 (20%)	1 (5%)
Competitive employment for a year or longer	1 (5%)	4 (20%)

Although the numbers are rather small for statistical analysis, 15 members of Group A and 15 members of Group B had had three months of previous competitive employment at most, which makes the employment histories appear roughly comparable. To the extent that they differ, Group A had less previous employment. Yet Group A did better in terms of job retention following its Job Path training than participants who entered the program with more experience. It would seem, therefore, based on this small sample, that previous work history may not contribute to job retention following training.

The final variable that was considered concerned the relationship between the ages of Job Path participants and their ability to retain unsubsidized jobs.

Table V - Age of Participants and Job Retention

Age	Total Number of Participants	Hired in Unsubsidized jobs	Total Retained	Total Not Retained
18	2 (1%)	1 (50%)	1	0
19	15 (7%)	10 (67%)	7	3 (30%)
20	25 (11%)	15 (60%)	12	3 (20%)
21	40 (18%)	17 (42%)	11	6 (35%)
22	26 (12%)	16 (62%)	14	2 (13%)
23	27 (12%)	15 (56%)	15	0
24	13 (8%)	7 (39%)	5	2 (29%)
25	13 (6%)	7 (53%)	5	2 (29%)
26-29	20 (9%)	9 (45%)	7	2 (22%)
30-39	27 (12%)	14 (52%)	12	2 (14%)
40-49	8 (4%)	3 (35%)	3	0

The experience to date makes it difficult to conclude that there is a significant relationship between the age of the participant and his or her ability to retain unsubsidized employment. Again, the actual numbers were small. Participants who were 23 years of age and older upon entering Job Path show a job retention rate of 84%, which is not impressively higher than the 80% rate of participants who were between the ages of 18 and 22. The clearest difference that emerges is between the rate of retention for 19, 20 and 21 year olds, (N=42) which averages 76%, and the rate for former trainees over age 25 (N=26) which averaged 38%.

Findings from the Research Department of the Vera Institute

After studying the employment history of 60 trainees ("experimentals") and of 60 non-participants ("controls") for a twelve-month period, the

Research Department has made some preliminary data available concerning the quantity and quality of jobs that participants and non-participants had filled. The Research Department noted that:

1. 63% of the experimentals held down non-subsidized jobs compared to 35% of the controls.
2. 99% of the experimentals who were employed during the year worked at full-time jobs compared to 65% of the controls.
3. The total average annual income for experimentals was \$5,059 compared to \$1,452 for the controls.
4. 81% of the employed experimentals had jobs with paid vacations compared to 14% of the employed controls.
5. 78% of the employed experimentals had jobs that paid for sick days compared with 19% of the employed controls.
6. 76% of the employed experimentals had jobs that included medical benefits during hospitalization compared with 19% of the employed controls.
7. 79% of the employed experimentals had jobs that included benefits to help defray the cost of doctor visits compared with 19% of the employed controls.
8. 51% of the employed experimentals had jobs that included dental plans compared with 19% of the employed controls.

Thus, Job Path participants not only had a stronger record of employment, they also held down higher quality jobs. Mentally retarded youths and adults who did not have an opportunity to participate in Job Path were less likely to have found unsubsidized employment (35% as compared with 63%) and when they did, were more likely to have worked for less money and fewer benefits.

The Research Department has also prepared an analysis of the costs of operating Job Path. Research determined that approximately 52 participants are actively engaged in Job Path in an average week, and that participants remain in the program for an average of seven months.* The cost per participant during the program's second year of operation came to \$6,955.

The cost per participant in Job Path is somewhat higher than the cost per participant in sheltered workshops. According to estimates from the Association for the Help of Retarded Children and the Federation Employment and Guidance Service, the annual cost per person in sheltered workshops is approximately \$4,000. It is likely that this cost has increased since it reflects 1978 information, which was the most recent data available.

The differences between Job Path and sheltered workshops, however, appear to a large extent to justify the cost differential. The earnings of sheltered workshop employees are generally between a quarter to one-half of minimum wage, whereas Job Path trainees are paid minimum wage during their period of training. Moreover, because trainees receive training in marketable skills, the duration of the Job Path experience (median = 5 months) is considerably shorter than the average tenure in sheltered workshops, where much of the training is not transferable to the competitive labor market. For the nearly 60% of the second year Job Path participants who were referred from sheltered workshops settings, the median length of stay at workshops was slightly over

*The length of time in Job Path varies greatly, ranging from two to three months to the full twelve months, which is the maximum period allowed.

two years. Thus, Job Path participants earn more during their training period than workers in sheltered workshops and usually make a much faster transition to the world of unsubsidized employment. With few exceptions people leave Job Path because they have been hired by the employer who had been training them while they were in the program or by another employer; the same cannot be said of most people who leave sheltered workshops.

In general, Job Path is instrumental in enabling participants to make the transition from economic dependence to economic independence. A full third of second-year trainees had been receiving SSI benefits when they entered Job Path. Those who were not receiving SSI were either financially dependent on their families or receiving other forms of public assistance (welfare, Medicaid, food stamps). Job Path trainees continue to receive reduced SSI benefits during program participation and during early stages of unsubsidized employment. (SSI continues payments for a "trial work" period to enable recipients to make the transition from dependency to unsubsidized work.) Yearly SSI payments range from \$1,560 to \$4,200, depending on living arrangements. Once participants are firmly established in unsubsidized jobs, SSI benefits stop. Based on a conservative estimate of annual SSI benefits (\$2,500), it is likely that Job Path will ultimately be responsible for deferring at least \$100,000 annually in SSI benefits for second-year trainees.

In addition to the economic benefits of decreased dependence, Job Path trainees generate an increasing amount of tax dollars as they move from unemployment and underemployment to subsidized and finally to unsubsidized employment. It is difficult to estimate precisely how much

revenue Job Path generates for current trainees. Job Path trainees who work a full (or close to a full) calendar year in program or in placement, pay taxes, often for the first time. Assuming that program participants worked a full calendar year, Job Path trainees alone could generate as much as \$25,000 annually in federal, state, and city taxes. Second-year trainees who are placed in unsubsidized employment, generally at more than minimum wage, are capable of generating far more revenue income per year. Although it is impossible to estimate how much revenue will be generated in future years by Job Path graduates, it is clear that the benefits of increased revenue income and deferred public assistance costs offset to some extent the costs of running Job Path.

The non-economic benefits of Job Path, however, are hardest to assess. It is impossible to assign a dollar value to such experiences as opening one's first checking account, coming and going as one pleases, taking less financial help from relatives or gaining confidence on the job. For many participants Job Path fosters increased maturity, improvements in appearance, heightened social skills and changes in life style.

Although they cannot be quantified, the social benefits of Job Path should not be forgotten in an attempt to estimate the relationship between the "results" of the program and its costs. Presenting a final analysis does not convey the same information as watching a withdrawn and fearful young woman blossom into a self-assured, capable worker, or seeing a young man who first walked into Job Path's office in a soiled T-shirt

and dungarees now go on job interviews in a handsome three-piece blue suit that he purchased with money he earned as a trainee. Therefore, the program would like to share with you some observations on trainees' personal progress, beginning with several brief case histories.

During L's first months at Job Path, her expressions of anger and hostility seriously interfered with her ability to relate to her co-workers and supervisors. Despite her counselor's efforts to help L. overcome these negative feelings, L.'s attitude continued to be such that she was asked to leave her training site. At first, losing this opportunity seemed only to reinforce L.'s gloomy perspective of the world at large. However, her counselor made it clear to L. that Job Path was not giving up on her. While the program was trying to find a new site for L, she was placed on "lay-off," but continued to receive intensive counseling at Job Path. Through role playing, her counselor was able to show L. how her hostility acted as a barrier to developing relationships. In discussing L's background with her, L's counselor discovered that much of her negativity stemmed from her mother's constant reinforcement that L. was "stupid" because she was retarded. L.'s counselor encouraged her to think positively about herself and about other people. L. has now been placed in a new training position and has won the respect of her co-workers and supervisor. She has also been able to share her growth with other trainees. At a recent group counseling session, she advised a despondent trainee, "You've got to have faith in yourself; believe me, I know how important it is."

Though he had a reputation as a good worker, M. got off to a poor start at his new porter job. His employer complained that M. didn't listen to directions and didn't show any initiative. He was afraid to trust M. to do any work on his own. In turn, M. was angry that his supervisor wouldn't allow him to function independently. M.'s counselor worked with him on ways in which M. could demonstrate his interest and concentration. His counselor showed him how to improve his body language (standing up straight, looking people in the eye) and explained to M. that he had to listen to instructions carefully and ask questions when he did not understand. Within a few days, M.'s supervisor began to give him opportunities to do assignments on his own. Now M. works well both independently and with others.

When K. came to Job Path, he brought with him a history of being ostracized by his family because of his retardation. He had lived with his brother and had been supported by him; however, he was not permitted to eat with other members of his family and was told to stay in his room when company came. In K's early days as a Job Path trainee, he was almost nonverbal, untidy, hostile, and unable to comprehend his job duties. K's counselor worked not only with him, but also with his brother and his supervisor to help them understand the value of positive reinforcement of K.'s capabilities. K. became more confident with each new accomplishment on his job. His counselor took the time to go shopping with K. to help

him choose clothing and improve his appearance. The caring attitude of K.'s counselor has helped K. begin to care about himself. He is now neatly attired, and more communicative and confident in his work attitude. The program is pleased to report that he has been hired by a major nursing home.

As evidenced by these vignettes, Job Path counselors play a vital role in trainee's growth and development. As a staff member at one referral agency put it, "Without the counseling support, our people couldn't have made it."

Supportive and encouraging supervisors are also essential to a trainee's progress. The following brief case histories illustrate this point:

S.'s first training site supervisor reprimanded her loudly and frequently when S. made an error. S. would become flustered and withdrawn. Fortunately for S., this supervisor was replaced by a warm, patient person who complimented her whenever possible and provided constructive criticism to help S. build her confidence and improve her job performance. Subsequently, after an interview in which she self-assuredly described her training and experience, S. was hired by a large bank. Pleased with her success, S. returned to her group session that day and gave her fellow trainees some pointers in how to behave in a job interview.

R., a trainee from Job Path's newly established Staten Island office, was referred by a community sheltered workshop. At the workshop, R. felt unhappy and unmotivated because he thought himself capable of accomplishing more than the relatively simple tasks he and his co-workers were assigned. Job Path has been able to secure a training position for R. as a porter in a Staten Island hospital. He has shown a good deal of initiative in this job, and his supervisors, pleased with the quality and quantity of his work, have placed R. on a team of men who strip and wax the hospital floors. Given the opportunity to do his best, R. now takes pride in his achievements.

While trainees have benefited greatly from the encouragement of supervisors, supervisors in turn have noted the contributions made by Job Path trainees. For example, when W. recently took a vacation, her supervisor realized how many small, but very valuable tasks W. handled

in their busy office. W. was sorely missed, and the office functioned more smoothly when she was back on the job. In another case, T.'s supervisor reported that "T. was a big help to me personally. . .it was a joy to have her here."

Counselors at referral agencies are also in a position to evaluate the growth and development of individuals in the Job Path program. One counselor has stated that the trainees whom she referred from a sheltered workshop have now "melted into the work population." Another counselor noted that the trainees with whom she is acquainted are showing a new-found independence. And now that they are proving their capabilities in one area of their lives, they are more willing to test out new challenges, such as an independent living situation. This assessment is confirmed by the trainees themselves. Job counselors asked their trainees to comment on how their lives have changed as a result of being in the program. Here is a sampling of the responses the counselors received:

"I like getting up in the morning."

"I'm not bored anymore."

"I can buy more pretty things."

"I don't have to ask my parents for money."

"I'm dependable."

"I'm planning to buy a tape deck."

"I feel much better about myself."

"I have a checking account."

"I don't hang around the house anymore."

"I can do anything that a normal person can do."

"I have faith in myself."

"I bought a television set."

"I'm moving out to my own place."

"I'm happier."

"I can buy presents for people I like."

"I'm working at a good job."

"I'm making friends."

"I can go out to discos and movies."

"I can support myself."

"No one treats me like a baby anymore."

Job Path participants are well aware of their own emotional and social growth.

GEOGRAPHIC AND PROGRAMMATIC DISSEMINATION

During the past year Job Path began to consider methods of disseminating the program model to other geographic areas. The response to the request of the New York City Department of Mental Health, Mental Retardation and Alcoholism Services (NYCMR) for the establishment of a supported work program on Staten Island to serve mentally retarded residents of that borough was to be the first test of possible replication.

Staten Island resembles cities of approximately 350,000 people in every part of the country more than it resembles Manhattan in particular and New York City's other boroughs in general. Public transportation is relatively limited compared to the network of subways and buses to which Job Path has grown accustomed. Parents appear to be more protective of their children than has been the program's previous experience. Business opportunities are less vast than is the case in Manhattan, and attitudes toward deviance may be somewhat less

relaxed. For all these reasons the Staten Island satellite office may well prepare Job Path, should it want to develop similar programs in other parts of the United States.

The director of the Staten Island office, joined Job Path in April, 1980 and, began the essential process of getting to know the leadership of that borough and becoming accepted by it. She has maintained a good working relationship with elected and appointed officials and with the leadership of both the business community and the providers of services to mentally retarded people.

Intake began on June 2nd and the first trainee was placed on a public sector subsidized site on June 16th. Thus far the Staten Island program has accepted 11 referrals from ten different agencies. These 11 trainees have been placed on eight training sites, seven of which are on Staten Island. Plans for the development of the Staten Island office will be discussed in the section entitled PLANS FOR 1980-81.

Dissemination got underway during 1979-80 through a variety of other means as well. Joyce Lain Kennedy, a nationally syndicated columnist, informed her readers that they could write Job Path if they had any questions about vocational opportunities for mentally retarded people. (See Attachment I.) To date we have received 61 inquiries from people in 20 states. The mail has come from every region of the country and from communities that range in size from Warner Robins, Georgia and Rocky Road, Ohio to Chicago and Houston.

A few of the inquiries came from parents, but the vast majority were from agency directors, program coordinators, and rehabilitation

counselors serving handicapped populations. Although the column had said that Job Path addresses the vocational needs of mentally retarded persons, a number of letters came from professionals dealing with people who have other difficulties. It is interesting to note that no one who wrote mentioned having a transitional employment program to offer clients.

Interest in Job Path was also evoked by an article in Consumer News (October, 1979) that Consolidated Edison inserted in its monthly billing of New York City customers; the Ford Foundation News' column on supported work (April, 1980); a profile of the program in In Depth (June, 1980), a supplement of Fair Employment Compliance, which is published by Management Resources, Inc., and a feature in The Staten Island Advance (July, 1980). For copies of these articles see Attachment I.

These articles and word-of-mouth publicity that has been generated by members of Job Path's Advisory Committee and Job Advisory Board, as well as by employers, parents, and experts in the field of mental retardation, have resulted in visitors coming to learn how the program operates.

Finally, during the course of this past year, Job Path has written a manual to enable other agencies to adapt as much of our approach as seems relevant to their needs. This manual and other plans for dissemination in 1980-81 will be discussed in the next section.

PLANS FOR 1980-81

Some of Job Path's plans are firmly established for next year and others are still under consideration. The following program objectives will be undertaken:

1. As indicated in the previous section, Job Path has a firm commitment to its Staten Island office; it expects to serve 50 mentally retarded residents of that Borough, half of whom will have been Willowbrook residents. The program hopes to have 25 Staten Island trainees placed in competitive employment by June, 1981, and will endeavor, whenever possible, to arrange for subsidized training sites and unsubsidized hirings on Staten Island.

2. Job Path plans to introduce a pilot project for 20 neurologically impaired youths and adults who seem to have the same vocational needs as the mentally retarded population. This project is being undertaken at the request of the New York State Office of Vocational Rehabilitation (OVR) and the New York State Office of Mental Retardation and Developmental Disabilities (OMRDD) which are concerned about the current lack of vocational programs for this population. The Job Path model of public sector training, private sector training, and unsubsidized hiring, with a network of counseling supports during all three phases, will remain in effect although the program will, of course, be modified as seems necessary. In fact, the first modification is already in place. Job Path plans to reduce the trainee:counselor ratio to 3:1 because this population has such limited impulse control, is so easily distracted, and has such underdeveloped social judgment that the staff anticipates needing more site visits and more individual counseling.

3. In addition to serving 50 mentally retarded individuals in the Staten Island division and operating a pilot project for 20 neurologically impaired people, Job Path will accept 90 mentally retarded youths and adults in its Manhattan office. They will be provided with the services that have already been described in the METHODOLOGY and PROCEDURES sections.

4. Job Path expects to extend its marketing of the concept of supported work to private sector employers in all of the boroughs through a coordinated effort with the Private Industry Council (PIC). A non-profit organization affiliated with the New York Chamber of Commerce and the National Alliance of Business, PIC was formed to administer the use of CETA Title VII funds in New York City.

PIC has entered into an agreement with the Vera Institute in order to work with Job Path and into a similar agreement with Wildcat Service Corporation. These arrangements are expected to demonstrate the efficiency and effectiveness of a two-tiered job development approach to supported work, whereby PIC's account executives identify potential sites and Job Path and Wildcat job developers explore the possibilities further and do the contract negotiation. If the coordinated effort works as smoothly as expected. The Manpower Development Research Corporation (MDRC) wants to interest PICs in other parts of the country in emulating the Job Path-Wildcat-New York PIC approach.

5. Job Path intends to disseminate its approach to a variety of populations and geographic areas. The operation of the Staten Island office and the pilot project for neurologically impaired individuals are two aspects of this dissemination, but other plans are also being readied. Job Path has written a guide to replication and adaptation that is entitled,

Pathways to Employment: Strategies for Assisting Hard-to-Employ People.

The table of contents is enclosed with this report (See Attachment J.), and a copy of the printed manual will be sent to the Ford Foundation as soon as it is available. The manual will serve as the tool around which to structure dissemination.

Some other plans are still more speculative:

MDRC has been engaged in a series of discussions to determine whether there should be a national demonstration of supported work for the mentally retarded modeled after its earlier demonstration of supported work for other populations. The Vera Institute is working closely with MDRC on the exploration of such a demonstration. If it gets underway, it is possible that New York City will be selected as one of the sites and Job Path as one of the participating projects.

Continuing to implement its service delivery plan for 1980-81, the New York City Department of Mental Health, Mental Retardation, and Alcoholism Services has issued a Request for Proposals for a supported work program in Queens. The Vera Institute has responded with a proposal that Job Path establish a more visible presence in that borough by focusing outreach, intake, and job development there, without opening a Queens office, as such. The program does not know, as of this writing, whether the Vera proposal will be accepted or whether the City will choose to give another organization the opportunity to establish its version of supported work.

Regardless of whether Job Path pursues the avenues under consideration, the program expects to have served some 350 people by the end of its third year of operation and to have worked with at least 225 public sector agencies and private sector businesses and non-profit organizations.

This report would not be complete without an expression of the gratitude that the staffs of the Vera Institute and Job Path feel for the support, both financial and other, that the Ford Foundation has provided from the days of the pilot project in the winter of 1978 to the present. The program has been able to go so far toward meeting its objectives largely because of the Foundation's advocacy of supported work and its encouragement of Job Path.

FACT SHEET ON JOB PATH PARTICIPANTS: September 5, 1978 - September 5, 1980

Two years have elapsed since the Vera Institute of Justice established Job Path to demonstrate the feasibility of using supported work to enable mentally retarded persons to make the transition from sheltered environments to competitive employment. The following data summarize the most salient information:

I. ENROLLMENT

Job Path has served 221 youths and adults ("trainees").

98 trainees enrolled between September 5, 1978-September 5, 1979.

123 trainees enrolled between September 5, 1979-September 5, 1980.

44 trainees were carried over from Year I to Year II, making a total of 170 trainees served between September 5, 1979-September 5, 1980.

II. UNSUBSIDIZED PLACEMENTS

Job Path has arranged for 119 hirings (5 trainees were hired twice).

46 placements took place between September 5, 1978-September 5, 1979.

73 placements took place between September 5, 1979-September 5, 1980.

III. EMPLOYMENT OF TRAINEES WHO ENTERED JOB PATH IN YEAR I

70 of the 98 trainees (71%) have been employed to date.

46 (47%) were placed in competitive employment before September 5, 1979.

24 of the 47 who were carried over to Year II (51%) were placed in competitive employment as of July 22, 1980.

IV. EMPLOYMENT OF TRAINEES WHO ENTERED JOB PATH IN THE FIRST SIX MONTHS OF YEAR II
September 5, 1979-March 5, 1980

40 of the 53 new trainees (71%) were placed in competitive employment.

V. EMPLOYMENT OF TRAINEES WHO ENTERED JOB PATH IN THE LAST SIX MONTHS OF YEAR II
March 5, 1980-September 5, 1980

8 of the 70 trainees (12%) have been placed in competitive employment thus far; since 42 trainees (60%) entered Job Path during June, July, and August, it is too soon to tabulate results for this population.

FACT SHEET ON JOB PATH PARTICIPANTS: September 5, 1978 - September 5, 1980

VI. JOB RETENTION: September 5, 1978-September 5, 1980

94 of the 119 placements (79%) have resulted in unsubsidized employment.

3 of the 94 worked for over a year and chose to change jobs.

2 of the 94 completed one-year assignments satisfactorily.

89 of the 94 are still working for the employer who hired them.

25 of the 119 placements (21%) have resulted in unsubsidized employment.

13 of the 25 worked for less than a year and chose to resign.

9 of the 25 were fired.

VII. DATA ON TRAINEES WHO HAVE NOT BEEN HIRED: 104 participants (48%)

16 (7% of total enrollment) were terminated for inappropriate behavior.

9 (4% of total enrollment) "received maximum benefits" but were not hired

7 (3% of total enrollment) resigned from the program.

2 (.9% of total enrollment) left for severe psychiatric reasons.

70 (32% of total enrollment) are currently enrolled in the program.

ATTACHMENT B

REFERRAL AGENCIES IN CONTACT WITH JOB PATH

1. A Very Special Place
2. Adult Retardate Center - ARC
3. Adult Retardate Center - Residence
4. Altro Workshops
5. Angel Guardian Home
6. Association for the Help of Retarded Children - AHRC
New York League Work Center
7. Association for Children with Retarded Mental Development - ACRMD
8. Association for Neurologically Impaired Brain Injured Children, Inc.
9. Blessed Sacrament Rectory
10. Bronx Developmental Center
11. Bronx Developmental Services - Main Center
12. Bronx Developmental Services - Apartment Living Program
13. Bronx Developmental Services - South East Bronx Community Service Team
14. Bronx Developmental Services - Outreach Center
15. Brooklyn Developmental Services
16. Brooklyn Bureau of Community Service
17. Brooklyn School for Special Children
18. Brooklyn Youth Services
19. Bronx Career Counseling and Resource Center
20. Buckingham School
21. Castle Hill School
22. Catholic Charities - Training-For-Life Program
23. Community Placement Services
24. Contemporary Guidance
25. Covenant House
26. East Harlem Manpower Corporation
27. East New York Mental Health Clinic
28. Eastern School
29. Educational Alliance
30. Federation of Puerto Rican Organizations - FPRO
31. Federation of the Handicapped
32. Federation Employment and Guidance Service - FEES
33. Federation Employment and Guidance Service - Bronx Community Manpower
and Skills Training Center
34. Federation of Jewish Philanthropies
35. Bernard Fineson Developmental Center
36. Fineson House - Residence
37. Flower Hospital
38. Goodwill Industries
39. Gouveneur Hospital
40. Harlem Hospital Center Rehabilitation Community Support Service
41. Hispanic Labor Committee
42. Holy Apostle Church
43. Institute for Applied Human Dynamics
44. ICD Rehabilitation and Research Center
45. James Monroe High School
46. Jewish Board of Family and Children's Services
47. Jobs for Youth
48. Karen Horney Clinic

49. Kings County Health and Hospitals Corporation
50. Long Island College Hospital - Social Service Department
51. Long Island Jewish Medical Center
52. Lorge School
53. Manhattan Developmental Services
54. M.E.N.D.
55. Mental Retardation Institute
56. Mt. Loretto (Mission of Immaculate Virgin)
57. New York City - Mayor's Office for the Handicapped
58. New York City - Board of Education - Bureau for Children with Retarded Mental Development - BCRMD
59. New York City Board of Education - McKee High School
60. New York City Board of Education - Public School 19
61. New York City Board of Education - Placement and Referral Center
62. New York City Board of Education - Redirection and Retrieval Program
63. New York City Board of Education - I.S. 33
64. New York City - Brooklyn Occupational Training Center
65. New York City - Bronx Occupational Training Center
66. New York City - Queens Occupational Training Center
67. New York City - Staten Island Occupational Training Center
68. New York City - Department of Mental Retardation
69. New York City - Special Services for Children
70. New York City - Department of Personnel - Youth Employment Program - YEP
71. New York State Employment Service - New York City Office
72. New York State Office of Vocational Rehabilitation - Brooklyn
73. New York State Office of Vocational Rehabilitation - Manhattan
74. New York State Office of Vocational Rehabilitation - Queens
75. New York State Office of Vocational Rehabilitation - Bronx
76. New York State Office of Vocational Rehabilitation - Staten Island
77. New York State Civil Service
78. New York State Department of Commerce - Project STAMP (State Training and Manpower Program)
79. Parish Visitors of Mary Immaculate
80. Port Richmond Mental Health Clinic
81. Project R.O.P.O. - Flushing High School
82. Project Return
83. Queens Career Education Center
84. Queens Developmental Services
85. Staten Island Developmental Services (Willowbrook)
86. Staten Island A.I.D.
87. School for Career Development
88. Shields Institute
89. South Beach Psychiatric Center
90. Staten Island Developmental Disabilities Center
91. Summit School
92. United Cerebral Palsy of New York -UCP
93. United Cerebral Palsy of New York - Brooklyn Training Center
94. United Cerebral Palsy of Queens
95. United Cerebral Palsy - Post Institutional Placement Program
96. United Cerebral Palsy Rehabilitation Center
97. United Mental Development Foundation
98. Voluntary Residential Facilities
99. Young Adult Institute

INTAKE INTERVIEW FORM

NAME: _____

DATE: _____

Referral Source(s): _____

AGE: _____

I. Self-Presentation

a. Grooming and appropriateness of clothes: _____

b. Speech: _____

c. Any apparent physical problems? _____

d. Did applicant arrive alone? _____ If not, why? _____

II. Vocational Background

a. Skills training: _____

Where? _____

How long? _____

What skills? _____

b. Work history: _____

1. How did you get job? _____

2. What did you do? _____

3. Why did you leave? _____

c. Interests and hobbies: _____

III. Learning Abilities

- a. Reading score _____
- b. Math score _____
- c. I.Q. _____

IV. Health

- a. Attendance: _____

- b. Job limitations: _____

- c. Medications: _____

- d. Do you have any of the following:

Headaches _____	Allergies _____
Nose bleeds _____	Any reason for no heavy lifting _____
Dizziness/fainting spells _____	

V. Emotional Stability

- a. Realistic job expectations: _____

- b. Response to the question: "Why do you think things went wrong?" _____

- c. Secondary problems (e.g., hyperactivity, limited attention span): _____

IV. Recommendation

Accept

Reject

a. Primary skill to be developed: _____

Candidate is likely to need 6 months on CETA.

Candidate is likely to need 3 months on CETA.

Candidate is likely to need less than 3 months on CETA.

Cannot venture an opinion.

b. If no identifiable skill, what area do you recommend for training? _____

Why? _____

c. Should the applicant have a second interview? _____ If yes, why? _____

d. Any general impressions not yet covered? _____

Interviewer: _____

JOB PATH TRAINING SITES: PAST AND PRESENTPRIVATE SECTORLAW FIRMS

- * Cravath Swaine & Moore
(clerical)
- ** Cahill, Gordon & Reindel
(library messenger)
- ** Dewey, Ballantine, Bushby, Palmer
& Wood
(messenger)
- ** Greenbaum Wolff & Ernst
(messenger/mailroom)
- ** Kaye, Scholer, Fierman, Hays &
Handler
(messenger/file clerk)
- ** Lord Day & Lord
(messenger/porter)
- ** Paul, Weiss, Rifkind, Wharton
& Garrison
(messenger)
- ** Schulte & McGoldrick
(food service)
- ** Trubin, Sillcocks, Edelmann &
Knapp
(mailroom/messenger)
- * Webster & Sheffield
(general helper)
- ** White & Case
(messenger)

COMMERCIAL AND SAVINGS BANKS

- Anchor Savings Bank
(clerical)
- ** Bank of America
(messenger/file clerk)
- ** Central Savings Bank
(dishwasher)
- * Chemical Bank
(clerical/messenger)
- ** Greenwich Savings Bank
(clerical)
- ** Irving Trust Company
(clerical/porter/food service)
- ** Republic National Bank
(mailroom)

INVESTMENT BANKING FIRMS

- * Bear, Stearns & Company
(mailroom)
- * Lazard Freres & Company
(general helper)
- ** Morgan Stanley & Company
(mailroom)
- ** Oppenheimer & Company
(messenger)

*Hired one or more Job Path trainees Year I. (10/1/78-9/30/79)

**Hired one or more Job Path trainees Year II. (10/1/79 to present)

FOOD SERVICES

- Araserv, Inc.
(food service)
- Corporate Foods - Chemical Bank
(food service)
- Freshway Food Systems
(food service)
- ** Hospitality Services, Inc.
Bank Street Restaurant
(porter)
- ** Inhilco
(kitchen/porter)
- ** Interstate United
(food service)
- ** Restaurant Associates -
Metropolitan Museum of Art
(food service)
- ** Szabo Food Service
(food service)

HOTELS

- ** Berkshire Place Hotel
(housekeeping)
- ** Doral Park Avenue Hotel
(housekeeping)
- ** Hampshire House
(porter)
- ** New York Statler
(kitchen/porter/laundry)
- ** Park Lane Hotel
(housekeeping)
- ** Sheraton Centre
(housekeeping/linen room aide)

RETAIL ESTABLISHMENTS

- ** Alexander's Department Store
(Manhattan)
(Sensomatic tagger)
- * Alexander's Department Store
(Bronx Warehouse)
(clerical/shipping & receiving)
- ** Alexander's Department Store
(Rego Park, Queens)
(porter)
- Epicure Cheese Shop
(general helper)
- ** Tiffany & Company
(messenger/porter)

REAL ESTATE

- ** Cushman & Wakefield
(mailroom)
- Orsid Realty
(clerical)
- Silverstein Properties
(mailroom/messenger/general helper)

PRINTING

- ** Dymographics
(messenger)
- * Four Color Lithograph
(messenger)
- * Hudson Printing Company
(porter)

*Hired one or more Job Path trainees Year I. (10/1/78-9/30/79)
**Hired one or more Job Path trainees Year II. (10/1/79 to present)

INSURANCE

- * Blue Cross/Blue Shield
(clerical)
- ** Insurance Company of North
America
(clerical)
- Walter Kaye Associates
(office aide)
- ** Travelers Insurance Companies
(clerical)

OTHER

- ABC Leisure Magazine
(mailroom)
- * AGS Computer
(messenger)
- * A&M Leatherlines
(packaging)
- Advertising Checking Bureau
(clerical)
- Bruning Microfilming Corporation
(clerical)
- ** Family Circle
(clerical)
- * Guardian Cleaning Industries
(porter)
- * Marsel Mirror & Glass Products
(factory)
- * Minute Men Messenger Service
(messenger)
- Miss Amanda
(packaging)
- ** M.P.O. Videotronics, Inc.
(stock/shipping & receiving)
- ** Pathmark
(stock)
- Propper Manufacturing Company
(porter)
- * United Parcel Service
(clerical)
- ** WINS Radio
(porter)
- ** Warner Communications
(mailroom)

*Hired one or more Job Path trainees Year I. (10/1/78-9/30/79)

**Hired one or more Job Path trainees Year II. (10/1/79 to present)

NON-PROFIT ORGANIZATIONS

* Automation House (porter)	Neighborhood Work Project (porter)
** B'nai Zion (porter)	Nutrition & Health Center (food service/porter)
Boy's Harbor (porter)	* One to One (clerical)
Council Workshop for Senior Citizens (porter/shipping & receiving)	Parks Council (clerical)
Criminal Justice Agency (messenger/porter)	Project SAFE (Victim Service Agency) (stock/clerical)
Federation of Jewish Philanthropies (mailroom)	Scharome Manor Nursing Home (porter/food service)
G.A.M.E., Inc. The Manhattan Laboratory Museum (carpenter)	Shields Institute (Queens) (porter)
Gardens Nursery School (porter/food service)	Staten Island Community Association for Senior Citizens (clerical)
International Center (porter)	Staten Island Historical Society - Richmondtown Restoration (maintenance)
Jewish Board of Family & Children's Services (mailroom/messenger)	* Vera Institute of Justice (clerical/messenger)
Manhattan Bowery Corporation (messenger)	* Victim Service Agency (clerical)
* Metropolitan Museum of Art Mail Order Department (packaging/clerical)	Vocational Development Project (porter)
Metropolitan Music School (porter)	
Metropolitan Opera Guild Mail Order Department (packaging)	

*Hired one or more Job Path trainees Year I. (10/1/78-9/30/79)

**Hired one or more Job Path trainees Year II. (10/1/79 to present)

PUBLIC SECTOR

Baruch College (mailroom)	New York City Housing Authority (clerical)
Bellevue Hospital (food service/stock/housekeeping)	* New York City - Human Resources Administration (clerical)
Dyckman Senior Center (porter/food service)	New York City - Human Resources Administration - Agency for Child Development (duplicating clerk)
Family Court of the State of New York - City of New York (clerical/duplicating/messenger)	** New York City Office of Borough President of Manhattan (clerical/messenger)
** Gouverneur Hospital (food service/porter/housekeeping)	* New York City Office of Deputy Mayor - Criminal Justice (messenger)
Greenwich House Senior Center (porter)	New York City Office of Deputy Mayor for Economic Development (mailroom/messenger)
** Mayor's Messenger Service (messenger)	New York City Office of General Services (Staten Island) (messenger)
* Mayor's Office of Correspondence (mailroom/clerical)	New York City Planning Commission (mailroom)
* National Parks Service (porter)	New York City Probation Department (duplicating clerk)
New York City Community College (clerical)	New York Public Library for the Blind (clerical)
* New York City Department of Corrections (clerical)	New York State Attorney General's Office (clerical)
* New York City Department of Employment (clerical)	New York State Council on the Arts (mailroom)
* New York City Department of Housing & Community Renewal (clerical/mailroom)	* New York State Department of Insurance (mailroom/messenger)
New York City Department of Information & Records (messenger)	
New York City Department of Parks & Recreation (clerical)	

*Hired one or more Job Path trainees Year I. (10/1/78- 9/30/79)

**Hired one or more Job Path trainees Year II. (10/1/79 to present)

New York State Department of Labor (mailroom/messenger)	St. Barnabas Hospital (porter/food service)
* New York State Department of Probation (clerical)	Seaview Hospital - Staten Island (porter)
* New York State Department of Social Services (mailroom/messenger)	United States Courthouse (clerical)
New York State Department of Taxation & Finance (clerical)	United States Customs Service (clerical)
New York State Division of Human Rights (mailroom)	United States Department of Housing-Urban Development (clerical)
New York State Human Rights Appeal Board (clerical)	United States Internal Revenue Service (mailroom)
New York State Lieutenant Governor's Office (duplicating clerk)	
* New York State Office of General Services (porter)	
* New York State Office of Mental Retardation & Developmental Disabilities (clerical)	
New York State Office of Vocational Rehabilitation (clerical)	
** New York State Supreme Court - Appellate Division (clerical)	
New York State Welfare Inspector General's Office (mailroom/messenger)	
A. Phillip Randolph Senior Center (porter)	

*Hired one or more Job Path trainees Year I. (10/1/78-9/30/79)

**Hired one or more Job Path trainees Year II. (10/1/79 to present)

ATTACHMENT E

LETTERS
FROM
EMPLOYERS

CHEMICAL BANK

20 Pine Street, New York, NY 10005
Tel: (212) 770-4392

C. Douglas Ades
Director, Corporate Social Policy

April 28, 1980

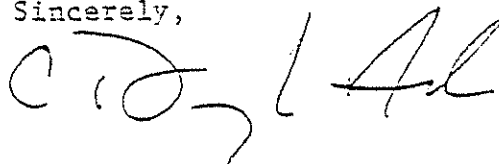
Ms. Arlene Silberman
Project Director
Job Path
25 West 39th Street
New York, NY 10018

Dear Ms. Silberman:

I want to let you know how well satisfied we are with the coin operator, the messenger, and the clerical worker whom we hired after a period of training. These former Job Path trainees are proving to be fine workers who would be an asset to any organization needing these particular skills.

I feel most comfortable in recommending that other banks consider training and hiring Job Path trainees. We certainly hope to continue to provide training and, when possible, to hire your participants. I am delighted that Chemical Bank was fortunate enough to get in on the ground floor.

Sincerely,



CDA/tc



Irving Trust

Irving Trust Company
One Wall Street
New York, NY 10015

Ms. Arlene Silberman
Project Director
Job Path
25 West 39th. Street
New York, N.Y. 10018

April 16, 1980

Dear Arlene:

In recent weeks I have had occasion to tell some friends in the banking community about the fine work that Job Path trainees are doing at Irving Trust. It occurred to me that you might like to know how well satisfied we are with the file clerk, the porter and the duplicating clerk whom we hired after a period of training.

What pleases their supervisors, Arlene, is not only the quality of work that your former Job Path trainees produce but also the ease with which they get along with co-workers in the departments in which they work. I confess to having had some initial trepidation that mentally retarded workers might stand out and be "different" from their colleagues. My fears were completely unwarranted.

Our experience has been so favorable that we hope to continue to provide training for Job Path participants and, when possible, to hire them.

Sincerely,

Frederick W. Weisner, AVP
Personnel Division

WEBSTER & SHEFFIELD

FREDERICK SHEFFIELD 1942-1971
SAMUEL L. BROCKFIELD 1952-1975

J. DINSMORE ADAMS, JR.
WILLIAM L. D. BARRETT
THOMAS E. BRYANT *
BERNARD S. CARREY
DONALD J. COHN
HENRY B. CORTESI
FRANCIS K. DECKER, JR.
RICHARD K. DESCHERER
JAMES F. DOWNEY
MURRAY DRABKIN
DONALD H. ELLIOTT
THOMAS FIELD
MANLY FLEISCHMANN
JOHN E. GOULD
PETER S. HELLER
ETHAN A. HITCHCOCK
WILLIAM H. HOGELAND
KARL B. MOLTISCHUE
BYRON KEITH HUFFMAN, JR.
HELENE L. KAPLAN
MAXIMILIAN W. KEMPNER
SANDOR LEHRER
JOHN V. LINDSAY
THEODORE S. LYNN
HARVEY J. MYERSON
MARK A. ROSENBAUM
C. KENNETH SHANK, JR.
DAVIDSON SOMMERS
FREDERICK R. VAN VECHTEN
ROGER L. WALDMAN
BETHUEL M. WEBSTER

* MEMBER DISTRICT OF COLUMBIA
AND GEORGIA BARS ONLY

1 ROCKEFELLER PLAZA
NEW YORK, N.Y. 10020
(212) 562-3370

CABLE: WEBSHEP, N.Y. TELEX: 236849

1750 NEW YORK AVENUE, N.W.
WASHINGTON, D.C. 20006 (202) 735-8222

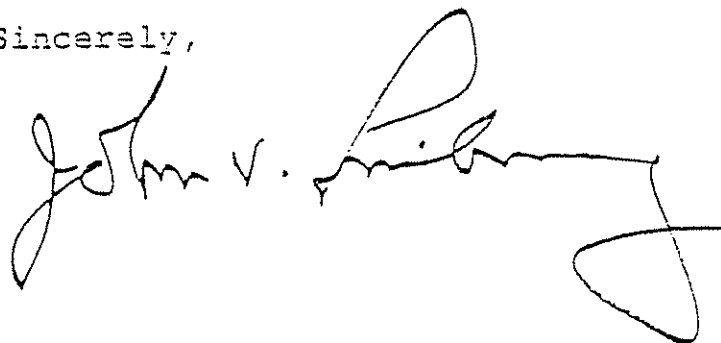
April 28, 1980

Ms. Margery Price
Director, Job Development
Job Path
25 West 39th Street
New York, N.Y. 10018

Dear Margie:

In response to your letter of April 11, 1980, I am pleased to report that the Job Path program has met with total success here at Webster & Sheffield. The trainee, hired by us in June of 1979, has been a conscientious, hard-working employee since his first day on the job. Assigned to the mailroom as an inter-office messenger, handyman, coffee-maker and jack-of-all-trades, he has done his job well with, always, a contagious smile on his face. He gets along wonderfully with his co-workers and carries a near-perfect attendance record. Margie, he is a credit to your program, and we could not be more pleased.

Sincerely,



CRAVATH, SWAINE & MOORE

ONE CHASE MANHATTAN PLAZA

NEW YORK, N. Y. 10005

212 MANOVER 2-3000

TELEX

RCA 233663

WUD 125547

WUI 620976

DE T. MOORE
* S. MARSHALL
L. MCAFEE
L. VICTOR
W. DEKOSHIAN
F. MAULSBY
RO R. BROSS, JR.
S. RIORGAN
I. HUPPER
L. S. BUTLER
H. J. SCHRENK, JR.
WIN F. CRANE
IS F. RANDOLPH, JR.
F. HUNT
IE J. DILLESPIE, III
IO S. SIMMONS
E. CHAPMAN
S. O. BARR
I. L. SEDRICK
IE T. LOWY
IT ROSENMAN
H. DUFFY
L. HRUSKA
S. YOUNG

JAMES H. EDWARDS
DAVID G. BRMSBY
DAVID L. SCHWARTZ
RICHARD J. NIEGEL
FREDERICK A. O. SCHWARZ, JR.
CHRISTINE BESHAR
ROBERT S. RIFKIND
DAVID SOIES
DAVID G. BROWNWOOD
PAUL H. DOOTY
RICHARD H. ALLEN
THOMAS R. BROME
ROBERT D. JOFFE
ROBERT F. MULLEN
ALLEN FINKELSON
RONALD S. ROLFE
JOSEPH R. SANIO
PAUL C. SAUNDERS
MARTIN L. SENZEL
DOUGLAS O. BROADWATER
ALAN C. STEPHENSON
RICHARD L. HOFFMAN
JOSEPH A. MULLINS
MAX R. SHULMAN

COUNSEL
CARLYLE E. HAY
ALBERT R. CONNELLY
FRANK H. DETWEILER
GEORGE S. TYLER

ROSWELL L. GILPATRICK
L. R. BRESLIN, JR.
GEORGE S. TURNER
JOHN H. MORSE
HAROLD R. MEDINA, JR.
CHARLES R. LINTON
ALLEN H. HERRILL

4, PLACE DE LA CONCORDE
75008 PARIS, FRANCE
TELEPHONE: 255-31-54
TELEX: 290530

33 THROUGHMORTON STREET
LONDON, EC2N 2DR, ENGLAND
TELEPHONE 01-308-4421
TELEX: 3614901

CABLE ADDRESSES
CRAVATH, N. Y.
CRAVATH, PARIS
CRAVATH, LONDON E C 2

May 9, 1980

Dear Arlene:

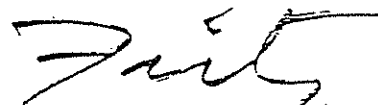
It has been over one year now since the Job Path trainee started working at Cravath and I'm pleased to report to you that his performance is still improving.

He has worked in our corporate files department for his entire period at Cravath and is fully accepted, and an integral part of our employee group in this area.

He is a very responsible and cheerful person, has a better attendance and punctuality record than most of our other employees and performs quite well on his assigned tasks.

We are quite pleased with how this has worked out and would more readily hire another such person, when the opportunity arises.

Sincerely yours,



Frederick A. O. Schwarz, Jr.

Ms. Arlene Silberman,
Project Director,
Job Path,
25 West 39th Street,
New York, N. Y. 10018

Family Circle

488 Madison Avenue, New York, N.Y. 10022

22 April 1980

Mrs. Margery Price
Director, Job Development
Job Path
Vera Institute of Justice, Inc.
25 West 39 Street
New York, N. Y. 10018

Dear Margery,

I recently followed up with the supervisor of our Job Path placement to report on how she was working out. The supervisor stated, without hesitation, that she is most favorable to her employment in the department.

After the initial 3 month training period, the employee became permanent in January, 1980. She is very pleasant, works well under direction and is more than willing to learn. She is prompt and her attendance is excellent. We find greater possibilities to using her abilities than we had expected. We plan on helping her to advance her business knowledge and we expect she will be of even greater benefit to the department's work in the future. Her temperament has improved over time as she adjusted to the office environment. We do find we need to provide a little more supervision of her, only to ensure she is fully able to do a job. However, this time is well spent as she does very well afterward.

The supervisor and her staff are very satisfied with this individual as a fellow employee. I am personally delighted to see this success at Family Circle.

Very truly yours,



Sheila Rickin
Personnel Manager



WARNER COMMUNICATIONS INC.

April 25, 1980

Ms. Margery Price
Job Developer
Job Path
25 West 39th Street
New York, New York 10018

Dear Ms. Price:

It was indeed a pleasure to meet with you on April 22, 1980.
After the meeting, I was very impressed with your organization.

I would like to take this opportunity to thank you once again.
As you know, we have successfully placed one of your candidates,
Moses Person.

We anticipate a long and fruitful relationship between Warner
Communications Inc. and yourself and look forward to the same
success with future applicants.

Very truly yours,

A handwritten signature in cursive script that reads "Deloris Garland".

Deloris Garland
Interviewer

DG:mb

cc: Priscilla Schneider



THE

*Park Lane
Hotel*

36 CENTRAL PARK SOUTH, NEW YORK, N.Y. 10019 (212) 371-4000

EXECUTIVE OFFICES

April 16, 1980

Ms. Arlene Silberman
Project Director
Job Path
25 West 39th Street
New York, N.Y. 10018

Dear Ms. Silberman:

It is with pleasure to acknowledge that the Park Lane Hotel has hired in December 1979 one guest room attendant from Job Path.

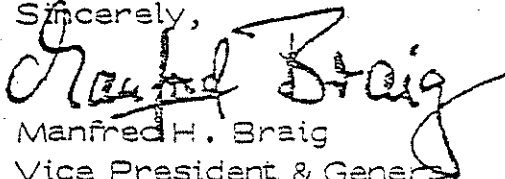
After several months have gone by, I am pleased to share with you, that after an initial training program provided by the hotel, this employee has blended in very nicely into our environment.

She does make 14 guest rooms per day, and the quality of work is something the hotel can be proud of. The employee gets along with her co-workers, she is punctual, has a pleasant attitude and her attendance is excellent.

During the recent transportation strike we could count on her as well, which is an indication that she is motivated and is loyal to her job.

Again, Ms. Silberman, we are pleased with the caliber of employee Job Path has sent to us.

Sincerely,


Manfred H. Braig
Vice President & General
Manager

MHB/ms

ATTACHMENT F

September 1, 1980

Ms. Arelene Silberman
Job Path
25 West 39th Street
New York, New York 10018

For some time I've wanted to write to express my heartfelt gratitude to Job Path, particularly for the sincere dedication and guidance of two persons on your staff, namely; Emily Ellis and Clyde Cheek.

Like so many parents of handicapped young adults, for years I've been floundering in my efforts to make a place in society for my daughter, J. Primarily, a most important step was to give her a sense of competence by her working and earning. For the past ten years, it was one failure after another. J had no particular training but she did have a sincere willingness to work. The various work programs she attended were for the most part humiliating and discouraging in every way and finally resulted in breaking down her confidence and willingness to try.

I feel ever grateful to Job Path for restoring my daughter's self respect and confidence. Your program is well endowed with understanding and methods most necessary in training the handicapped. You show true devotion and dedication as is true of the two people I mentioned herein.

Just before Job Path, I was desperate and did not know to turn. J was staying home with no outlook for the future. She was bored and unhappy. I was deterred in my

in my efforts to give more time to this problem due to the fact that that my job consumed most of my time. By some sheer luck of fate, I was guided to your agency.

Due to prior experiences with job programs, I was so brain washed as to their nothingness, that when J started with Job Path and she would tell me about the training etc., I was so pessimistic that I did not believe any good would result from this program. However, I had to get my girl out of the stagnant environment she was in and so I never conveyed my discouragement to her.

As you know, she was started on a job training program with the help and guidance of Mr. Cheek and before long, she was placed at Alexander's in the receiving department. Mr. Cheek would visit her several times a week to make certain she was on the proper path with regard to performance. He would observe that she was treated properly and there were no disturbances to discourage or deter her. This was no easy job, I'm sure. To me, this was of utmost importance. He made certain she was afforded a good foundation by proper instruction and thereby she regained her confidence.

J is working and earning and is a happy person, and of course, so am I. If Job Path could have happened ten years ago, J would have been spared barrels of tears and years of discouragement. I am aghast to think of the vast amounts of funds wasted by the various state and city agencies on programs and etc., in an effort to cope with the problems of handicapped people. For the most part, the only people who are helped are those doing the supposed instruction by being paid a salary. Their results are sadly deficient and terribly demoralizing .

I apologize for being so lengthy but I have not said

nearly enough in behalf of the quality of fine work your agency is performing. Your workers promote a feeling of confidence and hope for people who have gone through years of sad discouragement. My words cannot say enough about your wonderful organization. I sincerely hope that all people who have had a heartbreaking problem such I, could have the opportunity my daughter had to be helped just as she was by Job Path.



S



K

JUNE 18, 1980

DEAR MS. SILBERMAN:

PLEASE ACCEPT MY SINCERE
APPRECIATION FOR ALL YOU HAVE DONE TO
HELP D ON THE ROAD TO SUCCESS.

WHATEVER D ACCOMPLISHES IN
THE BIG WIDE WONDERFUL WORLD IS A
DIRECT RESULT OF ALL YOUR TRAINING. F
THE STAFF MEMBERS AT JOB PATH WERE
KIND AND CONSIDERATE. YOUR ENTIRE
ORGANIZATION IS ONE YOU CAN BE PROUD
OF.

I THANK YOU FOR YOUR HELP,
PATIENCE AND UNDERSTANDING. D. HA
GROWN AND MATURED UNDER YOUR
DIRECTION AND I AM EVER GRATEFUL.

AGAIN, THANK YOU VERY MUCH
FOR EVERYTHING.

SINCERELY,

A. G.

JOB PATH

A Non Profit Project of the Vera Institute of Justice, Inc.

25 West 39th Street
New York, N.Y. 10018
212-921-7940

JOB ADVISORY BOARD

Melva Diamante 794-8390
Employment Manager
Memorial Sloan Kettering
Cancer Center
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New York, New York 10021.

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Vice President
Manufacturers Hanover Trust
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New York, New York

Fred Weitner 487-2400
Assistant Vice President - Personnel
Personnel
Irving Trust Company
One Wall Street
New York, New York 10015

ATTACHMENT H

TRAINEE MANUAL

J O B P A T H

WELCOME TO JOB PATH!

We are happy to have you as a Job Path trainee. Job Path is a program that is part of the Vera Institute of Justice. You will find that Job Path is the right name for us because this program can be your path to a good job.

You may stay with us for up to one year. During this time you will learn important job skills. Some of our trainees learn to operate a Xerox machine and to file papers. These trainees become office aides. Some of our trainees learn to make sandwiches and salads. These trainees get jobs in restaurants and cafeterias. There are many different kinds of job skills you can learn. There are many different kinds of places that may hire you.

You will also learn good work habits like these:

Going to work every day - unless you are really sick.

Getting to work on time - and calling your supervisor if you must be late.

Being clean and neat and wearing the right clothes.

Listening to what your supervisor tells you.

Getting along with other workers.

When you have learned job skills and work habits, we will help you get a job.

We hope this booklet will answer your questions about Job Path. If you have any other questions, please call us at 921-7940. If you are in the Staten Island program, please call 442-8008.

HOW YOU WILL LEARN JOB SKILLS AND GOOD WORK HABITS

You will be placed in an office, a hospital, a bank, a museum, or some other training site. You will work alongside of workers who have already been hired. You will have the same supervisor that other workers have. This supervisor will help you learn the skills that you need to do real work and will show you how to keep improving.

You will also have a job counselor who comes from Job Path. Your job counselor will visit you at your training site each week to see how your work is coming along. Your counselor will also meet with you weekly at a time when your supervisor excuses you from work so that you and your counselor can talk together. You can talk about your progress, and you can talk about any problems that you may be having on your training site. It is important to tell your counselor about problems as they come up. That way, small problems won't become big ones.

You will also learn a lot from other trainees. When you enter Job Path you will join a group meeting with about twelve other trainees for one hour a week. At group meetings trainees help each other find answers to questions

that are on their minds. Your counselor will let you know how long you should keep coming to group meetings.

Once in a while a trainee who has learned job skills and who practices good work habits is hired by the first training site. Most of the time trainees are moved to other training sites to learn more skills. Some trainees are hired by the second training site. Others go to more training sites before they are ready to be hired. No matter how many training sites you need to become job ready, you will always have a Job Path counselor to help you.

FACTS AND FIGURES THAT EVERY JOB PATH TRAINEE SHOULD KNOW

HOURS

You will probably be working a 35 hour week, but the exact number of hours depends on your training site. Some trainees work from 9 a.m. to 5 p.m. Some trainees work from 8 a.m. to 4 p.m. A few trainees work from 7 a.m. to 3 p.m.

It is important that you get to work on time. If you are late too often, you will start to lose money. If you arrive after 9 a.m., you could lose 15 minutes pay. If you arrive after 9:15, you will lose 30 minutes pay. If you will be over 30 minutes late, you must call your counselor at Job Path and your supervisor at your training site as soon as possible.

GROUP MEETING TIME

Each week, you will be given time off to come to your group meeting. You will be paid for this time. However, if you leave your training site and you do not come to the group when you are supposed to, you will lose pay for this time.

SALARY AND BENEFITS

You will be paid the minimum wage. That means you will earn \$3.10 an hour until December 31, 1980. After then, you will earn \$3.35 an hour. You will be paid by check every other Friday.

Besides getting a salary, you will also receive a number of benefits. Paid sick days are one benefit. You will earn one sick day each month that you work. Be sure that you only use your sick days when you are too ill to go to work. If you waste your sick days just because you have a little headache or are tired, you will not have these days when you really need them.

If you are too sick to go to work, you should call your supervisor at your training site and your counselor at Job Path. If you do not call in, you will not be paid for the day.

You may use five of your sick days, if you have to, without getting a doctor's note. If you have to use the other seven sick days, however, you will need a doctor's note each time.

Personal days are another benefit. You will earn one paid personal day every six months that you are in Job Path. You may use your personal days to do important things. One trainee used a personal day to look for a place to live. Other trainees have used a personal day to go to church or synagogue on a religious holiday. You may have other reasons for taking a personal day. Just be sure to let your counselor and your supervisor know before you plan to take a personal day.

Worker's Compensation is another benefit. This means that if you are hurt while working, your doctor bills can be paid for. Be sure to tell your counselor if you are hurt so that he or she can see that you get Worker's Compensation.

Paid holidays are another benefit. Your supervisor will tell you the holidays when you do not have to go to work. You will receive your salary for each of these holidays.

Paid vacations are another benefit. You will earn a total of two weeks vacation time by the end of a year. If you want to take a vacation before the end of a year, ask your counselor how much vacation time you have earned. When you have worked long enough, your counselor will also help you arrange with your supervisor for the time off.

MAKING MISTAKES - AND LEARNING FROM THEM

Everyone makes mistakes sometimes. A mistake may happen if you do not understand the rules at your training site - and you forget to ask your supervisor or your counselor to explain them to you. It is important to remember to ask questions because that is how you will learn. Never be afraid to ask when you do not understand.

There may be other times when you make the mistake of doing something that you know is wrong. The first time you are late coming to work, for example, your counselor will remind you of your mistake and discuss the reasons with you.

Your counselor will talk to you about your mistake a second time, too.

If you do the same thing a third time, however, your counselor is likely to tell you that you are getting close to being suspended. Suspensions means having to stay home from work and receive no pay.

If you break the rules a fourth time, your counselor will give you a written warning that the next time you break the rules you will be suspended.

No trainee likes to be suspended because it is hard not to have money, and it is no fun when you don't see the friends you have made at work. No counselor likes to suspend a trainee, either. So it is much better to change

your behavior and practice good work habits.

We would rather tell you about the good times you will have at Job Path, but we also have to tell you more about suspensions. Sometimes a trainee does something so seriously wrong that he or she must be suspended immediately without a written warning. One trainee, for example, once hit a fellow worker across the face. He was suspended on the spot. If a trainee has to be suspended immediately, he or she will receive a letter as soon as possible. The letter will explain why suspension was automatic.

Most trainees who have been suspended learn from their mistakes. They meet their counselor at the Job Path office to talk over the problems that led to suspension. They attend their regular group meetings. Within a week or two these trainees are told that they may return to their training sites.

Once in a while a trainee does not learn from having been suspended. If he or she continues to practice poor work habits, the counselor will offer more help. If that does not work, the trainee may have to be suspended again - after receiving written warning, if possible.

Once in a great while, a trainee is finally given a written warning that the next time he or she breaks a rule, there will be automatic dismissal from Job Path. Very, very, few trainees have been dismissed.

WHAT YOU CAN DO IF YOU THINK YOU HAVE RECEIVED A
WARNING THAT IS UNFAIR

First, of course, you should tell your counselor about your feelings. Next, you can talk with Emily Ellis, who is the Director of Job Counseling, or, if you are in the Staten Island program, you can talk with Fredda Rosen who is the Director of that part of Job Path.

If you are still feeling troubled, you can meet with Arlene Silberman, who is the Director of Job Path. And, if you want to take your complaint further, you can see Emily Marks who is an Associate Director of the Vera Institute. Her telephone number is 986-6910.

Trainees at Job Path have a great many people who care about fairness. Chances are, however, that you and your counselor can work out your problems in the first place.

A FINAL WORD

We want you to know that most trainees succeed at Job Path. When they leave us they have good jobs in law firms and banks, in stores and hotels, in hospitals and cafeterias.

A follow-up counselor meets with trainees who have been hired to help solve any problems that may arise. Most of the people who have been hired keep their jobs, get raises, and are very happy.

We will do everything we can to help you succeed, too.

Joyce Lain Kennedy

Retarded workers

Dear Joyce: I manage a motel and could perhaps employ mildly retarded workers for cleaning jobs. Could you put me in touch with someone who has had experience with mentally retarded workers?

J.T., Denver, Colo.

Job Path is a program created by the Vera Institute of Justice for occupational placement of the mentally retarded. Its director, Ariene Silberman, says in a recent issue of Executive Housekeeper magazine that when properly trained and supervised, slow-learning workers can do a first-rate job in many housekeeping and laundry tasks. She says she'll advise potential employers. Write to: Job Path, 25 W. 39th St., New York, N.Y. 10018.

ATTACHMENT J

PATHWAYS TO EMPLOYMENT: Strategies for Assisting
Hard-to-Employ People

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